

Board of Finance Minutes
3 Primrose Street, Newtown – Newtown Municipal Center
Wednesday February 21, 2024

These minutes are subject to approval by the Board of Finance.

Present: James Gaston, Steve Goodridge, John Fletcher, Bryce Chinault, Janette Lamoureaux and Barney Molloy

Also Present: First Selectman Jeff Capeci, Finance Director Robert Tait, Chief Kulgren, Deputy Chief Bishop, Scott Cicciari Vice Chair Police Commission

Chairman James Gaston called the meeting to order at 7:31 pm.

Voter Comment none

Communications none

Mr Malloy made a motion to approve the minutes of 2/15/24 public hearing. Second by Ms Lamoureaux - approved

Mr Fletcher made a motion to approve the minutes of 2/15/24 meeting. Second by Mr Molloy - approved.

First Selectman's report - Interviews of Finance Director candidates have been conducted. We are down to two candidates. The last interview is tomorrow morning. There will be a special meeting of the Board of Selectman meeting on Monday if the interviews go well.

Police contract negotiations started today. For the lawsuit for the Fair Rent, we hired an attorney recommended by our labor attorney.

6 Commerce Drive is in negotiations between EDC and developer.

Finance Director report. Mr Tait handed out a sheet to show the difference if changes to the budget.(attached). Standard and Poors will be calling tomorrow to get updates on our finances. They have sent questions ahead of time. They look at past, present and future budget. How are we handling burdens of expiring budgets? How are our fund balances holding up? The meeting for FFH historic tax credit is on the March 22nd agenda at the state. Mr Gaston suggested someone from the town should attend.

New Business

Police Department (staffing study attached) since 2020 police duties have had changing trends. These trends require increased staffing to incidents leaving the minimum four officers on the road for the town. This means if someone calls out someone is not allowed to go home. There are needs for modern day policing as needs and modern changes occur. There are needs for the staff and the community that increased staffing warrant. Explanations of the new mandates are in the attachments. Mandates are coming down from the state in many areas and need coverage for the training. It is approximately 60 hours of training per year. Average cost of overtime rate is \$70 per hour. The mandates are creating moral issues as well as financial issues.

EAP grant was for councilors for critical incidents for staffing. This is changing to wellness program. There will be an app and in person aid in the wellness program. There is also officer to officer support through mutual aid. We track private duty hours. This is done through contractual hours and is done on their off time. Patrol work comes first and we are allowed to pull off them off private duty. Are there any retirements coming up to lessen some of the costs? Just had one retirement in January and may have another soon. There is concern due to the number of officers coming up for retirement over the next few years.

They are looking at part time officers for special events. Training requirements make it difficult to hire part time officers.

Software increase is investigative software. Common technology used all over. These would be static use. The ones in our vehicle are becoming obsolete.

Board of fire Commissioners answered question regarding the cost of removing class B fire fighting foam (attached).

Medical self insurance fund is town and employee funded. This budget is a 9% increase to last year's contribution. 10% is being recommended but Mr Tait is looking at requesting bond savings to cover the other percentage.

The cost for 24 hour paramedic has skyrocketed causing the \$130,000 increase.

Capital non recurring is used for larger items in CIP. It can be used for items instead of going into the CIP. There is some flexibility in this budget.

Park and Rec \$87,000 skit was removed from budget and put into capitol non recurring.

Looking at supply increases is there a list they have to use or is their discretion? BOE does not go through central Purchasing Director but the town does. Guidelines have to be followed for quote requirements and bid requirements.

Library is coming on Monday, is there anyone else anyone wants to speak to?

Mr Molloy would like to see Land Use at tomorrow's meeting. Mr Capeci will make the request.

Voter Comment none

Announcements

Mr Molloy moved to adjourn the meeting. Mr Goodridge 2nd the motion.

Mr Gaston adjourned the meeting at 8:55 pm.

Respectfully submitted,

LeReine Frampton, temporary clerk

To Robert Tait,

The Board of Fire Commissioners is requesting funds to cover the cost of removing class B firefighting foam. Class B foam is primarily used to extinguish flammable liquids and petroleum fires (vehicle fires). CT-DEEP (Department of Energy and Environmental Protection) has outlawed the use of class B foam because of health and environmental issues which have required the Town of Newtown and the Board of Fire Commissioners to take action to comply with this state mandate.

The Town of Newtown has three fire trucks that carry this firefighting foam that was identified as having banned additives (PSAF). The State of CT has produced a compliant procedure to rid the Town Fire Departments of this foam and has put in place a procedure to reimburse for the work performed. The reimbursement is on a first come first served basis and therefore needs to be initiated soon. Three in-state companies were quoted for the work required including proper disposal as required by DEEP procedures. An amount of **\$13,066.70** was lowest quoted to do the work.

The Board of Fire Commissioners will initiate this process and has funds to temporarily cover the cost from its own budget. Not knowing the timeline of the State of CT for reimbursement this money will need to be replenished so we can continue to pay expenses for the remainder of the 2023-2024 budget.

The Board of Fire Commissioners is also requesting additional funds to be added to the truck repair line item to cover unexpected costly repairs. We have had several major repairs this year. The BOFC truck repair line item is designed for annual inspections and maintenance not major fire pump and engine repairs. Because of these additional repairs we have a deficit in this account. The amount of **\$25,000.00** is being requested to cover an expected deficit of \$12,000 by the end of this month with additional funds to hopefully take this account to the end of the budget year. In total we are requesting \$38,066.70

Tim Whelan
2/13/2024

TOWN OF NEWTOWN
WHAT IF? CHANGES TO BOS/BOE PROPOSED BUDGET
2024 - 2025

ADDITION (REDUCTION)	CURRENT TAXES	TAX LEVY	MILL RATE	TAX INCREASE	CHANGE IN TAX BILL**
TO PROPOSED BUDGET	(99.3% of Levy)	(Billed Amount)			(ANNUAL)
1,500,000	123,531,817	126,215,635	27.80	5.94%	\$ 549
1,400,000	123,431,817	126,114,931	27.78	5.85%	\$ 542
1,300,000	123,331,817	126,014,226	27.75	5.77%	\$ 534
1,200,000	123,231,817	125,913,521	27.73	5.69%	\$ 526
1,100,000	123,131,817	125,812,816	27.71	5.60%	\$ 518
1,000,000	123,031,817	125,712,111	27.69	5.52%	\$ 510
900,000	122,931,817	125,611,406	27.67	5.43%	\$ 502
800,000	122,831,817	125,510,701	27.64	5.35%	\$ 495
700,000	122,731,817	125,409,996	27.62	5.26%	\$ 487
600,000	122,631,817	125,309,291	27.60	5.18%	\$ 479
500,000	122,531,817	125,208,586	27.58	5.09%	\$ 471
400,000	122,431,817	125,107,881	27.55	5.01%	\$ 463
300,000	122,331,817	125,007,176	27.53	4.92%	\$ 456
200,000	122,231,817	124,906,471	27.51	4.84%	\$ 448
100,000	122,131,817	124,805,766	27.49	4.76%	\$ 440
BOS/BOE TOTAL RECOMMENDED BUDGET	122,031,817	124,705,062	27.47	4.67%	\$ 432
(100,000)	121,931,817	124,604,356	27.44	4.59%	\$ 424
(200,000)	121,831,817	124,503,652	27.42	4.50%	\$ 416
(300,000)	121,731,817	124,402,947	27.40	4.42%	\$ 409
(400,000)	121,631,817	124,302,242	27.38	4.33%	\$ 401
(500,000)	121,531,817	124,201,537	27.35	4.25%	\$ 393
(600,000)	121,431,817	124,100,832	27.33	4.16%	\$ 385
(700,000)	121,331,817	124,000,127	27.31	4.08%	\$ 377
(800,000)	121,231,817	123,899,422	27.29	4.00%	\$ 370
(900,000)	121,131,817	123,798,717	27.27	3.91%	\$ 362
(1,000,000)	121,031,817	123,698,012	27.24	3.83%	\$ 354
(1,100,000)	120,931,817	123,597,307	27.22	3.74%	\$ 346
(1,200,000)	120,831,817	123,496,602	27.20	3.66%	\$ 338
(1,300,000)	120,731,817	123,395,897	27.18	3.57%	\$ 330
(1,400,000)	120,631,817	123,295,192	27.16	3.49%	\$ 323
(1,500,000)	120,531,817	123,194,487	27.13	3.40%	\$ 315
(1,600,000)	120,431,817	123,093,782	27.11	3.32%	\$ 307
(1,700,000)	120,331,817	122,993,078	27.09	3.23%	\$ 299
(1,800,000)	120,231,817	122,892,373	27.07	3.15%	\$ 291
(1,900,000)	120,131,817	122,791,668	27.04	3.07%	\$ 284
(2,000,000)	120,031,817	122,690,963	27.02	2.98%	\$ 276
(2,100,000)	119,931,817	122,590,258	27.00	2.90%	\$ 268
(2,200,000)	119,831,817	122,489,553	26.98	2.81%	\$ 260
(2,300,000)	119,731,817	122,388,848	26.96	2.73%	\$ 252
(2,400,000)	119,631,817	122,288,143	26.93	2.64%	\$ 244
(2,500,000)	119,531,817	122,187,438	26.91	2.56%	\$ 237

** ASSUMING A \$9,250 CURRENT ANNUAL TAX BILL (median value)



FBINAA
FBI National Academy Associates, Inc.
2023 ACTIVE
Sworn Member

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Please only print this e-mail if you need to.

On Tue, Feb 6, 2024 at 9:05 PM Contact form at Newtown CT <cmsmailer@civicplus.com> wrote:

Hello dkullgren,

Jim Gaston (jamesgastonboardoffinance@gmail.com) has sent you a message via your contact form (<https://www.newtown-ct.gov/user/633/contact>) at Newtown CT.

If you don't want to receive such e-mails, you can change your settings at <https://www.newtown-ct.gov/user/633/edit>.

Message:

Hi Chief,

I would like to see the National Study/ Study that recommends additional Officers to the Force. I think the BoF members would be interested in it, too. I remember the last one which recommended our then force of 37-39 move to 45 - 47 which happened. A similar study was helpful foundation for the New Police Station. I would also like to see the net cost of an additional officer...i.e., what does the average officer bring in to the town on private duty per year. I note many out-of-town cars and officers in Newtown are out of town...I assume because we don't have sufficient staff to secure. What is the average year premium the town gets on each private duty officer? That would obviously reduce the cost of the new Officer, if employed.

I asked the town but they suggested I ask you directly. Our first budget meeting is 2/15/21. At the 2/21 or 2/22 meeting, would it be possible to have a representative possible to answer BoF questions on 2/21 or 2/22?

Thank you for your kind attention to the matter.

Regards,

Jim Gaston

Chair - Bd of Finance

4 attachments



2023 Staffing Study Final.pdf

1600K



Presentation on Staffing.pdf

73K



PC Budget 2024 Support.pdf

98K



Extra Duty Admin Fee Report Veh and Town Admin Fee 2023 cal year.pdf

268K

78.31%

Newtown Police Department Request for Consideration Staffing Proposal

Attention:

The Newtown Police Department is confronting challenges in meeting the escalating demands of providing modern policing services: accreditation, transparency, risk protection orders, mandated training requirements, de-escalation, and use of force changes. These challenges have increased the time spent on calls for service, decreased response times, and prompted mitigation measures, including reallocating officers and discontinuing some community services.

Need:

A pressing requirement arises for additional police officers, as identified in the Staffing and Workload Study. A comprehensive staffing study becomes imperative to address the evolving role of police officers and the heightened complexity of their tasks. The report underscores the necessity for adequate staffing to fulfill societal expectations of professionalism, community-oriented services, well-trained officers, transparency, and advanced use of technology.

Satisfaction:

This supporting data underscores the need for additional police officers, illustrating that shifts are below manpower requirements 78.31% of the time on average. The report emphasizes the impact of simultaneous service calls, leading to the unavailability of all staff on a shift. Overtime statistics underscore the strain on resources regarding budget and personnel, accentuating the urgency of addressing the shortage.

Visualization:

Visualize the consequences of inadequate staffing – officers and supervisors facing mental and physical fatigue, poor decisions, and the need for overtime to compensate for understaffing. Paint a vivid picture of the daily challenges, such as simultaneous service calls and their impact on response times, highlighting the urgent need for additional police officers.

Action:

The report strongly recommends action to alleviate the staffing crisis, primarily focusing on recruiting additional police officers. It stresses the importance of strategic approaches to optimize performance, echoing recommendations from reputable sources like the COPS, the US Department of Justice, the International Association of Chiefs of Police, and NPR News. The call to action is explicit: prioritize the recruitment of additional police officers, invest in necessary resources, and implement strategic approaches to ensure effective policing services. In conclusion, the thorough study effectively addresses the need for additional police officers, emphasizing the importance of strategic action to meet the evolving demands of modern policing in our community.

Chief David Kullgren

Newtown Police Department Request for Consideration Staffing Proposal

Supporting Data, this is a National Problem:

COPS, US Department of Justice

“When the Agency is Understaffed for Its Workload

Boost Staffing

When a workload-based assessment determines an agency is understaffed for its service obligations, it is important to consider the strategic approaches the agency can take to optimize performance. The first, and perhaps most obvious, is to hire and retain more staff.”

https://cops.usdoj.gov/html/dispatch/01-2022/police_staffing_strategies.html

International Association of Chief of Police / Police Chief Magazine

“It may also reflect increased requirements on patrol officers that demand them to spend a more protracted time on CFS—more paperwork, video-tagging, and efforts at resolution, which are required of officers more now than even two years

ago.” <https://www.policechiefmagazine.org/linking-the-workforce-crisis-crime-and-response-time/>

“For the nearly 18,000 law enforcement agencies operating in the United States, their responsibilities span every minute of every day. To ensure that policing services can be provided around the clock, shift work is a necessary and an integral part of the law enforcement profession that impacts all of the nearly 800,000 U.S. police professionals at some point during their careers.” <https://www.policechiefmagazine.org/human-fatigue-in-247-operations/>

NPR News

“Police response times are getting longer. That's according to a new analysis of the average time it takes cops in 15 cities to respond to calls ranging from low priority vandalism to acts of violence. As NPR's Martin Kaste reports, the longer waits come as police departments struggle to keep enough officers on staff.”

<https://www.npr.org/2023/01/17/1149455678/why-data-from-15-cities-show-police-response-times-are-taking-longer>

Sandiego Education

“Community-oriented policing is, of course, not a new concept or practice. However, in the wake of highly publicized use-of-force complaints and the resulting public distrust, it is considered by many in law enforcement to be more relevant and necessary than ever before.”

<https://onlinedegrees.sandiego.edu/top-5-trends-in-law-enforcement/>

Law enforcement in the 21st century is evolving rapidly, as police face new threats and challenges along with increased scrutiny from the public and the media. The law enforcement profession is responding with significant changes in the areas of leadership, structure, culture, policy and technology.

Today, the majority of departments and agencies are:

- Adapting to new levels of transparency that were nonexistent a decade ago
- Adopting new policies to promote improved police-community relations
- Deploying new technologies that help police do their jobs, while also changing the way they interact with the community
- Developing a deeper understanding of the connection between education and enforcement

Here are some of the top trends currently shaping the law enforcement field:

Trend #1: Focus on Community Oriented Policing

According to the Department of Justice, which launched its Office of Community Oriented Policing Services (COPS) back in 1994, “Community policing begins with a commitment to building trust and mutual respect between police and communities. It is critical to public safety, ensuring that all stakeholders work together to address our nation’s crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns and allocate resources.”

- Newtown PD has been ahead of the curve for many years regarding this intentional community outreach.
- Sgt. Chapman has filled this role with very positive feedback from our community

Trend #2: Increasing Use of Technology & Tools

Technology assists our police professionals to help ensure public safety and security — while at the same time creating a new level of transparency.

- Social media is being used more frequently and with greater sophistication and adoption to gather and disseminate information, as well as engage the community.
- Body worn cameras are required as they have been shown to offer greater transparency and even decrease use-of-force-related complaints.
- GPS applications are being used by law enforcement to track and locate suspects and parolees faster. GPS applications help protect D.V. victims with restraining orders. Police are electronically notified when a suspect violates a protective order by his/her location. This notification requires an immediate police response.

- Next generation 911 receives text messages, and phone calls. This increases the use of the 911 system.
- Drones are aiding in locating missing elderly and children along with other search and rescue situations.

Trend #3: The Fast-Growing Threat of Cyber Crime

The threat of cyber crime is massive and growing. In fact, the FBI and Internet Crime Complaint Center's (IC3) 2020 Internet Crime Report revealed that complaints of cyber crime nearly doubled from 2019, hitting a record total of 791,790 (up from about 467,000). And local police departments across the nation are seeing an increased risk to individuals, corporations and government agencies, such as cyber fraud and swatting events. Given the proliferation of cyber crimes, agencies across the country have had to step up their efforts to combat online threats.

Trend #4: Focus on Police Accountability

There is a growing push for greater accountability from law enforcement agencies. Local politicians have demanded new accountability measures, which has raised important discussions about how law enforcement agencies can provide more transparency and accountability to their communities. In Connecticut, legislation was passed in 2021 – The Police Accountability Act, which mandates that all police agencies update all policies, procedures and training initiatives in the interest of creating a higher level of transparency with the public. NPD has embraced this initiative and has shifted personnel around to meet these requirements.

- Hate and Bias training
- Implicit Bias training
- De-escalation training
- D.V. training and plugging in resources for victims
- Persons in Crisis training

In summary, our residents expect a professional police response and services. Over the past five years our legislators have mandated many new operational requirements. The four trends that I just spoke about require personnel to implement and maintain. From social media monitoring, increased utilization of technology, increased threats of cybercrimes, and the Police Accountability Act, this increased workload demand requires additional staffing to maintain a modern police agency. As Chairman of the Newtown Police Commission, I fully endorse the funding of one additional Police Officer to maintain and manage our accountability and compliance standards mandated by the State of Connecticut.



Lereine Frampton <lereine.frampton@newtown-ct.gov>

Fwd: [Newtown CT] Request for the Study for additional Officers (Sent by Jim Gaston, jamesgastonboardoffinance@gmail.com)

1 message

James <jamesgastonboardoffinance@gmail.com>

Mon, Feb 19, 2024 at 11:31 PM

To: jeff.capeci@newtown-ct.gov, robert.tait@newtown-ct.gov, Susan Marcinek <susan.marcinek@newtown-ct.gov>, lereine.frampton@newtown-ct.gov, Arlene Miles <arlene.miles@newtown-ct.gov>, johnfletcher.newtown@gmail.com, Bryce Chinault <brycechinault.bof@gmail.com>, Steven Goodridge <sbgoodridge.bof@gmail.com>, janettelamoureux@gmail.com, "david.kullgren@newtown-ct.gov" <david.kullgren@newtown-ct.gov>, "bryan.bishop@newtown-ct.gov" <bryan.bishop@newtown-ct.gov>

Hi All,

Here is a copy of the studies I mentioned at the Board of Finance meeting for your review. We have asked Jeff to set up a convenient date for the Police representatives to appear either on the 21st or 22nd to discuss this request. Please let us know so we can put it on the agenda.

Thank you.

Regards,

Jim Gaston

----- Forwarded message -----

From: **David Kullgren** <david.kullgren@newtown-ct.gov>

Date: Sun, Feb 11, 2024 at 10:34 AM

Subject: Fwd: [Newtown CT] Request for the Study for additional Officers (Sent by Jim Gaston, jamesgastonboardoffinance@gmail.com)

To: <jamesgastonboardoffinance@gmail.com>

Cc: Bryan Bishop <bryan.bishop@newtown-ct.gov>

Mr Gaston,

I appreciate your interest in this matter. I will be happy to present the answers to these questions at any date you need. I will make myself and/or my Deputy Chief available on both the 21st and 22nd. There are financial benefits as well as increased public safety, officer safety and mental health, and services to the community.

In the meantime, I have attached the 2023 staffing study as well as some supporting documentation.

- 2023 Staffing Study, NPD
- Presentation on Staffing, Chief
- PC Budget Support, PC Chairman Budd
- Compensation time Study, Chief
- Extra Duty Admin Fee Report Veh & Town Admin Fee
- The cost of a new officer is 91,000/year per Finance Director Tait

*Respectfully,***David Kullgren, Chief of Police****Newtown Police Department**

191 South Main Street

Newtown, CT 06470

203-270-4256 (office)**203-426-5841 (24/7 routine)**

203-270-3779 (fax)



Staffing Study

October 1, 2022 – September 30, 2023

Prepared By:

Lieutenant Richard Robinson

Professional Services Bureau Commander

I. Introduction

The Town of Newtown is in Upper Fairfield County bordered by Easton, Redding, Bridgewater, Southbury, Oxford, Bethel, and Monroe. Newtown encompasses 38,644 acres or 60.38 square miles and contains 244.41 miles of roadways. There are several major roadways that traverse the Town of Newtown including: Interstate 84, Route 6, Route 25, and Route 34. These major roadways connect Newtown directly with the cities of Danbury, Waterbury, Bridgeport, New Haven and indirectly to New York State and New York City.

As of July 1, 2022 the US Census Bureau reported the population of the Town of Newtown at 27,577. With the volume of traffic traveling through Newtown during the day through the main roadways and secondary roadways the population serviced by the Newtown Police Department is much greater than the residential population.

The Town of Newtown had a reported crime rate of 9.0 per 1000 in 2022 (most recently published and available statistics). The total NIBRS crimes were 250 with 27 crimes against people reported, 215 crimes against property, and 8 crimes against society reported.

The Newtown Police Department was founded in September of 1971. Beginning with the conversion from a constabulary force the Newtown Police Department is currently authorized to retain 45 sworn officers which includes a chief and deputy chief. The Department is organized in three Bureaus: Patrol Operations, Support Services, and Professional Standards. The Chief and Deputy Chief make up the Department Administration.

II. Statement of the Problem

Over the past two decades the staffing level at the Newtown Police Department has remained between 45 and 47 sworn officers. The population has grown by approximately 3000 and the violent crime rate has fluctuated between 7 per 100,000 and 58 per 100,000. It has become increasingly more difficult to maintain the level of

services that are expected and deserved by the residents of Newtown by the Newtown Police Department. There is not a single cause leading to the staffing issue, rather a number of issues have contributed over the years. This study will endeavor to identify as many as possible and make recommendations to correct the problems.

As the law enforcement field is ever evolving it should be anticipated that there will be new impacts on staffing in the future. Therefore studies such as these should be conducted at a minimum every three years.

III. Impacts on Staffing Needs

Most of the issues identified in this section effect all components of the Department, however all have the greatest impact on the Patrol Operations Bureau, and the Patrol Officers specifically. The only Bureau in the Department that has mandatory staffing requirements (contractual or departmental) is the Patrol Operations Bureau.

Therefore, unless otherwise specified the analyzes applied in this report are applied only to the Patrol Operations Bureau. Statistical information of the type necessary to apply the analytical methods utilized in the review of the Patrol Operations Bureau is not currently available for either the Professional Standards Bureau, the Support Services Bureau, or the Administration.

A. Training

One of the major factors effecting staffing levels that can be readily identified is the ever increasing training demands on the Department to maintain officer certifications and ensure professional competency in the ever changing field of law enforcement. When coupled with the societal demand for more culturally aware and empathic law enforcement/public interactions, as has been codified in recent laws (such as the Police Accountability Bill), the required amount of training for law enforcement officers has been dramatically increased. This takes officers away from staffing patrol shifts more frequently creating greater staffing demands and lowering the availability of officers to fill mandatory staffing levels for patrol.

To understand the how staffing levels impact the services that the Newtown Police Department can provide, the quality in which they are provided, and the other areas that staffing levels can affect policing it is beneficial to understand the scope of law enforcement as it is currently conducted in the State of Connecticut. The requirements for graduation from an accredited Connecticut Basic Police Officer Academy and the continuing education mandates demonstrates the span of knowledge that needs to be mastered before an individual can graduate from a Connecticut Basic Police Officer Training Program and continue mastering throughout their career. This course of training includes:

Course Title	Hours of Instruction
Orientation to Basic Training	2
Police Ethics and Moral Issues	2
Police Authority and Discretion	2
History of Policing & Civil Rights Movement	4
Community Research Project	4
Constitutional Law	4
Connecticut Liquor Laws	2
Civil Liability	9
Connecticut Criminal Law	31
Immigration Law	2
Laws of Evidence	7
Laws of Arrest	24
Search and Seizure	36
Search Warrant Preparation	4
Use of Force	14
Hunting Laws	1
Weapons and Permits	2
Courtroom Testimony and Demeanor	4
Landlord Tenant Disputes	2
Firearms	86
Shooting Decisions and Practical Skills	32
Police Baton Training	12
OC Spray	7
First Responder Course (first aid/CPR)	60
Water Safety	4

Restraint and Control	9
Handcuffing	4
Defensive Tactics	23
EVOC (Driver Training)	51
Physical Fitness	80
De-Escalation	4
Human Behavior/Interpersonal Relations	4
Stress Management	6
Connecticut Juvenile Law/Dealing with Juveniles	14
Suicide Recognition, Management & Intervention	4
Supervisor Subordinate Relations	1
Substance Abuse Issues	2
Victim/Witness Advocacy	2
Law Enforcement and Citizens with Special Needs	4
Conflict Management	4
Blue Courage	16
Mental Health First-Aid	8
Social Justice Seminar	24
Principles of Investigation	4
Surveillance, Informants, Intelligence	2
Identification of Suspects	8
Crime Scene Processing	8
Fingerprinting	2
Photography	2
Criminalistics	3
Interviewing Techniques	14
Explosives and Incendiary Devices	2
Terrorism and the Suicide Bomber	4
Identification and Handling of Drugs	16
Sexual Assault/Rape Crisis Response	4
Gambling, Prostitution, Organized Crime, and Human Trafficking	4
Case Preparation	2
Motor Vehicle Theft	2
Child Abuse and Neglect	4
Arson Awareness	2
Hate and Bias Crime	2

Drug Endangered Children	2
Accident Investigation	24
Problem Solving Policing	6
Computer Crime Familiarization	2
Crime Prevention	2
Crimes in Progress	20
Handling of Animals	2
Crowd Control and Civil Disorder	4
Domestic Violence Response	16
Hazardous Materials	8
Electrical Emergencies	2
Impaired Driving	21
Intoximeter Certification	8
DMV Per Se Hearings	2
Motor Vehicle Law and Enforcement	30
Patrol Preparation and Techniques	4
COLLECT	8
Weapons of Mass Destruction	8
Vehicle Stop Techniques	24
Civil Complaints and Service Calls	2
Note Taking and Report Writing	20
Roadblocks	1
K-9 Teams	2
Seized Property	1
Traffic Control and Direction	8
Gangs	4
Missing Persons	4
Critical Incident Management	4
NIMS	2
Offender Based Tracking System Familiarization	1
Blue on Blue and Off Duty Encounters	2
Total of Basic Training Hours	1,340
Field Training Evaluation Program	400
Total Hours of Training prior to Certification	1,740

Table 1

From appointment to full certification an entry level probationary police officer cannot begin patrol work on their own for at least 11 months.

After initial certification police officers must maintain their certification by completing a minimum of 60 credit hours of recertification training every three years to include:

Course Title	Hourly Annual Requirement	Tri-Annual Hourly Requirement
Use of Force	1	3
Body & Dash Cameras	1	3
Firearms Qualification	2	6
Rape Crisis		2
Handling Juveniles		2
Gangs		1
Bigotry/Bias		1
Implicit Bias		1
Domestic Violence Response		2
Police & the Law		7
Cultural Awareness		1
Citizens w/ Special Needs		1
Human Trafficking		1
Human Relations		2
De-Escalation		2
Patrol Procedures		2
Procedural Justice		1
Elective (non-mandated classes) Hours		22
	Total Recertification Hours	60

Table 2

For comparison, in 2000 the required recertification credit hours triennially was 45, in 2003 the required hours were increased to 60. Providing just the required amount of recertification training requires more than 60 hours of officer time. The 60 hours required is for credit hours, not course hours. Many courses require double or even triple the amount of course hours to meet the minimum number of credit hours. Sending officers to training often requires either compensating the officer's time through training compensation time at 1.5 times the number or course hours plus any

travel time, and back filling their shift either by reducing patrol staffing or via patrol overtime.

Compounding the training issue is the current recertification requirements for sworn officers are the same no matter the officer's rank or position in the Department. To ensure that our detectives, school resource officers, traffic officer, sergeants, lieutenants, deputy chief and chief all have the knowledge and skills necessary for their assignments requires them to receive the same training as patrol officers as well as additional training for their assigned duties and responsibilities.

The preceding describe only the required training that is mandated to attain and retain police officer certification. To ensure that the Newtown Police Department is providing the best possible service to the Town of Newtown it is incumbent on the Department to further enhance our officer's knowledge and skills tailored to the specific needs and concerns of the residents of Newtown. This requires additional training demands on the department that requires more time that officers are assigned away from their traditional duties.

Training and Programs added in the last 20 years		
Mandatory State Model Use of Force Policy	Grant Application/Facilitation	Juvenile Law Changes
New Accident Report (Multi-page)	De-escalation Training	Crowd Management
Implicit Bias Training	Fair and Impartial Policing Training	Mental Health Response Training
First Amendment Training	Human Trafficking Training	Excited Delirium Recognition Training
Changes to Search and Seizure and Laws of Arrest	Accreditation Mandates	Taser
Mandatory Statewide Model Policy on Domestic Violence Response and Investigation	Body Cameras	State Yearly Reporting Requirements
In Car Cameras	Diversity and Inclusion Training	Active Shooter Response Training

Automated Fingerprint Identification System (AFIS)	Risk Protective Orders	Victim Service Follow-ups
NIBRS Crime Reporting	Immigration Law	Traffic Law Changes
DNA	Touch DNA	Sexual Assault Law Changes

Table 3

B. Officer Time Off

Another obvious factor impacting staffing levels is paid time off available to officers. Per the current police contract officers receive vacation based upon time of service:

Patrol Officer Vacation Time		
Years of Service	Weeks of Vacation	Number of Officers
>5	2	8
5 >13	3	7
13 > 20	4	7
<20	5	3

Table 4

As indicated above 32% of the patrol officers have less than 5 years of service and receive 2 weeks of vacation. 68% of the patrol officers have 3 or more weeks of vacation. In addition to vacation time officers receive 11 sick days, 2 personal days, 6 floating holidays, and compensatory time off can be earned for training and in lieu of overtime payment. Thus when sent to training on what would be overtime incurs training compensatory time off and overtime worked by officers for any reason may be taken in overtime compensatory time off. In the next 3 years all current patrol officers will have at least 3 weeks off with the number of patrol officers with 5 weeks off increasing to 7.

C. Mandatory Shift Coverage (Voluntary Overtime)

When patrol officer shift coverage falls below the contractually agreed upon minimum staffing level (3 midnight – 8am {mids}, 4 8am – 4pm {days}, 4 4pm – midnight {Eves}) the shift must be filled with overtime (voluntary) or order-in (involuntary). Voluntary minimum shift overtime coverage occurred 174 times (January 1, 2022 through November 25, 2022) and 126 times (January 1, 2023 through September 25 2023).

Patrol Shift Staffing 2023/Percentage of Shifts at Minimum Mandatory Staffing

		Shifts Jan. – Sept.	Shifts per Month	Daily Average
2023	Mids SUP	312	35	1
	Mids OFC	935	104	3
	Days SUP	407	45	1
	Days OFC	1142	127	4
	Eves SUP	340	38	1
	Eves OFC	1183	131	4
	Total SUP	1059	118	3
	Total OFC	3260	362	11
		Percentage of Patrol Shifts at Minimum Staff		
	Mids		70.44%	
	Days		86.79%	
	Eves		77.70%	

Table 5

January Patrol Shift Staffing 2023/Percentage of Shifts at Minimum Mandatory Staffing

		Shifts per Month	Daily Average
January 2023	Mids SUP	39	1.26
	Mids OFC	102	3.29
	Days SUP	50	1.61
	Days OFC	127	4.10
	Eves SUP	43	1.39
	Eves OFC	144	4.65
	Total SUP	132	4.26
	Total OFC	373	12.03
		# @ Min	% @ Min
	Mids	23	74.19%
	Days	28	90.32%
	Eves	16	51.61%

Table 6

February Patrol Shift Staffing 2023/Percentage of Shifts at Minimum Mandatory Staffing

		Shifts per Month	Daily Average
February 2023	Mids SUP	33	1.18
	Mids OFC	91	3.25
	Days SUP	44	1.57
	Days OFC	117	4.18
	Eves SUP	33	1.18
	Eves OFC	128	4.57
	Total SUP	110	3.93
	Total OFC	336	12.00
		# @ Min	% @ Min
	Mids	20	71.43%
	Days	23	82.14%
	Eves	18	64.29%

Table 7

March Patrol Shift Staffing 2023/Percentage of Shifts at Minimum Mandatory Staffing

		Shifts per Month	Daily Average
March 2023	Mids SUP	37	1.19
	Mids OFC	98	3.16
	Days SUP	45	1.45
	Days OFC	131	4.23
	Eves SUP	46	1.48
	Eves OFC	137	4.42
	Total SUP	128	4.13
	Total OFC	366	11.81
		# @ Min	% @ Min
	Mids	27	87.10%
	Days	26	83.87%
	Eves	19	61.29%

Table 8

April Patrol Shift Staffing 2023/Percentage of Shifts at Minimum Mandatory Staffing

		Shifts per Month	Daily Average
April 2023	Mids SUP	36	1.16
	Mids OFC	97	3.13
	Days SUP	44	1.42
	Days OFC	126	4.06
	Eves SUP	37	1.19
	Eves OFC	127	4.10
	Total SUP	117	3.90
	Total OFC	350	11.67
		# @ Min	% @ Min
	Mids	25	83.33%
	Days	25	83.33%
	Eves	25	83.33%

Table 9

May Patrol Shift Staffing 2023/Percentage of Shifts at Minimum Mandatory Staffing

		Shifts per Month	Daily Average
May 2023	Mids SUP	34	1.10
	Mids OFC	114	3.68
	Days SUP	43	1.39
	Days OFC	133	4.29
	Eves SUP	40	1.29
	Eves OFC	130	4.19
	Total SUP	117	3.77
	Total OFC	377	12.16
		# @ Min	% @ Min
	Mids	16	51.61%
	Days	24	77.42%
	Eves	25	80.65%

Table 10

June Patrol Shift Staffing 2023/Percentage of Shifts at Minimum Mandatory Staffing

		Shifts per Month	Daily Average
June 2023	Mids SUP	33	1.06
	Mids OFC	109	3.52
	Days SUP	48	1.55
	Days OFC	128	4.13
	Eves SUP	38	1.23
	Eves OFC	127	4.10
	Total SUP	119	3.97
	Total OFC	364	12.13
		# @ Min	% @ Min
	Mids	15	50.00%
	Days	24	80.00%
	Eves	24	80.00%

Table 11

July Patrol Shift Staffing 2023/Percentage of Shifts at Minimum Mandatory Staffing

		Shifts per Month	Daily Average
July 2023	Mids SUP	34	1.10
	Mids OFC	120	3.87
	Days SUP	37	1.19
	Days OFC	126	4.06
	Eves SUP	35	1.13
	Eves OFC	127	4.10
	Total SUP	106	3.42
	Total OFC	373	12.03
		# @ Min	% @ Min
	Mids	13	41.94%
	Days	29	93.55%
	Eves	28	90.32%

Table 12

August Patrol Shift Staffing 2023/Percentage of Shifts at Minimum Mandatory Staffing

		Shifts per Month	Daily Average
August 2023	Mids SUP	35	1.13
	Mids OFC	104	3.35
	Days SUP	48	1.55
	Days OFC	129	4.16
	Eves SUP	34	1.10
	Eves OFC	133	4.29
	Total SUP	117	3.77
	Total OFC	366	11.81
		# @ Min	% @ Min
	Mids	23	74.19%
	Days	26	83.87%
	Eves	24	77.42%

Table 13

September Patrol Shift Staffing 2023/Percentage of Shifts at Minimum Mandatory Staffing

		Officers per Month	Daily Average
September 2023	Mids SUP	31	1.00
	Mids OFC	100	3.23
	Days SUP	48	1.55
	Days OFC	125	4.03
	Eves SUP	34	1.10
	Eves OFC	130	4.19
	Total SUP	113	3.77
	Total OFC	355	11.83
		# of Shifts @ Min	% of Shifts @ Min
	Mids	20	66.67%
	Days	25	83.33%
	Eves	20	66.67%

Table 14

Minimum Patrol Officer Staffing Level Mandatory Overtime 2022

	2022	2023
Order-in	177	84
Patrol Officer Minimum Shift Coverage	174	126
Total shifts Below Minimum Staffing Level	299	210
Average Shifts Below Minimum Staffing Level per Week in 2022 (1/1/22 – 11/25/22) in 2023 (1/1/23 – 10/27/23)	6.5	5

Table 15

D. Order-ins

The most disruptive form of shift coverage to agency personnel and agency functioning is order-ins. An order-in occurs when staffing falls below the contractually required minimum staffing levels (days 4, eves 4, mids 3), and no patrol officer voluntarily takes the created mandatory overtime shift necessitating one or more patrol officers to be ordered to take or stay for the overtime. This occurred 177 times through November 25 in 2022 and 84 times through October 27 in 2023.

	2022	2023
Order-in Causes	Order-ins	Order-ins
Sick Leave	74	38
Prisoner Watch	35	10
Special Duty	11	11
Preference Days (contractual)	19	11
Workers Compensation	7	3
Training	8	1
Vacation Week (single days cannot cause OT)	13	0
School Security Fill-in	1	2
Court	1	1
Other	6	7
Military Leave	2	0
Total Order-ins	177	84

Table 16

When staffing falls to minimum contractual levels the services that the Newtown Police Department can provide are interrupted or eliminated. In 2023 (January 1 – September 30) the average percentage of patrol shifts that were at or below minimum contractual manpower was 78.31%. The midnight shift had the lowest

overall percentage at or below minimum manpower at 70.44% followed by the evening shift at 77.70% and day shift had an average of 86.79% at or below minimum manpower.

E. Community Services

The residents of Newtown expect much more than law enforcement services from the Newtown Police Department. These expectations include traffic calming, safe and secure schools, car safety seat technicians, knowledgeable and skilled investigators, community engagement, and improved quality of life.

The educational mandates placed on our certified officers (as previously discussed) demonstrates the change in role that society, and especially the residents of the State of Connecticut, desire for their law enforcement officers. At its inception the role of the police officer was one of enforcer of laws and investigator of crime. Although these roles are still a part of what a police officer does, they are no longer the only roles and may now even be considered lesser roles. Police officers are now expected to be social workers, counselors, problem solvers, medics, negotiators, and fulfill many other duties and responsibilities. Community engagement is a requirement for our officers, and when possible officers are encouraged to utilize alternatives to arrest. These changes require that officers spend more time servicing each call than ever before.

The primary duty of the Newtown Police Department is providing for safety and security of the residents of the Town of Newtown. This is achieved primarily through the reactive response to calls for service, and proactive patrolling and enforcement of motor vehicle and criminal laws. Most of these tasks are carried out by the Patrol Operations Bureau through the patrol officers staffed for active patrol.

Some of the additional services provided by the Newtown Police Department include:

School Resource Officers	Traffic Unit	Community Services Unit
Detective Division	Administrative Sergeant	Administrative Officer
Professional Standards Bureau	Support Services Bureau	Patrol Operations Bureau
Accreditation	Drone Unit	Accident Reconstruction Team
K-9 Unit	Child Safety Seat Installers	Emergency Services Unit

Table 17

Providing the above mentioned services takes patrol officers either out of the Patrol Operations Bureau to fill positions in the other two Bureaus (Professional Standards and Support Services) or diverts some of their patrol time to fulfill other ancillary responsibilities (Car Seat Installers, Accident Reconstruction Team and the Drone Unit).

When staffing is at levels above the minimum manpower requirement the Department has the ability to provide the above mentioned additional services without negatively impacting the operations of the Patrol Operations Bureau or placing additional burdens on our officers by creating mandatory overtime. When staffing levels fall to minimum manpower or below these services can only be provided by bringing officers in on an overtime status. Utilizing officers on overtime to fill required patrol staffing, additional services, and training requirements has greater impact on job performance, officer morale, and liability than on overtime costs.

F. Officer Wellness and Mental Health

The area's most severely affected by mandatory overtime is officer wellness and morale. There has been a lot of research on wellness, stress, and mental health in the past several decades. Some of these studies were done specifically with police officers, and other studies although not specifically studying police officers, can be readily applied to officers and officer wellness. For additional information readers can reference: the Buffalo Cardio-Metabolic Occupational Police stress Pilot Study (BCOPS) <https://pubmed.ncbi.nlm.nih.gov/16165369/>, an article written about an

MIT study on chronic stress and decision making., <https://news.mit.edu/2017/stress-can-lead-risky-decisions-1116#:~:text=MIT%20neuroscientists%20have%20discovered%20making%20decisions%20that%20require,were%20far%20likelier%20to%20choose%20high-risk%2C%20high-payoff%20options>, and the Ruderman White Paper on Mental Health and Suicide of First Responders (https://rudermanfoundation.org/white_papers/police-officers-and-firefighters-are-more-likely-to-die-by-suicide-than-in-line-of-duty/). There are many more relevant studies, but the three aforementioned provide a broad overview of the effects of stress on police officers and how staffing levels can increase this stress in a number of ways.

When officers are over stressed and/or physically exhausted due to excess overtime coverage caused by mandatory shift overtime, mandatory training overtime, and holdover hours due to late shift calls for service without being able to have adequate downtime the likelihood of poor officer wellness and mental health increase. These issues bleed over between work and personal life and can have devastating effects on the Town, NPD, the officer's themselves, and their families.

Whereas the NPD has not yet experienced an officer suicide numerous local agencies have, and left unaddressed the staffing issue could be a major contributor to decreased officer wellness, mental health, agency morale, agency efficiency, civil litigation, and possible officer suicide.

In May of 2015 the Final Report of the President's Task Force on 21st Century Policing was published. One of the six pillars identified was Officer Wellness and Safety.

Poor nutrition and fitness are also serious threats, as is sleep deprivation. Many errors in judgment can be traced to fatigue, which also makes it harder to connect with people and control emotions. But administrative changes such as reducing work shifts can improve officer's feelings of well-being, and

the implementation of mental health strategies can lessen
the impact of the stress and trauma.

Final Report of the President's Task

Force on 21st Century Policing NCJ

Number 248928

Date Published May 2015

G. Officer and Community Safety

Another critical factor in staffing decisions is officer and community safety. The workload analysis model is very helpful in identifying at what staffing level officers can maintain optimum allocated and unallocated work time, this model does not take into consideration officer response times and officer back up availability.

Officer response time is directly related with having enough staffing to cover the area that an agency is responsible for, as well as the call volume and seriousness of the calls routinely experienced by an agency. This directly impacts community safety. The sooner an officer can respond to an emergency the safer the community is.

Back-up availability is directly related to the same factors. This directly impacts officer safety and indirectly community safety. Officers that do not have adequate backup available can be forced to respond with force that they would not otherwise need to utilize, or a high degree of force than would have otherwise been necessary had adequate back-up been available. Additionally, if officers do not have adequate staff to respond to emergency situations the risk to the community increases.

Methodology

This study is a follow-up to the staff study completed in 2022. The formula and research methodology utilized in this study is more focused and advanced. As such,

the results of this study are more precise and the areas reviewed are more inclusive. All Bureaus with the agency have been reviewed in greater depth and, whenever possible, utilizing more accurate information with fewer generalizations.

As in the 2022 Staff Study the FBI Staffing Model, Minimum Staffing Model, and Workload Model will be reviewed. Recommendations will be based upon the most relevant model and/or the evaluation of the data accumulated by one or more of the models that best evaluate the positions, units, divisions, or bureaus being evaluated.

IV. Newtown Police Department Current Staffing

2022 NPD Organizational Chart

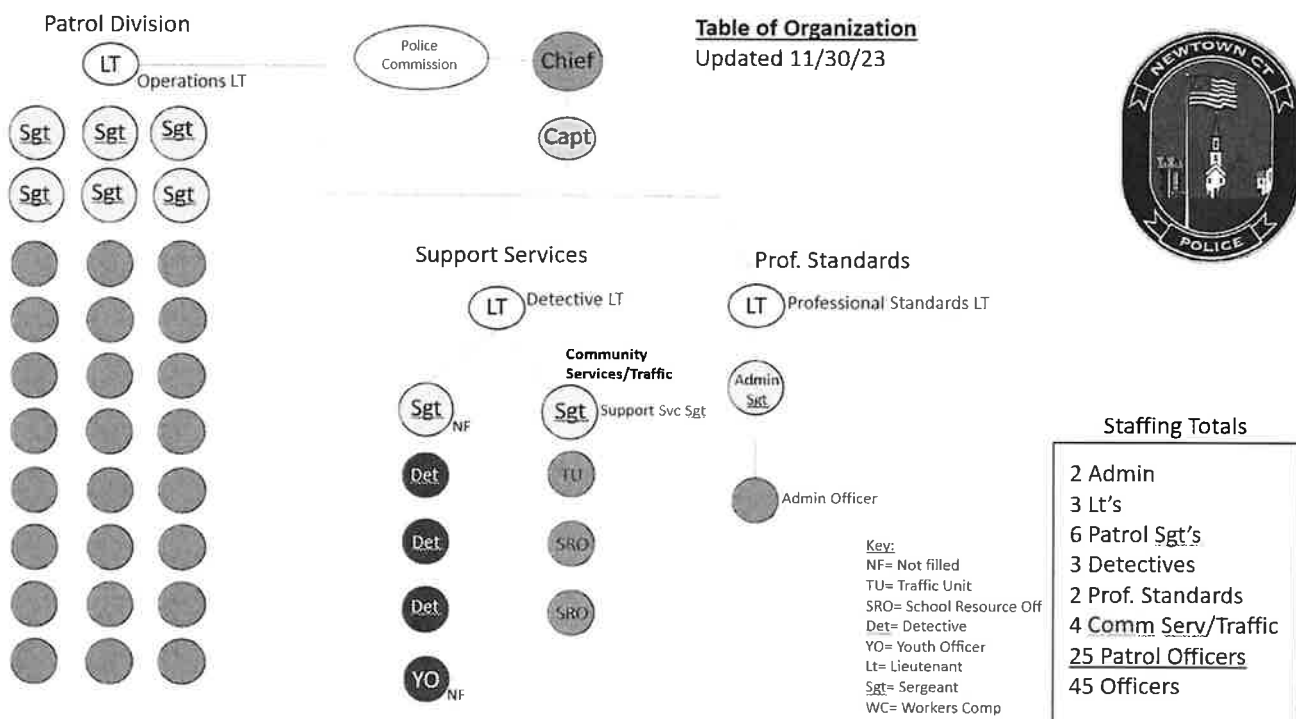


Table 18

In 2023 the NPD is currently staffed with 25 patrol officers, 6 patrol sergeants, 1 patrol lieutenant, 3 detectives, 2 school resources officers, 1 traffic officer, 1 community services unit sergeant, 1 support service lieutenant, 1 administrative officer, 1 administrative sergeant, 1 professional standards lieutenant, 1 deputy chief of police, and 1 chief of police.

NPD Staffing by Rank		Percentage of Staffing
Patrol Officer	29	64%
Detective	3	6%
Sergeant	8	18%
Lieutenant	3	6%
Deputy Chief	1	2%
Chief	1	2%

Table 19

NPD Staffing by Bureau		Percentage of Staffing
Patrol Operations	32	71%
Support Services	8	18%
Professional Standards	3	7%
Administration	2	4%

Table 20

V. Overview of Newtown Connecticut Law Enforcement Statistics for 2022/2023.

<u>Newtown, CT 2022 Police Staffing Data Analysis*</u>		<u>Newtown, CT 2023 Police Staffing Data Analysis**</u>	
<i>Variable Descriptive</i>	<i>Results</i>	<i>Variable Descriptive</i>	<i>Results</i>
Population	27,522	Population	27,918
Officers per 100,000 population	163	Officers per 100,000 population	163
Number of Sworn Personnel	45	Number of Sworn Personnel	45
Patrol Percentage of Sworn Officers	56	Patrol Percentage of Sworn Officers	56
Index Crime Rate per 100,000	357	Index Crime Rate per 100,000	250
Violent Crime Rate per 100,000	22	Violent Crime Rate per 100,000	27
Property Crime Rate per 100,000	335	Property Crime Rate per 100,000	215
CFS Rate	17273	CFS Rate	18088
Avg. Time per Call in Minutes	126	Avg. Time per Call in Minutes	207
Avg. Number of Responding Police Officers per Call for Service	2.34	Avg. Number of Responding Police Officers per Call for Service	2.98
Total Service Time Weighted Average Percentage Weekdays Winter (January)	20.98%	Total Service Time Weighted Percentage Weekdays Winter (February)	36.69%
Total Service Time Weighted Percentage Weekends Winter (January)	20.98%	Total Service Time Weighted Percentage Weekends Winter (February)	31.54%

Total Service Time Weighted Percentage Weekdays Summer (August)	41.58%	Total Service Time Weighted Percentage Weekdays Summer (September)	48.75%
Total Service Time Weighted Percentage Weekends Summer (August)	36.84%	Total Service Time Weighted Percentage Weekends Summer (September)	41.94%
Average Response Time (minutes)	7.81	Average Response Time (minutes)	8.27

Table 21 * Based upon CAD data from 1/1/22 – 12/30/22 ** Based upon CAD data from 10/1/2022 – 9/30/23

VI. Newtown Police Department Organization and Positions

A. PATROL OPERATIONS BUREAU

The Patrol Operations Bureau is commanded by a Lieutenant, supervised by six Sergeants, and has 25 patrol officers assigned to general patrol duties. In any police department patrol should be the largest segment in terms of staffing and workload. Most calls for service and self-initiated activity will be handled, at least initially by patrol officers. It is generally accepted that patrol officers should make up approximately 60% of the authorized strength of a traditional police department. Currently the NPD is staffed at 64% patrol officers, and the Patrol Operations Bureau consists of 71% of the staffing of the Newtown Police Department.

1. Patrol Operations Bureau Commander

In addition to overseeing the good order and functioning of the Patrol Operations Bureau (POB), the POB Commander is responsible for: Scheduling of patrol officers and sergeants as well as:

Lt Smith
<i>Patrol Commander</i>
Animal Control
Canine Program Supervisor (K9)
Public Information Officer
POSS Admin/Super User
NexGen Admin/Super User
ART Member & Supervisor
Dispatch (NECC) Liaison
Police Information Network (PIN)

Domestic Violence Liaison-LAP
Access Control System/Dept. ID's
Quartermaster
*COLLECT/TAC Officer

2. Patrol Sergeants

Patrol sergeants are responsible for the good order and performance of the patrol officers on their shift. In addition to responding to serious calls and other calls requiring multiple officers and or agencies, patrol sergeants ensure the good order and efficient service of the patrol officers via reviewing reports and observing firsthand the work of the patrol officers on their shift by going on random calls not requiring a supervisor by policy.

In addition to their direct supervisory responsibilities patrol sergeants are assigned collateral duties of supervision or organizational duties. All of these assigned collateral duties are essential to the completion of the mission of the Newtown Police Department. These duties take time from their supervisory duties and in many cases can only be completed when there is another supervisor on the same shift that can ensure proper supervision of the patrol officers on duty.

Sgt Lorancaitis	Sgt. Jeff Silver	Sgt. Matthew Wood
FTO Coordinator (FTEPC)	<i>Patrol Sergeant</i>	<i>Patrol Sergeant</i>
	Accident Recon. Team Member	Drug Recognition Expert (DRE)

Firearms Instructor	Draeger Instructor & Coordinator
---------------------	----------------------------------

Sgt. James	Sgt. Doug Wisentaner	Sgt. Ruszczyk
<i>Patrol Sergeant</i>	<i>Patrol Sergeant</i>	<i>Patrol Sergeant</i>
Medical Equipment	Evidence Officer	Peer to peer
	Drug Take Back Program	CIT Officer & Team Supervisor
	Assured Burn Coordinator	EAP Liaison Supervisor
	Gun Buyback Coordinator	SMART Instructor
	Project Childsafe- Gun locks	Stress Management Instructor
	LE Memorial Coordinator	*Assistant Accreditation Manager
	Ofc/Family Funeral Coordinator	

3. Patrol Officers

Patrol Officers account for the largest portion of the Newtown Police Department. Patrol Officers spend most of their time responding to calls for service and actively patrolling their assigned area of responsibility (sector). Currently the Town of Newtown is divided into five (5) sectors with officers assigned to one or two of the sectors depending on patrol officer staffing levels. Sectors are assigned as followed: sector 1 is the center of Town which roughly follows the borders of the Borough of Newtown, sectors 2 & 3 are the north side of Town, and 4 & 5 are the south side of Town. When there are three patrol officers on duty (mids minimum staffing) an officer is assigned to the following sector(s): 1, 2/3, 4/5. When four patrol officers are duty (day and eves minimum staffing) the following sector(s) are assigned: 1, 2/3, 4, 5. When five patrol officers are on duty the following sectors are assigned: 1, 2, 3, 4, 5. When more than five patrol officers are on duty an officer is assigned to each of the five sectors and any remain patrol officers are assigned special assignment. Special assignment is utilized to allow officers to catch up with investigations, reports, radar assignments, warrant service, etc.

B. SUPPORT SERVICES BUREAU

The NPD Support Services Bureau consists of the Detective Division and the Community Services Division. The Support Services Bureau is commanded by a

Lieutenant, and there is currently and unfilled Detective Sergeant position that would supervise the Detective Division. There are currently three detectives in the Detective Division. There is a Sergeant currently supervising the Community Services Division which consists of two units, the Traffic Unit currently staffed with one officer, and the School/Youth Unit which is currently staffed with two School Resource Officers who are both sworn police officers.

Lt. Liam Seabrook
<i>Support Services. Commander</i>
Detective Division Supervisor
Court Liaison
Honor Guard Supervisor
AFIS Coordinator
PRAWN/Warrants Coordinator
Homeland Security Liaison
Community Services
Acting ESU Team Commander
Multidisciplinary Team
*Records Division Supervisor
*FOI Coordinator

1. Detective Division

The Detective Division is tasked with investigative duties and support for the agency. In addition to the primary role as investigators, the members of the Detective Division are also the primary contact point for other law enforcement agencies. This includes the courts, to which they make nearly daily paperwork deliveries, and the Forensic Laboratory to which they transport all evidence that is submitted by this agency for examination.

2. Community Services Division

The Community Services Division is new unit that has been tasked with providing direct services and outreach to the community. The Division is currently has two units, the Traffic Unit and the School/Youth Unit. Both of these units were pre-existing with

the agency, however they both reported to different Bureaus. The Traffic Unit reported to the Administrative and Patrol Operations Bureaus, and the School Resource Officers reported to the Technical Services (now Support Services) Bureau Commander directly. By creating this Division the agency has streamlined the supervision of two units that were tasked with many similar duties but reported to different Bureaus in the agency. The creation of this Division eliminated redundancy of effort and unclear lines of communication and supervision of the traffic unit and school resource officers.

Sgt. William Chapman
Community Service/Traffic.
Social Media
School Safety Committee
Special Olympics Liaison
Special Events & Operations
Traffic Unit Supervisor
Police Cadet Post Supervisor
CPA Coordinator
SRO Supervisor
Car Seat Supervisor
Towing Services Coordinator
School Security Officers
PD Website Administrator

3. Traffic Unit

The traffic unit is tasked with monitoring the efficient flow of traffic through the Town and the enforcement of traffic laws. The unit also currently assists in many public outreach projects as well as the traditional traffic studies and traffic enforcement activities.

4. School/Youth Unit

The School/Youth Unit is currently tasked primarily with traditional school based officer activities centered on the National Association of School Resource Officers (NASRO) model. This model emphasizes the trio of teaching, mentoring, and law

enforcement duties in the schools. There are currently two School Resource Officers assigned to the unit. Both officers spend the vast majority of their shifts in the schools during the school year. Due to the demand for School Resource Officer coverage in the High School and Middle School there is one School Resource Officer assigned to each school. This leaves the Intermediate and Elementary Schools without any dedicated School Resource Officers. The daily demand at the High and Middle Schools is such that neither School Resource Officer is available for regular deployment to the Intermediate or Elementary Schools.

C. PROFESSIONAL STANDARDS BUREAU

The Professional Standards Bureau, formerly known as the Administrative Bureau, is comprised of a Bureau Commander (Lieutenant), an Administrative Sergeant, and an Administrative Officer. The Bureau is responsible for the administrative support of the agency, which includes records, personnel matters and the production of all mandated reports and staffing related issues, training, Accreditation, Fleet, Building Maintenance, Information Technology, Federal and State Online Information Systems (COLLECT and NCIC) security and integrity, and other assigned duties.

1. Professional Standards Bureau Major Areas of Responsibility

a. Records

b. Personnel Matters

The Town Human Resources Department tracks the use of all Workers Compensation and Short/Long-Term Disability claims, however the Professional Standards Bureau collects, checks, certifies, and then sends the necessary paperwork to the HR Director. In addition, the Professional Standards Bureau is responsible for the maintenance of all employee personnel, medical, and training files.

c. Mandated Reports

The State of Connecticut and the Federal Government require numerous monthly and yearly reports on crime statistics, motor vehicle stop statistics, Use of Force incidents, and motor vehicle pursuits to be compiled and submitted. The Professional Standards Bureau compiles, completes, and disseminates these reports to the mandating agency.

d. Staffing Related Issues

Staffing studies, statistical reports, and agency audits are completed by the Professional Standards Bureau as required by law, accreditation standard, policy, or direction of the Chief of Police.

e. Training

The Department Training Officer is the main conduit for locating, approving, and signing officers up for training of all types. Recertification training alone requires that each officer complete at least 60 hours of review training each three year cycle. Most of these review training classes are now mandatory classes with two classes required every year for all officers in addition to firearms qualification. In an agency with 45 officers approximately 1/3 on each of the three years cycle a minimum of 900 hours of recertification training must be scheduled, managed, and recorded. With several specialized units within the Department, many of them with additional monthly and or yearly recertification training hours (K9, ESU, Drone) and numerous Department certified police trainers that need to maintain their certifications there is a very high time demand for the Training Officer.

f. Accreditation Management

Prior to 2020 the Newtown Police Department had elected to voluntarily participate with the State of Connecticut Three Tier Police Agency Accreditation Program at the first Tier. In 2020 the Police Accountability Act was passed and required that all police agencies in the State become CALEA Accredited. That requirement was amended in 2021 and now requires all police agencies in Connecticut with sworn officers to become either CALEA Accredited or CT POST Accredited in all three tiers by 2026. This new requirement encompasses approximately 985 standards and/or sub standards. Many of these standards will require either new General Orders or edits to current General Orders. In addition each of these standards require at least one proof of compliance for each year of the four year accreditation cycle. In other words, the Professional Standards Bureau with the assistance of members of the other two Bureau must collect and input at least 3,940 proofs of accreditation compliance every four years.

As of September 2023 the NPD has updated and created new general orders to bring the agency into compliance with Tiers I, II, and III through the first four chapters of the State of Connecticut Police Officer Standards and Training Council Law Enforcement Accreditation Program. There sixteen chapters in the accreditation process.

g. Fleet

Fleet maintenance is completed by the Town Highway Department or by dealerships. That maintenance needs to be scheduled, emergency reports reported, and vehicles have to be transported for repair. In addition maintenance has to be tracked and new vehicles have to be budgeted for and equipped upon acquisition. These duties are completed by the Professional Standards Bureau.

h. Building Maintenance

Building maintenance issues are scheduled and emergency repairs are scheduled as well as light maintenance and repair completed by the Professional Standards Bureau. In addition the Administrative Officer is the main contact point for all state and local building inspections and services.

i. Information Technology

The Town IT/GIS provide the acquisition and installation of new computer hardware and software, however, the Professional Standards Bureau is response for the research and selection of the equipment and software. The Administrative Officer is also an administrator for all Department scheduling, report writing, and video evidence collecting software systems.

j. Federal and State Online Information Systems

The Federal and State computer systems that both the Department and the Newtown Emergency Communications Center utilize require an identified sworn officer to be responsible for monthly audits, recertification of users, user administration, and ensuring system security and integrity.

2. Professional Standards Bureau Positions

a. Professional Standards Bureau Commander (Lieutenant)

Professional Standards Bureau Commander is tasked with the oversight and efficient performance of the Bureau and all of the Bureau's assigned responsibilities. In addition to supervising the sworn personnel in assigned to the Bureau (Administrative Sergeant, Administrative Officer), the Professional Standards Commander also supervises the Records Manager and the Administrative Assistant. The Professional Standards Bureau Commander is also the agency's designated Terminal Agency Coordinator (individual responsible for coordination with the State COLLECT Unit and FBI NCIC Unit), Accreditation Manager, Training Officer, Fleet Manager, Building Maintenance Supervisor, and may be assigned Department Review and Internal Affairs Investigations.

Lt. Robinson
<i>Professional Standards Commander</i>
Accreditation Manager
FCPTOA Liaison
Ffld. County Blue Plan Coordinator
SMART Instructor
Domestic Violence Response Instr.
Use of Force Instructor
Report Writing Instructor
Police Stress Instructor
Human Resources
*COLLECT/TAC Officer
*Records Division Supervisor
*FOI Coordinator
*NexGen & POSS Coordinator
*Training Officer
*HazMat/OSHA/Bloodborne Compliance Officer/Trainer
*Respirator Program Administrator
*Civilian Staff Supervisor**

b. Administrative Sergeant

Currently the duties of the training officer and TAC officer have been vested in the administrative sergeant. This is in large part due to the accreditation manager responsibilities taking up so much time of the Professional Standards Bureau

Commander, and partly due to the impending retirement of the PSB Commander. In order to ensure a smooth transition most of the non-accreditation related duties have been assigned to the administrative sergeant to allow time for the sergeant to learn these duties while the PSB Commander with current experience is still in place.

Sgt. McDermott
<i>Admin Sergeant</i>
Assistant Training Officer
*NexGen & POSS Coordinator
Grants
Fixed Assets
Traffic Grants
Lake Zoar Coordinator
COLLECT/Assistant TAC Officer
*Accreditation Manager
*FCPTOA Liaison
*Ffld. County Blue Plan Coordinator
*Training Officer

c. Administrative Officer

The administrative officer has the direct responsibility for the fleet maintenance and building maintenance. In addition to these duties the administrative officer is also the Department OSHA Compliance Officer and a certified EVOC instructor and assists in training new officers on police driving skills.

Admin Officer Flynn
Fleet Coordinator
Radar & Laser Units
IT Liaison
Facility & Maintenance
Internal Camera system
Stop Sticks
Access Control / ID's
OSHA Compliance Officer
MDT Coordinator

d. Records Manager

The records manager is responsible for the maintenance of the main repository of all official records created by the Newtown Police Department. In addition the records manager is the main conduit of informational exchange between the courts, the public, and other agencies and the Newtown Police Department.

e. Administrative Assistant

The administrative assistant is currently tasked with providing administrative support to the Lieutenants and the Deputy Chief.

VII. STAFFING MODELS

A. FBI Officers per 1,000 Population Model

The FBI utilizes a population driven method of deriving manpower recommendations for police departments. The current FBI modeling calls for 1.9 officers per 1,000 population in cities and towns with a population between 25,000 and 49,999. According to the United States Census Bureau web site, the Newtown, CT population estimate for July 1, 2021 was 27,522. Utilizing the FBI population method for manpower recommendations the NPD should have 52 sworn members with 31 patrol officers which would require seven additional sworn officers.

The shortcomings in this staffing model make it susceptible to challenges to the validity of the recommendations. The recommendations are based solely on population size and does not account for crime rates, workload, or any other data.

B. Minimum Staffing Levels

The current contractual staffing levels require that NPD staff three patrol officers on the midnight to eight am shift and four patrol officers on both the eight am to four pm shift as well as the four pm to midnight shift. When staffing of patrol officers falls below the minimum contractual level mandatory overtime is usually the only method available to bring the staffing level back to the contractual level. There is no supporting documentation attached to the contract which identify how these minimum staffing levels were determined, however a reading of previous contracts reveal that the contractual staffing levels have not changed in several contracts, with older contracts mandating a two patrol officer minimum for each of the three previously identified shifts. The current Contract does not require minimum staffing for any other position, unit, division, or bureau within NPD.

As with the FBI Staffing model, the Minimum Staffing Levels model does not account for crime rates, workload, or any other data. Unlike the FBI Staffing Model, the Minimum Staffing Levels model cannot be dismissed as the model is utilized in the contract between the Newtown Police Union and the Town of Newtown. As such it is necessary to evaluate how the Minimum Staffing Levels are effected by current staffing levels and departmental responsibilities.

Current staffing levels are negatively impacting contractual minimum staffing and the Department's ability to maintain quality police service and community engagement. With the Midnight shift at 70.44%, Day shift at 86.79%, and Evening shift at 77.70% at or below minimum manpower the ability to provide officers contractual time off, keep mandatory staffing levels at or above required levels, and provide additional services desired by the residents is stretched beyond the ability to maintain these competing interests.

C. Workload Analysis

The work-load analysis utilizes data captured in the Computer Aided Dispatching (CAD) software to produce a statistical analysis of the patrol officer's work-load. The rule of 60 is then applied to the statistical analysis. The Rule of 60 for evaluating police staffing needs applies to three critical values:

1. Approximately 60 percent of the total number of sworn personnel should be assigned to the patrol function. The patrol function is defined as sworn personnel assigned to directly respond to calls for service, enforce criminal and motor vehicle law, and be assigned to active patrol of the jurisdictional limits of the agency.
2. The average workload should not exceed 60 percent of an officer's work time. Work-load is a combination of total service time, administrative time, out of service time, ancillary duties, and directed patrol time. Due to the complexity involved in evaluating each patrol officer and their administrative, out of service and ancillary duty time and the limited time available to complete this analysis the total service time was not generated for each officer. Given that the peak total service time (see #3) was above 60% for both the day and evening shifts, and the average workload would be greater than the Total Service Time, this analysis would be unnecessary.
3. The Total Service Time (officer-minutes) should not exceed a factor of 60.

VIII. Discussion of the Workload Analysis and Job Task Analysis

A. 2022 Study

As can be seen in Table above, the workload for the two months studied averaged 52.73%. In fact, on the weekends in January of 2022 the Total Service Time on the

weekends was 71.19%. Even without accurate time accounting for other committed officer time an educated extrapolation can be made for a weeklong logging of officer time from one patrol officer from each of the three shifts Days (8:00 am – 4:00 pm), Evening (4:00 pm – Midnight) and Mids (Midnight – 8:00 am), which was conducted in the last week of November or first week of December. The Day Shift Officer averaged 25% of her shift out of service completing reports, conducting follow-ups on cases, court time, roll call, and other assigned duties. The Evening Shift Officer averaged 17% of his time with similar non-Service Time activities. The Midnight Shift Officer averaged 27% of his time in similar pursuits. It should be noted, that none of the officers utilized in this study had any Department assigned ancillary duties. Many of these assignments require weekly or monthly training or other upkeep. Using the average of the three, or 23% of their time we can estimate workload for the months of January and August.

Estimated Officer Workload (Mean) Percentages 2022	
Weekdays Winter - January	57.22%
Weekends Winter - January	87.56%
Weekdays Summer - August	60.11%
Weekends Summer - August	54.54%

Table 22

B. 2023

During the analysis of patrol officers Total Service Time for 2023 it became clear that utilizing the mean average to determine the amount of time on calls by patrol officers (as was utilized in the 2022 study) was yielding a result divaricated from personal experience and communal knowledge. Upon closer review it was determined that the mean average was skewing the result for officer's time on calls to a much higher average due to the time spent on rarely occurring but serious incidents such as fatal motor vehicle accidents (average time on call for fatal motor vehicle accidents was 3767.04 minutes), burglaries, and sexual assaults. To correct for that inconsistency a weighted average was utilized that gave equal weight to all calls and provided a result that was congruous with anecdotal evidence and experience.

To assist in comparing the results of officer's Total Service Time from the study completed last year, and this study, a review and recalculation utilizing a weighted average was completed of the officer's Total Service Time from 2022 and the weighted average for time on calls was calculated and applied to the months of January and August 2022. Both results, mean and weighted averages, are found on the table below.

Averages of Officer Workload Percentages 2022/2023		
	Mean Average	Weighted Average
2022 Weekdays Winter - January	57.22%	23.32%
2022 Weekends Winter - January	87.56%	20.98%
2022 Weekdays Summer - August	60.11%	41.58%
2022 Weekends Summer - August	54.54%	36.84%
2023 Weekdays Winter - February	158.02%	36.69%
2023 Weekends Winter - February	135.83%	31.54%
2023 Weekdays Summer/Fall - September	191.13%	48.75%
2023 Weekends Summer/Fall - September	164.43%	41.94%

Table 23

The above table would indicate that currently officers carry a Total Service Time that is within the optimum level of 60 to 70% of unallocated time during the winter and target levels of 50 to 60% unallocated time during the summer. If the average, which is what is shown on the above table where constant throughout all three shifts this would be the case. However, when an hour per hour Total Service Time is analyzed the averages are challenged.

	0000	0100	0200	0300	0400	0500	0600	0700
Calls for Service	473	2692	3428	689	117	98	225	411
Daily Average Calls for Service	15.77	89.73	114.27	22.97	3.90	3.27	7.50	13.70
Average Time on Calls for Services	15096.1 5	26845.6 3	31315.5 7	8845.0 9	7227.9 2	8012.6 1	12960.7 1	25505.6 2

Average Officer Minutes	63960	63960	63960	63960	63960	63960	63960	63960
Hourly Workload	23.60%	41.97%	48.96%	13.83%	11.30%	12.53%	20.26%	39.88%
Average Midnight Shift Officer Workload	26.54%							

Table 24 Midnight Shift Hour by Hour October 2022 – September 2023

The above Table demonstrates that although the average amount of allocated time for the Midnight Shift is 26.54%, the peak allocated time is at 0200 where officers have a 48.96% followed by 0100 with a 41.97% allocated time percentage and 0700 with 39.88%. Thus three of the eight hours of the Midnight Shift are between 10 to 22% above the average for the shift.

	0800	0900	1000	1100	1200	1300	1400	1500
Calls for Service	427	682	798	832	717	689	654	536
Daily Average Calls for Service	14.23	22.73	26.60	27.73	23.90	22.97	21.80	17.87
Average Time on Calls for Services	29159	35470	41488	48056	45528	44988	47407	43272
Average Officer Minutes	78884	78884	78884	78884	78884	78884	78884	78884
Hourly Workload	36.96%	44.96%	52.59%	60.92%	57.71%	57.03%	60.10%	54.86%
Average Day Shift Officer Workload	53.14%							

Table 25 Day Shift Hour by Hour October 2022 – September 2023

When the Day Shift is analyzed hour by hour over the 12 months reviewed there are five of the six hours in the shift that are above the 53.14% allocated time.

	1600	1700	1800	1900	2000	2100	2200	2300
Calls for Service	631	907	711	622	569	514	466	256
Daily Average Calls for Service	21.03	30.23	23.70	20.73	18.97	17.13	15.53	8.53
Average Time on Calls for Services	46465	53719	38759	38998	38157	28409	26566	19500

Average Officer Minutes		81016	81016	81016	81016	81016	81016	81016	81016
Hourly Workload		57.35%	66.31%	47.84%	47.10%	47.10%	35.07%	32.79%	24.07%
Average Evening Shift Officer Workload		44.70%							

Table 26 Evening Shift Hour by Hour October 2022 – September 2023

When the Evening Shift is analyzed hour by hour over the 12 months reviewed half of the shift has a higher percentage of allocated time than the shift average.

These tables demonstrate the necessity to analyze beyond the average allocated time for a shift. In making staffing decisions based upon a Total Service Time analysis the peak workload for a shift must be the predominant factor. If the average or the lowest percentage is utilized staffing will regularly fall below the levels needed to complete the normal work load.

Utilizing a 12 month average can also lead to incorrect inferences. As with utilizing shift average, utilizing a yearly average does not provide enough context and detail when making staffing decisions. There are marked fluctuations on workload throughout the year. An in depth analysis of two representative months gives additional context to these workload fluctuations and provides more data upon which to make quality staffing decisions. It would be helpful to have data from all twelve months, however such analyzes are labor intensive. By selecting a month from the summer and a month from the winter balancing the need for better data versus staff workload and timeliness of the study's completion achieves an acceptable cost benefit ratio. For the 2022 study the months of January and August were selected. In this study the months of February and September were selected. Future studies should select different months so workload trends can be analyzed.

February 2023

February 2023										
	Calls for Service	# of Units	Time in Que	Travel Time	Response Time	Total Time Hours	Time per call Mins	Time per Unit Min	Allocated Time per Call	Weighted Time per Call
Averages		2.82	10.11	5.37	8.27	16.75	174.30	39.91	174.304	40.47

Daily CFS Average	42									
Hourly Averages	2									
Shift Averages	14									
Daily Average # of Officers	12.14									
Shift Coverage (Average)	4.05									
Officer Minutes per Month	163161.6									
Minutes on Calls for Month	206027.3									
Average Officer's Hours of Workload per Hour	0.79									
% of Allocated Time	79.19									
Weighted Average of Allocated Time	23.22%									

Table 27

February 2023										
		Day of the Week								
		Sun	Mon	Tues	Wed	Thur	Friday	Sat	Week-end	Week-day
		131	174	158	195	214	183	164	295	924
Officer Daily		27.70%	32.55%	30.74%	38.71%	43.37%	38.70%	35.45%	31.54%	36.69%

Average Workload (weighted)										
Officer Daily Average Workload		119.32 %	140.20 %	132.40 %	166.74 %	186.80 %	166.69 %	152.70 %	135.83 %	158.02 %
Officer Time on Calls (weighted)	40.47									
Officer Time on Calls	174.30									
Average Officer minutes		19136	21632	20800	20384	19968	19136	18720	37856	101920

Table 28

		0000	0100	0200	0300	0400	0500	0600	0700
Calls for Service		21	116	249	86	9	9	11	19
Daily Average Calls for Service		0.75	29	62.25	21.5	2.25	2.25	2.75	4.75
Average Time on Calls for Services		460.86	636.23	2152.84	396.40	142.51	411.89	615.68	865.93
Average Officer Minutes		4550	4550	4550	4550	4550	4550	4550	4550
Hourly Workload		10.13%	13.98%	47.32%	8.71%	3.13%	9.05%	13.53%	19.03%
Average Midnight Shift Officer Workload		15.61%							

Table 29

		0800	0900	1000	1100	1200	1300	1400	1500
Calls for Service		25	62	50	49	46	43	48	48
Daily Average Calls for Service		6.25	15.5	12.5	12.25	11.5	10.75	12	12
Average Time on Calls for Services		3039.05	3068.27	4867.10	3468.09	3468.45	3307.30	3816.77	4096.40
Average Officer Minutes		5850	5850	5850	5850	5850	5850	5850	5850

Hourly Workload		51.95%	52.45%	83.20%	59.28%	59.29%	56.54%	65.24%	70.02%
Average Day Shift Officer Workload		62.25%							

Table 30

		1600	1700	1800	1900	2000	2100	2200	2300
Calls for Service		37	71	61	34	40	46	25	14
Daily Average Calls for Service		9.25	17.75	15.25	8.5	10	11.5	6.25	3.5
Average Time on Calls for Services		2379.27	3009.62	3438.29	2210.72	1868.04	2856.80	1295.91	839.32
Average Officer Minutes		6400	6400	6400	6400	6400	6400	6400	6400
Hourly Workload		37.18%	47.03%	53.72%	34.54%	29.19%	44.64%	20.25%	13.11%
Average Evening Shift Officer Workload		34.96%							

Table 31

September 2023

September 2023										
	Calls for Service	# of Units	Time in Que	Travel Time	Response Time	Total Time Hours	Time per call Mins	Time per Unit Min	Allocated Time per Call	Weighted Time per Call
Total	1917	102.24	31.15	201.20	232.35	1064.57	5410.36	1606.48	5410.36	66137.18
Averages		2.09	0.64	4.11	4.74	21.73	110.42	32.79	135.26	34.50

Daily CFS Average	64									
Hourly Average	3									
Shift Average	21									
Daily Average # of Officers	11.77									
Shift Coverage (Average)	3.92									
Officer Minutes per Month	169488									
Minutes on Calls for Month	64063.73	259291.6								
Average Officer's Hours of Workload per Hour	0.38	1.53								
% of Allocated Time	37.80	152.99								

Table 32

		September 2023 Day of the Week								
		Sun	Mon	Tues	Wed	Thurs	Friday	Sat	Weekend	Weekday
		190	247	294	305	293	291	306	496	1430
Officer Daily (weighted) Average Workload		37.24 %	47.34 %	50.72 %	52.61 %	51.57 %	42.54 %	45.50 %	41.94%	48.75 %

Officer Daily Average Workload		146.02 %	185.61 %	198.83 %	206.27 %	202.20 %	166.78 %	178.40 %	164.43 %	191.13 %
Officer Time on Calls (weighted)	34.50									
Officer Time on Calls	135.26									
Officer minutes		17600	18000	20000	20000	19600	23600	23200	40800	101200

Table 33

September 2023 Midnight Shift by Hour									
		0000	0100	0200	0300	0400	0500	0600	0700
Calls for Service		50	283	403	124	11	8	28	54
Daily Average Calls for Service		1.67	9.43	13.43	4.13	0.37	0.27	0.93	1.80
Average Time on Calls for Services		1298.50	3339.33	3777.80	1293.19	484.29	876.27	1012.60	2202.67
Average Officer Minutes (# of Officers on shift*50)		5000	5000	5000	5000	5000	5000	5000	5000
Hourly Workload		25.97 %	66.79 %	75.56 %	25.86 %	9.69 %	17.53 %	20.25 %	44.05 %
Average Mids Officer Workload		35.71%							

Table 34

September 2023 Day Shift by Hour									
		0800	0900	1000	1100	1200	1300	1400	1500
Calls for Service		30	74	80	65	64	58	66	36
Daily Average Calls for Service		1.00	2.47	2.67	2.17	2.13	1.93	2.20	1.20
Average Time on Calls for Services		1932.78	3839.27	3904.81	3328.01	3324.58	3310.65	5631.38	2184.94

Average Officer Minutes (# of Officers on shift*50)		6250	6250	6250	6250	6250	6250	6250	6250
Hourly Workload		30.92 %	61.43 %	62.48 %	53.25 %	53.19 %	52.97 %	90.10 %	34.96 %
Average Day Shift Officer Workload		54.91%							

Table 35

September 2023 Evening Shift by Hour									
		1600	1700	1800	1900	2000	2100	2200	2300
Calls for Service		63	87	74	65	57	67	52	18
Daily Average Calls for Service		2.10	2.90	2.47	2.17	1.90	2.23	1.73	0.60
Average Time on Calls for Services		2179.81	4334.38	3112.03	3361.64	2947.75	2867.09	2630.67	889.29
Average Officer Minutes (# of Officers on shift*50)		6500	6500	6500	6500	6500	6500	6500	6500
Hourly Workload		33.54 %	66.68 %	47.88 %	45.35 %	45.35 %	44.11 %	40.47 %	13.68 %
Average Evening Shift Officer Workload		42.13%							

Table 36

C. PATROL OPERATIONS BUREAU

The Workload Analysis Model can only be applied to Patrol Officers, as there are no current methods to collect workload data for any other position within the Newtown Police Department. An analysis of their assigned duties and frequency of such duties, or a job task analysis is the closest similar measure of workload.

a. Patrol Officers - Midnight Shift

Midnight shift allocated peak time percentage ranged between 47.32% (February) and 75.56% (September). In contrast to Day shift and Evening shift officers the midnight shift allocated time is directed towards proactive patrol. The bulk of the allocated time is spent on building checks for the midnight shift. Based solely on the Workload Analysis Model the data indicates that the Midnight shift was at optimal staffing during the month of February, and had 15.56% higher allocated time than targeted levels indicating a lower than desired staffing level.

b. Patrol Officers - Day Shift

Day shift allocated peak time percentage between ranged between 83.20% and 90.10%. As with the Midnight shift the September average allocated time was considerable higher than then the February average for allocated time. Unlike the Midnight shift and the Evening shift, the Day shift was well above the targeted allocated percentage of 70% or less for both months studied in depth. In addition, the bulk of the Day shift officers allocated time was spent reactively in responding to calls for service. This indicates that the Day shift staffing should be increased based upon the Workload Analysis Model results alone.

c. Patrol Officers - Evening Shift

Evening shift allocated peak time percentage between ranged between 53.72% and 66.68%. Although both of the months studied in depth (February and September) were below the 70% targeted range for allocated time, the bulk of the Evening shift allocated time was spent reactively. Based solely on the Workload Analysis Model this would indicated that staffing for the Evening shift is adequately.

d. Patrol Sergeants

As stated above, the Workload Analysis Model could not be applied to Patrol Sergeant staffing, as the required data either is not, or cannot be captured by the Computer Aided Dispatch software. To analyze the workload of the patrol sergeants a job task analysis was conducted. All patrol sergeants were asked to rate a number of tasks on two 1 – 5 scales. The first scale rates how often the task is conducted with 1 indicating a task complete quarterly to monthly, 2 monthly, 3 weekly, 4 several times a week and 5 daily or more often. The second scale rates the importance of the task to the completion of the Department's Mission and Goals. 1 is rated as being of little importance and 5 being rated as of the highest importance. The following results were tabulated as the average from the results of all six patrol sergeants:

Patrol Sergeant Job Task Analysis		
Category	Frequency	Criticality
RESEARCHING LAWS		

Criminal Statutes	3.67	4.83
Criminal Procedures	3.17	4.50
MV Law	3.33	4.50
Applying Criminal Procedures in field	3.83	4.67
Preparing ARW	2.83	3.83
Preparing SW	2.33	3.50
Preparing other legal doc	2.83	3.50
Testifying	1.33	3.17
POLICE OPERATIONS		
Performing patrol functions	3.50	3.67
Self-initiated public contacts	4.00	3.83
Apply problem solving skills	4.50	4.83
Emergency decision making	3.83	5.00
Managing critical incidents	3.33	5.00
Supervising crime scenes	3.33	4.67
Applying current criminology	2.83	3.67
Using crime analysis	2.50	3.67
Use & Maintain BWC	5.00	4.83
Practice crime prevention	3.67	3.50
Follow department mission statement	4.50	4.50
COMMUNITY POLICING		
Practice community policing	3.83	3.67
Mentor officers to treat citizens with dignity & respect	4.33	5.00
Mentor officers to use discretion	4.33	4.33
Practice active listening skills	4.83	5.00
Train officers to manage implicit bias	2.33	3.00
Work to improve employee job satisfaction	4.83	5.00
Train officers	4.17	4.33
Counsel officers in career development	3.83	4.00
Act as a mentor	4.50	5.00
Ensure subordinates are performing	4.67	5.00
Work with others in teams	4.33	4.50
Perform work that reflects community values	4.50	4.50
Deal with EEOC or ADA issues	2.00	3.33
Practice effective communication	4.83	5.00
Resolve employee conflicts	3.17	4.50
Manage innovation	2.50	4.00
Manage stress for self and others	3.67	4.83

Instruct officers on officer wellness	2.50	3.50
Counsel employees with personal problems	2.83	3.83
Discipline employees	2.00	3.83
Write reports	3.50	4.00
Review reports	5.00	5.00
Manage time and set priorities for subordinates	3.83	4.50
PROCEDURES AND POLICIES		
Interpret and implement department GOs & SOs	4.00	4.33
Contribute to development of new GOs	3.00	4.00
Interpret and enforce CBA	3.33	4.17
Interpret and enforce Town policies	2.83	3.50
INTEGRITY AND ETHICS		
Foster ethical behavior among subordinates	4.17	4.83
Receive and investigate civilian complaints	3.17	4.33
Support professional standards within department	3.67	4.50

Table 37

The patrol sergeant's job task analysis demonstrates the need to have a patrol supervisor scheduled for every shift. Whereas there is no contractual requirement, the department has had an unwritten and strictly followed work rule that there must be a supervisor on shift at all times. With 17 tasks rated with a frequency of between 4 and 5 and another 18 tasks rated between 3 and 4, it is clear that the patrol supervisors role is critical; to the mission of the department.

D. SUPPORT SERVICES BUREAU

a. Detective Division

The primary mission of the Detective Bureau is to investigate significant and serious crimes that typically require more specific knowledge and training than the average patrol officer has, and requires more investigative time than can be allocated to a patrol officer. This can include crimes such as but not limited to: all death scene investigations, serious physical assaults, sexual assaults, fraud complaints, missing persons, child abuse and/or neglect, child pornography, burglaries, arsons, and robberies.

Due to the complexity and serious nature of the crimes routinely investigated by the Detective Division, the staff assigned must be highly specialized personnel that have to have significant operational knowledge in all aspects of criminal investigation. This operational knowledge includes being experts in search and seizure, criminal investigative techniques, interview and interrogation, crime scene processing, evidence collection, digital evidence forensics, surveillance techniques, undercover operations, and recruiting and managing confidential informants.

Administratively, Newtown detectives are also responsible for collecting and organizing all court paperwork generated from the entire police department, transport of prisoners held for court, assisting patrol with arrest and search warrant preparation, and coordinating with the State's Attorney's Office for all search warrant judicial presentations.

Currently, the Newtown Police Detective Bureau is staffed with three (3) detectives and a supervising lieutenant. This staffing level has been the same for over 20 years. Despite the change in the communities economic make-up and the change in crime there has been no staffing level change in the Detective Division.

As seen by all other police departments, there has been an unprecedented increase in reported crimes that take significant amounts of time to investigate, largely related to the increase in digital forensic evidence that needs to be collected, analyzed and documented in each incident. Each individual case requires significant time to bring to a completion. Each of the three (3) detectives have numerous cases that they work on continuously, attempting to bring each case to clearance (clearance can be defined as the arrest of a suspect, the elimination of all currently available suspects, or the exhaustion of all evidentiary leads in a case). As such, the Newtown Police Department Detective Division is in a constant state of reactionary work, always attempting to catch up to the current workload. Every new case that is referred to the Detective Bureau is necessarily triaged and prioritized based upon the serious of the crime and the solvability factors available for the case. Lower priority cases (property crimes and cases with low solvability) are routinely triaged as non-priority in favor of

higher priority cases (violent crimes, crimes against persons, and property crimes with high solvability).

This causes significant time delays in bringing these cases to a successful completion, often resulting in loss of evidence, forgotten detail in witness statements, and statute of limitation constraints. In addition, cases that would typically be assumed by the Detective Division, from the Patrol Operations Bureau, are often sent back to the patrol officer for investigation and/or closure due to the lack of available staffing in the Detective Division.

There is no contractual or agency required staffing minimums for the Detective Division, so there is no mandatory overtime requirement, however any violent crime or high valued property crime that is reported when there are not two or more detectives on duty requires a call out for more Detective Division personnel. Serious crimes with high solvability require a full Division call out. When this occurs all other cases being worked on by the Division are put on hold until processing of the crime scene and all initial investigatory duties are completed.

E. Community Services Unit

Current Staff:

- 1 (1) Sergeant
- 2 (1) Traffic Officer
3. (2) School Resource Officers

a. School Resource Officers (SROs)

Currently the school resource officers cover Newtown High School and Newtown Middle School, with occasional support to the lower schools at their request on a case by case basis. In the course of a normal work week they are often tasked with investigating special victim's cases involving juveniles. At times this pulls them away from commitments more suited to their roles such as classroom instruction, assembly presentations, and networking with staff and students. It is worth noting that we consistently receive very positive feedback about the SROs and that they work incredibly hard to maintain the public trust in their services. It should be considered,

however, the toll that the pace they are required to keep could take on them and their quality of work over the course of a school year.

b. Traffic Officer

There is currently one individual traffic Officer in the Traffic Unit. This officer is expected to conduct traffic studies, receive and respond to phone and email complaints, conduct special escorts, assist in planning/setup/cleanup of major public events, conduct strategic traffic enforcement, and make/follow through with recommendations for signage/engineering changes with public works.

c. Community Services Sergeant

Currently, tasks such as community outreach and engagement, social media, special events, etc. are assigned to the Community Services Division. At times, due to the delegation of additional tasks the CSD staff can become overburden and their assigned functions must be temporarily put on hold to complete assignments tasked to the CSD by the Administration. This often limits the scope of creative projects and methods of community outreach, recruiting, and branding to simply maintaining the status quo.

D. PROFESSIONAL STANDARDS BUREAU

a. Civilian Staff

1. Records Manager

A job task analysis was conducted and reviewed with the Records Manager. The following results were tabulated:

Records Manager Job Task Analysis
This survey is being conducted to determine the current work being performed by the position of Administrative Assistant in comparison to the pervious Self-Assessed Job Task Analysis

Frequency - How often on average is spent of each task 5 = daily, 4= weekly, 3 = monthly, 2= quarterly, 1= yearly.			
Criticality - How important is each task currently to the position of Administrative Assistant. Rated on a scale from 1 - 5 with 1 being of the least importance and 5 being critical to proper performance of the position in relation to Department efficiency.			
Task	Frequency	Criticality	Notes
Report Review & Maintenance			
Check for NIBRS Compliance	5	5	
Update Case Dispositions	5	5	
Make or send back for corrections	5	5	
Upload accident reports to Lexis/Nexis	5	4	
Enter case dispositions	4	5	
Pull eligible files for erasure	4	5	
Enter erasures into Excel Spreadsheet	4	2	
Submit Federal & State Monthly Reports			
LEOKA	3	4	
NIBRS	3	4	
LAP	3	5	
Firearms Permits and Sales Forms			
Processing of pistol permits	5	5	
Track permit requests in Excel	4	5	
Background checks for permits	5	5	
Call applicants with issues	4	5	
File firearms purchases and transfers	5	5	
Accounts Payable/Receivable			
Animal Control Department	3	5	
Police Department	3	5	
Bank Deposits	4	4	
Finance Department Reports	4	4	
Annual Report	1	3	
Forms			
Order forms as necessary	3	5	
Maintain stocks in classroom	5	3	
Maintain in Report Writing Room	5	3	

Reports for Chief/Deputy Chief			
Chief	3	5	
Deputy Chief	3	4	
FOI Requests			
Email/walk-in/mail in	5	4	
Alarm registrations			
Adding new alarm registrations	3	3	
Warning letters to unregistered	3	3	
Alarm invoicing (false alarms)	3	4	
Court Orders/Protective Orders			
Protective Order Registry	5	5	
Sex Offender Registry	3	5	

Table 38

The tasks of the Records Manager has changed over the past several years from being predominately a face to face transaction to an internet based transaction. The department has moved from only having motor vehicle accident reports available at the police department as hard copies, to having them electronically available by a third party. The Records Manager is responsible to upload the reports and deal with questions and reporting issues. Most requests not directly dealing with firearms permits are conducted via email. The Records Manager kept log of in-person records requests during the month of September (see below).

WALK INS								
<u>FRIDAY 9/1 (b4 Holiday, generally slow)</u>		<u>MONDAY 9/4</u>		<u>TUESDAY 9/5</u>		<u>WEDNESDAY 9/6</u>		<u>THURSDAY 9/7</u>
accident report		CLOSED HOLIDAY		accident report		Alarm payment		VACATION DAY
pistol permit application submittal				Check on pistol permit status		picking up pistol permit		
				Picking up pistol permit		submitting pistol permit app		
				Picking up pistol permit		picking up pistol permit		
				Picking up pistol permit		report pick up		

				<u>THURSDAY</u> <u>9/14 -</u> <u>Fingerprinting</u> <u>FROM 3 - 6</u> <u>PM</u>
<u>FRIDAY 9/8</u>	<u>MONDAY 9/11</u>	<u>TUESDAY 9/12</u>	<u>WEDNESDAY</u> <u>9/13</u>	
VACATION DAY	Picking up pistol permit	picking up pistol permit	picking up pistol permit	records request
	Picking up pistol permit	picking up pistol permit	picking up pistol permit	pistol permit applicant
	Picking up pistol permit	drop off road permit	picking up pistol permit	questions on how to apply for a pistol permit
		drop off road permit		pistol permit applicant
<u>FRIDAY 9/15</u>	<u>MONDAY 9/18</u>	<u>TUESDAY 9/19</u>	<u>WEDNESDAY</u> <u>9/20</u>	<u>THURSDAY</u> <u>9/21</u>
submitting pistol permit app	Picked up blank permit application	accident report	picking up report	picking up pistol permit
inquiry about body cam footage received	Picked up blank permit application	Submitting pistol permit app	Submitting Raffle permit	accident report
submitting pistol permit app	submitting pistol permit app	picking up report		picking up pistol permit
submitting pistol permit app	submitting pistol permit app			Change of address sticker for license
<u>FRIDAY 9-22</u>	<u>MONDAY 9-25</u> <u>Yom Kippur</u>	<u>TUESDAY 9-26</u>	<u>WEDNESDAY</u> <u>9-27</u>	<u>THURSDAY 9-28</u>
submitting pistol permit app	Picking up pistol permit	none	Vacation Day	Submitting pistol permit app - sent to town where he resides.
pick up accident report				
get directions on applying for pistol permit				
<u>FRIDAY 9-29</u>	<u>MONDAY 10-2</u>	<u>TUESDAY 10-3</u>	<u>WEDNESDAY</u> <u>10-4</u>	<u>THURSDAY</u> <u>10-5</u>
questions on how to apply for a pistol permit	submitted FOI request			

Table 39

Of 51 walk-ins in 25 days (2 walk-ins per day average) 36 of the walk-in interactions involved firearms permits. 70% of the walk-in interactions were dealing with firearms.

2. Administrative Assistant

A job task analysis was conducted of the duties of the Administrative Assistant. As with all other job task analyses conducted it was based upon identified job tasks, in this case from a job task analysis conducted 5 to 7 years prior. The Administrative Assistant completed the job task analysis and met with the undersigned. The job task analysis is as follows:

Administrative Assistant Job Task Analysis			
This survey is being conducted to determine the current work being performed by the position of Administrative Assistant in comparison to the previous Self-Assessed Job Task Analysis			
Frequency - How long on average is spent of each task daily.			
Criticality - How important is each task currently to the position of Administrative Assistant. Rated on a scale from 1 - 5 with 1 being of the least importance and 5 being critical to proper performance of the position in relation to Department efficiency.			
Task	Frequency	Criticality	Notes
From previous job task analysis			
Court Paperwork	0	0	Court Paperwork is email directly to the courts by the approving supervisor or copied and brought to court by members of the Detective Division
Private Duty Jobs	0	1	

Traffic Stats	0	5	This is done once a month for about 30-60 min
Traffic Guards	0	1	no more traffic guards
Civilian Payroll	0	1	no longer do
Sworn Payroll	0	1	no longer do
Shopping Center Schedule	0	1	Jobs for blue
Accreditation	0	1	No longer do
Administrative Support for DC	0	1	
Administrative Support for LTs	2	5	
Administrative Support for Admin Sgt.	0	1	
Food/Coffee pickup for meetings	0	1	No longer do
Assisting with Police Cadets	0	1	No longer do
Cleaning Admin Kitchen Area	0	1	no longer do
Creating/updating Phone lists	1	3	Update address and phone information when needed
Business card creation/ordering	0	3	Haven't ordered business cards for a few months
Answering phone calls	1	2	
Fixing toilet in ladies room	0	1	No longer needed
Cleaning A/C unit	0	1	No longer needed
Please fill in any new tasks - include frequency, criticality and any necessary notes			
Covering records window	1	3	when Barbara is not in her office
Working in Records when Barbara is out on vacation, sick or personnel	1	3	When in Records I process pistol permits, update alarm payments, file, send Daily Blotter and Press Arrest to media. Review and upload accident reports to Lexis Nexis
Supply report writing room	1	3	paper, pens, paperclips etc.

Table 40

The duties of the Administrative Assistant have changed so drastically since the last job task analysis that the position functionally no longer exists as originally established. The changes in the manner in which arrest paperwork and other court submissions are made along with implementation of Jobs4Blue to schedule and fill side jobs has eliminated most of the duties previously assigned to the position. With the passing of the Police Accountability Bill the task of accreditation has become far more complex necessitating extensive law enforcement knowledge and experience unobtainable through any other means except direct experience.

a. Sworn Staff

1. Administrative Officer

The position of Administrative Officer was originally a splitting of the duties of the traffic unit which had handled numerous administrative tasks, such as fleet maintenance and IT issues with the vehicles as well as traditional traffic duties. With the passing of the Police Accountability Bill many of the day to day responsibilities for the building, OSHA compliance, Fleet, and IT have been assigned to the Administrative Officer due to the increased administrative duties handled by the PSB Commander and Administrative Sergeant. A job task analysis was completed for the position and is found below.

Administrative Officer Job Task Analysis		
This survey is being conducted to determine the current work being performed by the position of Administrative Officer.		
Frequency - How often on average the task is worked on or completed 1 = yearly or less to 5 = daily		
Criticality - How important is each task currently to the position of Administrative Assistant. Rated on a scale from 1 - 5 with 1 being of the least importance and 5 being critical to proper performance of the position in relation to Department efficiency.		
Task	Frequency	Criticality
Fleet		
Acquisitions/quotes	2	5
Equipment purchasing	2	5
Maintenance	5	5
Record keeping	5	5
Budgeting	1	5
Maintaining registrations/emissions	2	5
Insurance issues (accidents/renewals)	2	5
License plate readers	2	2
Radar and Laser units (repairs/certifications)	3	3
E-ticket printer issues	2	3
Radios (portable and mobile units)	3	5
Information Technology		
MDT acquisition	2	5
MDT repair	3	5
MDT Trouble shooting	4	5
In-car camera systems (Arbitrator dash camera)	3	5
NexGen CAD/RMS/Report Writing System	5	5
DNA Fusion (building access systems)	4	5

UPS and generator maintenance	1	4
Verkada System (Video Surveillance)	3	4
Building Maintenance		
HVAC Systems	3	3
Building cleaning supplies (ordering/restocking)	3	3
Electrical system repairs (scheduling)	3	5
Plumbing system repairs (scheduling)	3	5
Solar panels	1	2
Pest Control	2	4
Fire Alarm System (maintenance & repair)	1	4
Liaison with Fire Marshal for building inspection	1	2
Sprinkler system inspections	2	3
Fire extinguisher inspections	3	3
Aquarion inspections	1	2
State boiler inspections	1	2
Exterior landscaping	3	3
Other Duties		
Assist officers with case investigations	2	5

Table 41

2. Administrative Sergeant

The Administrative Sergeant's position has also changed with the move to the new Police Facility and the passage of the Police Accountability. Whereas the position had been originally created with the dual purpose of supervising the traffic unit and providing administrative support to the Patrol Lieutenant and Administrative Lieutenant, this role gradually changed to support primarily for the Administrative Lieutenant. With the passage of the Police Accountability Bill, this position now has numerous primary responsibilities for the Professional Standards Bureau and functions as the Department Training Officer and Assistant TAC Officer (COLLECT liaison with the State of Connecticut), in addition to being the immediate supervisor for the Administrative Officer and supporting the PSB Commander and Administrative Staff (Chief and Deputy Chief). A job task analysis was completed for the position and is found below.

Administrative Sergeant			
This survey is being conducted to determine the current work being performed by the position of Administrative Sergeant			

Frequency - How often the task is performed 1 - Yearly or infrequently to 5 - Daily			
Criticality - How important is each task currently to the position of Administrative Assistant. Rated on a scale from 1 - 5 with 1 being of the least importance and 5 being critical to proper performance of the position in relation to Department efficiency.			
Task	Frequency	Criticality	
Training			
Audits of training files	4	5	
Filing	4	5	
Fyrstcert record management	4	5	
Searching for training classes	5	5	
Monthly training for specialty units	1	3	
Setup Ketchum Room for trainings	1	1	
Policy updates	4	5	
New Forms, software updates	3	5	
FCPTOA	2	4	
COLLECT, CJIS-CISS, NCIC			
ATAC	3	4	
COLLECT Validations	2	5	
CJIS - CISS training team	3	4	
Administrative Duties			
Liaison with other LEAs	4	5	
Updating and maintaining PowerDMS	3	5	
POSS	1	3	
Grant researching	3	3	
Grant writing	2	5	
Grant Management	3	5	
Lake Zoar Patrol Liaison	2	2	
Various assignments from Lts, DC, Chief	3	5	
Accreditation		5	
Locating and entering proofs	3	5	
Assisting with creation of new General Orders	2	5	
Assisting with updating or revising P&Ps to General Orders	2	5	

Table 42

3. Professional Standards Bureau Commander

The Professional Standards Commander position is currently filled by a Lieutenant. In addition to ensuring the good order and efficiency of the Bureau via the direct and indirect supervision of the Records Manager, Administrative Assistant, Administrative Sergeant, and the Administrative Officer, the PSB Commander is also tasked as the Agency Accreditation Manager and primary administrative support for the Administration. As with the other positions in this Bureau, the duties of the PSB Commander have drastically changed with the passage of the Police Accountability Bill. Prior to the Bill's passage, the Bureau was known as the Administrative Bureau and the responsibility of Accreditation Manager was an ancillary task with the role of Training Officer and administrative support to the Chief and Captain as the primary roles. A job task analysis was completed for the position and is found below.

Professional Standards Bureau Commander Job Task Analysis			
Frequency - How often on average a task is worked on or completed.			
Criticality - How important is each task to the completion of the mission of the Agency. Rated on a scale from 1 - 5 with 1 being of the least importance and 5 being critical to proper performance of the position in relation to Department efficiency.			
Task	Frequency	Criticality	Notes
Training			Nothing in the Training category requires supervisory personnel, most training duties have been transferred to the Admin Sgt.
Training Committee	2.00	2.00	
Training Files	1.00	5.00	
Scheduling Officers for Training	1.00	3.00	
FCPTOA Activities	3.00	2.00	
Instructor	3.00	3.00	
Processing training requests	2.00	3.00	

Accreditation			Nothing in the accreditation category requires currently sworn personnel (previous LEO experience should be required due to the knowledge required to meet LE accreditation standards and providing accurate proofs)
Policy Review/Revisement/Creation	5.00	5.00	
Compliance Management	4.00	5.00	
Entering Proofs	5.00	5.00	
Human Resources Activities			Nothing in the Human Resources category requires sworn personnel
STD/LTD/WC Issues	2.00	5.00	
Scheduling Training Classes	1.00	3.00	
Scheduling Conference Room use	2.00	3.00	
Internal Affairs			All IA activity can be assigned to a Sgt
Administrative Reviews	1.00	5.00	
Internal Affairs Investigations	1.00	5.00	
Grievance Administration	1.00	3.00	
Records			Records category activities could be supervised at Sgt. Level or even by non-sworn personnel
FOIA Requests	1.00	5.00	
Records Room Management	1.00	3.00	
Supervision			
Counseling & Training Employees	1.00	5.00	
Observing employee performance	5.00	4.00	
Directing employee activities	5.00	4.00	
Administrative Duties			
Yearly Reports	1.00	5.00	Statutory and Accreditation mandated reports - UoF, Grievances, Officer Injuries, Pursuit, etc.

Monthly Reports	2.00	5.00	PC Report
Assignments from DC & Chief	3.00	4.00	Various tasks, also vary in frequency, complexity and importance

Table 43

E. SPECIALIZED UNITS AND POSITIONS

There are a number of small units or individual officers with specialized knowledge and skills that function as specialized units. Accreditation Standard 3.3.12 requires that:

3.3.12 A written directive requires an annual review of each specialized assignment for the purpose of determining whether it should be continued. This review shall include:--

- a. A statement of purpose for each listed assignment; and--
- b. The evaluation of the initial problem or condition that required the implementation of the specialized assignment.

To comply with this standard for calendar 2023 the following specialized positions have been reviewed and are included in this staffing study.

1. K9 Officer/K9 Aris

Purpose:

The Canine Unit is a centralized uniform support service, which offers a specialized resource to the Department through the professional utilization of an effective law enforcement tool, the Police Service Dog. The mission of the Canine Unit is to enhance the Department's efforts in crime prevention and detection, criminal apprehension, officer safety, and service to the community.

The Canine Unit is capable of providing assistance in several critical areas including, but not limited to:

- Officer protection
- The apprehension of suspects
- Psychological deterrent to suspect aggression
- Searching for suspects or evidence
- General law enforcement duties

Evaluation:

At the inception of the K9 Unit there were few other available resources with the ability to locate suspects and missing persons. In addition, the laws related to the possession of controlled substances were more stringent and there was less societal tolerance for the personal use of controlled substances. While these factors remained a police canine was an optimal choice to supplement officer abilities and availability to complete these tasks.

The police K9 was also an ideal tool for suspect apprehension and officer safety, as the use of force policies and standards at the time allowed for less controlled utilization a police canine within the use of force continuum. With the passage of the Police Accountability Bill, and the subsequent statewide mandated use of the Statewide Model Policy on Use of Force, which in the required annual review training states on the use of K9 Engagement:

- K9 is not deadly force, but can cause serious physical injury.
- K9 Officers should ensure the engagement of a K9 is not only legal, but necessary and proportionate.
- If the situation can be resolved safely without the use of a K9, other options should be considered.

With the legalization of personal use marijuana, the limitations on vehicular searches placed on police officers by the Police Accountability Bill, the heightened level of the police canine of the use of force continuum, and the current availability of more reliable searching technology the need for a police canine is much less pronounced than in even the recent past.

An analytical overview of the Newtown Police K9 Unit was conducted and found the following data:

K9 Callouts 1/1/2018 to 9/20/2023						
CFS #	Dispo	Date	Time	Reason	Outcome	
2300013560	CR	9/18/2023	13:08	DPD SW	Cocaine residue located	

2300011039	NR	8/10/2023	7:50	New Canaan PD School Sweep	No contraband located	
2300010811	NR	8/4/2023	11:43	Commercial Alarm Call	Nothing located	
2300009553	CR	7/12/2023	9:25	Domestic	No apprehension	
2300009247	NR	7/7/2023	9:55	Residential Alarm	Nothing Located	
2300007010	CR	5/25/2023	9:03	NMS School Sweep	No Contraband located	
2300005978	CR	5/6/2023	15:37	Evading	Clothing article located - no apprehension	
2300005310	NR	4/24/2023	9:17	No CAD Remarks or case report	Unknown outcome	
2300004751	NR	4/11/2023	13:24	No CAD Remarks or case report	Unknown outcome	
2300004483	NR	4/5/2023	11:13	K9 Sniff at NHS Parking lot	2 THC Vapes found	
2300003461	NR	3/13/2023	11:28	No CAD Remarks or case report	Unknown outcome	
2300002745	NR	2/27/2023	10:30	No CAD Remarks or case report	Unknown outcome	
2300002468	NR	2/20/2023	10:34	Exterior Residence Search	Nothing Located	
2300002466	NR	2/20/2023	10:22	Unknown reason for 1st floor search	Nothing located	
2300002440	NR	2/19/2023	9:34	No CAD Remarks or case report	Unknown outcome	
2200015535	CR	11/25/2022	10:00	Residence search for possible burglary suspect	Nothing located	
2200015144	CR	11/17/2022	13:43	Portland PD assist at Portland HS for K9 drug sweep	No contraband located	
2200009953	NR	8/5/2022	12:23	DPD requested K9 search for 2 male carjacking suspects	K9 canceled - suspects found before arrival	
2200008503	CR	7/9/2022	16:22	Residential house check for possible burglary	No suspects located- no indication of a crime	
2200005601	NR	5/13/2022	11:07	Assisting FBI with K9 sniff at exit 2	No indication in CAD narrative of any results	
2200004676	NR	4/23/2022	21:11	Reported attempted break in at Bethel Mitchell park	No apprehensions	

2200003730	NR	4/4/2022	10:42	NHS K9 sweep	No indication of any contraband located	
2200000597	CR	1/19/2022	8:23	Drug training samples destroyed	No K9 deployment	
2100012305	NR	10/11/2021	16:26	K9 Track for October	No indications of any outcome	
2100012249	CR	10/10/2021	2:49	Assist Ansonia PD for evading suspect	No apprehension	
2100010173	CR	8/16/2021	12:54	DPD vehicle search for narcotics	No Contraband located	
2100008888	CR	7/16/2021	4:25	Ansonia PD K9 assist for Evading Suspect	Track stopped due to heat and duration of track	
2100008276	CR	6/30/2021	11:00	Domestic	Suspect arrest w/o need of K9	
2100007825	CR	6/19/2021	17:25	Missing Juvenile	No location - Indications of a correct track	
2100006843	CR	5/28/2021	0:13	Vehicle search for narcotics	No seizure - Aris did alert on driver side door where passenger admitted that operator had smoked marijuana early in the day in the vehicle	
2100005881	CR	5/6/2021	15:41	Monroe PD request for school search for narcotics after suspected cocaine was located.	Aris alerted on a backpack - subsequent search located no further contraband.	
2100003060	CR	3/8/2021	10:48	Car search for narcotics	Marijuana residue located	
2000017295	CR	11/7/2020	13:13	Missing juvenile after a MVA in Monroe	Successful track - juvenile located	
2000010466	NR	5/28/2020	22:58	Easton PD requested K9 for missing person	K9 canceled - Easton located missing person	
2000009475	CR	5/11/2020	20:44	Car search for narcotics	Positive alert. Officers located marijuana on the person of the passenger	

1900028314	NR	11/6/2019	18:51	DPD request for K9 for evading	No apprehension	
1900017491	CR	7/13/2019	18:40	Open door check	employee on premises	
1900015743	NR	6/21/2019	13:50	K9 Search	No indications of any outcome	
1900015454	NR	6/17/2019	18:01	K9 assist	No indications of any outcome	
1900014626	CR	6/8/2019	13:49	Missing Person	No location - Indications of a correct track	
1900013252	CR	5/23/2019	23:08	DPD assist for assault suspect that had fled the scene	Unsuccessful track	
1900010869	CR	4/28/2019	17:41	Nothing in CAD	Nothing in CAD	
1900009659	CR	4/14/2019	19:43	CSP assist with vehicle search	Cocaine rocks located	
1900001353	CR	1/15/2019	20:57	Vehicle search for narcotics	.0055 ounces of marijuana located	
1900001351	CR	1/15/2019	19:56	Vehicle search for narcotics	Marijuana located	
1800024116	NR	11/2/2018	9:58	K9 sniff at Portland HS	No note in CAD as to outcome	
1800023017	NR	10/18/2018	18:11	CSP request for K9 assistance	No note in CAD as to outcome	
1800015774	CR	7/22/2018	18:30	Monroe assist for robbery suspect	No apprehension	
1800015297	CR	7/16/2018	21:51	Vehicle search for narcotics	Marijuana located	
1800001198	NR	1/19/2018	12:46	No CAD Remarks or case report	No CAD Remarks or case report	
		50			Unsuccessful deployment	32
% CR	54				Successful Deployment	13
% NR	46				Total Deployments	45
Average # of K9 Callouts per year 2018 - September 2023	10					
					Success Rate	29%
				K9 Hour Costs 1/1/18 - 9/20/23	\$26,864.91	
				Training Comp Costs	\$22,695.60	
				K9 Program Line Item 1/1/18 - 12/31/23	\$20,595	

Total Program Costs 2018 - September 2023	\$70,155.51
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Table 44

2. Accident Reconstruction Team

Purpose:

The Accident Reconstruction Team is made up of volunteer officers that are selected to receive advanced accident investigation training and assignment to the Team to investigate accidents involving serious and/or fatal injuries.

Evaluation:

As this is an ancillary duty, and not a fulltime assignment no formal review is required, however the unit deserves review in this report as an example an advanced service that is provided for the residents of Newtown that can be effected by a lack of staffing.

Officers and supervisors selected to become members of this unit are provided extensive advanced accident investigation training and provided access to the necessary equipment to conduct investigations for accidents with serious and/or fatal injuries. The training has three base levels each requiring 40 to 80 hours of training with additional specialized training in topics such as pedestrian involved accidents, motorcycle accidents, etc.

Each accident investigated by the Accident Reconstruction Team take days to weeks of officer time to complete. As with any of the services provide by the Newtown Police Department to the residents of Newtown there are considerable impacts to basic service staffing.

3. Drone Unit

Purpose:

Drones, also referred to as Small Unmanned Aerial Systems (sUAS) may be utilized to enhance the department's mission of protecting lives and property when other means and resources are not available or may be less effective. All drone operations will be in

accordance with Constitutional and privacy rights, Federal Aviation Administration (FAA) regulations, and Connecticut Statutes.

Evaluation:

The Drone Unit is not a specialized assignment as much as a voluntary ancillary duty. The initial drones utilized by the NPD were far less sophisticated than the drones that are utilized in 2023. The technology utilized in 2023 enhances the drones from an overhead video surveillance unit to a multi-use platform with heat sensing capabilities that make them a more reliable method of suspect apprehension and missing person location than ever before. The drones can also become a force multiplier and intelligence source for tactical operations as well. As the technology becomes more refined and expanded the already impactful tool that a drone is will only grow.

An analytical overview of the Newtown Police Drone Unit was conducted and found the following data:

Drone Unit 2019 - 2023									
Date	Time	Status	Y	N	Case#	Narrative	Result		
1/1/2019	19:58	CR	1		1900000037	Harassment/Stalking	Drone did not locate suspect		
1/11/2019	18:40	CR	1		1900000978	Mutual Aid - ESU callout in Brookfield	Drone was unable to view inside		
8/11/2019	11:03	CR	1		1900020142	Missing Person	Drone did not locate missing person		
10/28/2019	5:15	CR	1		1900027441	Burglary	Drone did not locate suspect		
1/28/2020	9:59	CR	1		2000002449	Suspicious Activity - Blood covered mattress	Drone did not locate suspects		
6/27/2020	16:56	CR	1		2000011996	MVA w/injuries	Drone documented scene		
10/20/2020	14:07	CR	1		2000016563	MVA w/ injuries	Drone documented scene		
2/28/2021	5:06	CR	1		2100002599	MVA - Fatal	Drone documented scene		

5/15/2021	12:5 2	CR	1	210000626 9	Weapons Violation - Bullet damage to prop.	Drone documented scene		
6/12/2021	14:5 2	CR	1	210000751 0	Missing Person	Drone did not locate missing person		
8/5/2021	20:2 8	CR	1	210000966 2	Suspicious Activity - Boating incident	Drone located suspect boat		
9/11/2021	19:2 0	CR	1	210001119 6	Health & Welfare - Possible missing hikers	Drone verified no one in woods		
3/17/2022	19:1 6	CR	1	220000296 7	Weapons Violation - Bullet damage to prop.	Drone documented scene		
4/14/2022	8:08	CR	1	220000421 2	ESU Callout	Drone documented scene		
4/20/2022	19:4 7	CR	1	220000451 1	Missing Person	Drone did not locate missing person		
5/17/2022	5:50	CR	1	220000574 5	Domestic - Suspect fled scene	Drone located suspect		
5/23/2022	1:47	CR	1	220000606 6	Larceny of Catalytic Converters	Drone did not locate suspect		
8/12/2022	9:37	NR	1	220001038 6	Aerial photos for Land Use	Drone documented scene		
9/27/2022	9:00	CR	1	220001271 8	Missing Person	Drone canceled		
11/16/2022	13:1 5	CR	1	220001508 8	Suicide Attempt/Threat	Drone did not locate suspect		
2/5/2023	18:0 5	CR	1	230000181 5	Missing Person	Drone did not locate missing person		
2/15/2023	15:2 2	CR	1	230000228 9	Mutual Aid - Redding PD Aerial Photos	Drone documented scene		
4/24/2023	7:19	CR	1	230000530 8	Suicide Attempt/Threat	Drone did not locate suspect		
5/6/2023	2:08	CR	1	230000596 5	MVA - Fatal	Drone documented scene		
5/26/2023	11:5 3	CR	1	230000707 0	MVA - Injuries	Drone documented scene		
6/25/2023	12:1 1	CR	1	230000865 8	Missing Person	Drone did not locate missing person		

7/12/2023	12:3 1	CR	1	230000955 2	Domestic - Suspect fled scene	Drone did not locate suspect		
			26	1		Totals		
					96%	Reports Completed	Total Successful deployment %	50
					4%	No Report	Total unsuccessful deployment %	54
Costs					Equipment	OT/Comp	Training	
		2023			9,519.91	497.52	1,650.00	
		2022			1,092.63	1,905.24		
		2021			70.99	0.00		
		2020			1,057.99	1,149.60		
Totals					11,741.52	3,552.36	1,650.00	
						Total Unit Costs 2019 - 2023	16,943.88	

Table 45

4. Emergency Services Unit

Purpose:

The Emergency Services Unit was created to provide a regional team that is equipped and trained for high risk law enforcement incidents.

Evaluation:

The NPD does not have an ESU team of its own, but rather participates in a multi-jurisdictional ESU Team based at the Danbury Police Department. Prior to the creation of the regional team, incidents requiring the equipment and training inherent in an Emergency Service Unit could only be provided by State and Federal partners. It took several hours from notification for a team to be dispatched, briefed, and equipped to handle the incident. The Newtown Police Department, by itself, could not sustain an Emergency Services Unit due to the extensive manpower, training, and equipment necessary to operate such a unit. Although there is a manpower and financial cost to the agency, the NPD does not have direct control of the unit or any part thereof, and the costs in personnel and equipment are much lower by joining a regional team. Despite the lower costs, the Newtown Police Department still has

ready access to the team for planned and emergency incidents. The only control directly maintained by the NPD is participation.

An analytical overview of the Danbury Regional Emergency Services Unit was conducted and found the following data:

ESU Callouts									
Date	Time	Status	Y	N	Case#	Narrative	Result		
5/24/2023	10:03	CR	1		230000695 2	Assist DPD - armed barricaded suspected	Suspect arrested		
6/6/2023	20:27	CR	1		230000758 8	High risk felony warrant service - homicide	Suspect arrested		
							Totals		
					0%	Reports Completed	Total Successful deployment %	100	
					0%	No Report	Total unsuccessful deployment %	0	
Costs					Equipment	OT/Comp	Training		
		2023			13,800.00	\$3,321.25	1,650.00		
		2022			11,500.00				
		2021			11,500.00	\$6,876.36			
		2020			11,500.00	\$5,534.94			
Totals					48,300.00	\$15,732.55	1,650.00		
							65,682.55		

Table 46

5. Car Seat Technicians

Purpose:

The Newtown Police Department maintains the certification of several (number of certified officers varies) officers to provide the safe and correct installation of child safety seats for Newtown residents.

Evaluation:

The Department sponsors or participates in several car seat installation and verification clinics throughout the year. Although not a specialized assignment, and thus not required for review by Accreditation Standard 3.3.12 the service is worthy of mention in this report. This is one of the quality of life and life safety services that the Newtown Police Department offers that could be in jeopardy if an increase in staffing is not provided. Additional services such as having certified child safety seat technicians on staff require considerable training and then officer time to provide to services to the residents of Newtown.

6. Crime Scene Technicians

Purpose:

The Crime Scene Unit was created to assist the Detective Division and Accident Reconstruction Team with officers that have been provided advanced training in the identification, collection, and preservation of evidence, as well as the professional documentation of crime and accident scenes.

Evaluation:

As with the Car Seat Technicians, the Crime Scene Technicians are not a specialized assignment as much as a voluntary collateral duty. This report is the proper format to review the current procedure, so a review of the program follows.

At the inception of the program, and the corresponding policy, the crime scene technician program was meant to be a training opportunity for patrol officers to assist the Accident Reconstruction Team and the Detective Division in methodically and properly documenting accident and crime scenes. Only two patrol officers volunteered for the initial training, and were not available often enough during Detective Division or Accident Reconstruction Team call outs to consider the program as beneficial. The program has morphed into an additional training and ancillary duty of the Detective Division. The current status of the program is beneficial to the Accident Reconstruction Team, but of limited additional value to the Detective Division, as the original purpose was to relieve the Detectives from the responsibility of both crime scene processes as well as investigation. Currently the Department's Detectives are processing crime scenes themselves, or utilizing the Connecticut State

Police Major Crime Squad to complete the crime scene processing and documentation.

2 Discussion/Recommendations

A. PATROL OPERATIONS BUREAU

1. Sector Assignments

Discussion

Current sector assignments when patrol staffing falls below five (5) patrol officers was analyzed. The Town is currently split into five separate sectors. Sector one (1) is the center of Town, which roughly follows the borders of the Borough of Newtown. Sector two (2) is the North East quadrant of Town. Sector three (3) is the North West quadrant of Town. Sector four (4) is the South West quadrant of Town. Sector five (5) is the South East quadrant of Town. Currently when four (4) officers are staffed (day shift and Evening shift minimum staffing) the Town is split into Sector 1 (center of Town), Sectors 2/3 North side of Town, and Sector 4 the South West quadrant, and Sector 5 the South East quadrant of Town. When three (3) patrol officers are staffed (Midnight shift minimum staffing) the Town is split into North (Sectors 2/3), Center (Sector 1), and South (Sectors 4/5).

The analysis of calls by sector for 2023 shows the following:

Call Description	Sectors					Totals
	1	2	3	4	5	
911 Check	11	19	21	7	17	75
Abandoned MV	3	0	2	4	7	16
Alarm - Canceled	5	9	20	19	22	75
Alarm - Resd/Comm	9	4	7	16	13	49
Alarm - False	53	27	40	77	118	315
Alarm - Storm Related/Excused	0	0	0	0	3	3
Animal Call	59	45	56	86	112	362
Assault	3	0	1	1	3	8
Assist Other Agency/Mutual Aid	18	13	16	27	58	157
Background Check					1	1
Boating Stop	0	17	0	1	24	64
Building Check	1798	422	1031	1305	1138	5767
Burglary	1	4	1	1	3	10
Civil Matter	18	21	14	35	65	153

Community Policing/Event	6	0	1	0	4	15
Crisis Intervention	6	5	4	15	7	37
Death Notification	1	1	0	0	0	2
Disabled Motor Vehicle	63	22	30	30	65	213
Dispute	14	21	9	26	34	104
Domestic	2	0	3	4	11	20
DUI	1	0	0	0	2	3
Dumping/Littering	2	0	2	1	5	11
Erratic Operation	34	11	26	49	90	210
Escort	0	1	1	1	3	6
Fire Assist	18	4	5	6	9	42
Firearms/Ammunition Surrender	0	2	2	6	5	15
Fireworks Complaint	0	8	2	4	12	26
Found/Lost Property	20	8	10	22	30	90
Fraud/Bad Check	21	35	40	65	96	259
Harassment	8	11	10	13	13	55
Health/Welfare Check	34	28	40	46	62	211
K9 Callout/Training	3	1	0	4	5	14
Larceny	13	3	13	20	24	73
Lockout MV/Building	2	2	4	3	3	14
Medical Assist	12	16	21	21	46	118
Miscellaneous Service	15	4	10	7	67	103
Missing Person	2	1	2	2	1	8
Motor Vehicle Incident	15	8	9	13	21	67
MVA	132	25	60	72	116	406
MVA - Deer	3	1	5	7	11	27
MVA Evading	10	5	4	7	8	34
MVA - Fatal	0	0	0	0	1	1
MVA - Injury	7	0	4	1	11	23
MVA - Officer Involved	0	0	0	0	1	1
Narcotics/Drugs	0	0	0	0	1	1
Noise Complaint	5	8	14	11	25	63
Parking Enforcement/Complaint	7	2	17	6	12	44
Public Hazard	26	37	25	45	70	205
Recreational Shooting	1	4	4	19	6	34
Sex Offenses	1	0	1	1	8	11
Solicitation/Door to Door	0	0	1	6	1	8
Stolen Motor Vehicle	3	4	0	4	5	16
Suicide	0	1	0	0	0	1
Suicide Attempt/Threat	2	1	0	4	5	12
Suspicious Activity	215	124	127	152	274	902
Threatening	3	4	2	5	14	28
Traffic Enforcement	72	57	76	99	97	434
Traffic Stop	265	67	146	229	298	1039
Traffic Study/Complaint	11	17	25	16	25	125
Trespassing	12	2	3	4	3	25
Unattended Death	2	1	2	0	2	7

Unfounded	0	0	0	0	0	1
Vandalism	12	2	3	7	5	29
Warrant Service	0	3	1	4	23	31
Weapons Violation	1	2	0	0	2	5
Totals	3060	1140	1973	2636	3223	12284

Table 47

			1/1 - 8/31	Monthly	Daily	Per Shift	Per Hour
Sector 1	3060		Sector 1 3060	383	13	4	1
Sector 2/3 (2)	3113		Sector 3/4 (2) 4609	576	19	6	1
Sector 4 (3)	2636		Sector 2/5 (3) 4363	545	18	6	1
Sector 5 (4)	3223						

Table 48

Recommendations

The current Sector assignments creates an imbalance in Calls for Service between the Sector assignments. The above tables show that Sector 1 has the most Calls for Service during the time frame analyzed followed by Sector 5, Sector 4, Sector 3, and Sector 2 in descending order. By keeping the current sector assignment for patrol staffing of 4 and 5 patrol officers, and changing the Sector assignments from North (2/3)/Center (1)/South (4/5) (as is currently assigned) for staffing with three officers to West (3/4)/Center (1)/East (2/5) a more even distribution of Calls for Service would be achieved more evenly spreading the workload between the staffed officers.

2. Patrol Officers

Discussion

The current authorized strength for the Department is 45 sworn officers. With the current staffing there are 25 patrol officers. As indicated in tables 4 – 13, current patrol officer staffing levels fall to minimum staffing or below 70.44% of the year thus far on the Midnight shift, 86.79% of the year thus far on the Day shift, and 77.70% of the time on the Evening shift. Whereas the percentage of minimum staffing was not analyzed in the 2022 Staffing Study the rate of mandatory overtime was. This is in direct correlation with shifts falling below minimum staffing. Table 14 shows that in 2022 there were 299 shifts that required mandatory patrol officer overtime and in

2023 thus far there have been 210. This data indicates that there has been a chronic shortage of patrol officers to fill the minimum mandatory patrol staffing.

Compounding the issue is the high rate of order-ins occurring to fill the mandatory overtime. Table 15 identifies the number of times patrol officers had to be order-in in 2022 and 2023 and the reasons the shifts fell below minimum staffing levels. As indicated in table 15, there were 177 patrol shift order-ins in 2022 and 84 order-ins thus far in 2023. The top causes for the shifts to fall below minimum mandated staffing levels were sick leave (74 in 2022 and 38 in 2023), prisoner watch (35 in 2022), and special duty assignment and preference days (both 11 in 2023).

In both 2022 and 2023 sick leave was the single highest cause, by more than double the second causes in either year analyzed. As mentioned in the section dealing with impacts on staffing needs, officer wellness is a critical issue that must be addressed when considering staffing levels. Officers that are overworked by taking voluntary overtime and ordered in involuntarily have additional stress added to their already high stress load caused by the nature of police work. This then multiplies the stress by the inability of officers to obtain the recuperative sleep necessary for biological and mental functioning. Numerous studies have linked chronic stress to higher rates of illness and sick leave usage.

To properly staff for minimum mandatory staffing levels it is necessary to identify the relief factor required to keep the minimum mandatory staffing levels filled without resorting to overtime. The table below shows the relief factor calculation considering only Paid Time Off and the average compensatory time off earned by officers in 2023.

Notional Time Off for 5/2 - 4/2 Schedule	
<u>Category of PTO</u>	<u>Time Off in Hours</u>
Personal	16
Vacation	200
Holiday Leave	48
Sick Leave	88

Mandatory Training	25
Earned Comp Time (Average)	97
Regular Days Off	896
Total	1370
Relief Factor	1.88

Table 49

This table shows a relief factor of 1.88 based only upon the notional time off outlined in current CBA for an officer with 20 or more years of service. Based upon this information the following staffing should provide minimum shift staffing.

Minimum Staffing Required to Maintain Mandatory Staffing per Shift			
Shift	Contractual Minimum Staffing	Relief Factor	Minimum Staffing
Midnight Shift	3	1.88	6
Day Shift	4	1.88	8
Evening Shift	4	1.88	8
Total Staff Required			24

Table 50

Table 50 provides a minimum staffing of 11 officers a day considering only contractual time off, which necessitates a minimum staffing of 24 patrol officers. Tables 14 and 15 show that the causes for mandatory overtime are greater than just PTO. Additional causes included special assignments, prisoner watches, worker's compensation, school security, court, unspecified reasons, and Military Leave. In 2023 42% of the mandatory overtime was filled with order-ins. 42% of the order-ins were for non-PTO related time. In order to calculate a relief factor that includes PTO and non-PTO causes a relief factor must include the work hours that have to be covered for both PTO and non-PTO causes. The results for the newly calculated Relief Factor is found below.

Minimum Staffing Required to Maintain Mandatory Staffing per Shift			
Shift	Contractual Minimum Staffing	Relief Factor	Minimum Staffing
Midnight Shift	3	2.7	8
Day Shift	4	2.7	11
Evening Shift	4	2.7	11

Total Staff Required			30
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Table 51

Table 51 provides the actual minimum patrol officer staffing level necessary to cover the minimum mandatory staffing levels.

Recommendation

To provide patrol officer minimum staffing levels of 3/4/4 consistently an additional 5 patrol officers need to be added. An additional 3 officers should be considered to allow for the additional services that the Department currently provide at the cost of overtime. The additional 3 officers would also allow for more proactive policing activities to positively impact the quality of life issues that at this time staffing only allows for reactive response.

This brings the recommended total of patrol officers to 33. The Department currently has 25, thus it is recommended that an additional 8 patrol officer positions be authorized.

3. Patrol Sergeants

Discussion

Below we will discuss recommended scheduling changes and the recommended patrol sergeant supervision levels. This discussion will be limited to the current scheduling of 5/2-4/2 with three (3) eight (8) hour shifts.

Patrol sergeants currently do not have a contractual minimum staffing level, however the Department has traditionally maintained a minimum of one supervisor with the rank of sergeant or above on duty at all times to act as the shift commander. Recently, the Administration has made the determination to keep the supervision duties of the sergeants and lieutenants within their assigned Bureaus as much as possible. This decision much more clearly delineates the chain of command and focuses the span of control. As a consequence, however it leaves the number of available supervisors to function as shift commander for the Patrol Operations Bureau to a pool of seven. This

creates a situation where more mandatory overtime is created for similar reasons as those discussed in the Patrol Officers section above.

The mandatory overtime effects the Midnight shift disproportionately and the Evening shift to a far greater extent than the Day shift. This is due in large part to the Patrol Operations Bureau Commander's current schedule and the fact that the POBC fills in as the Shift Commander and Patrol Supervisor in the absence of patrol sergeants. Current the POBC works a rotating shift of one week of Evening Shift followed by two weeks of Day Shift. The POBC works an administrative work week of Monday – Friday. In order to determine the number of patrol sergeants necessary we need to apply the same Relief Factor as was applied to the patrol officers in Table 51 above.

Minimum Staffing Required to Maintain Mandatory Staffing per Shift			
Shift	Contractual Minimum Staffing	Relief Factor	Minimum Staffing
Midnight Shift	1	2.7	3
Day Shift	1	2.7	3
Evening Shift	1	2.7	3
Total Staff Required			9

Table 52

Recommendation

In order to limit the amount of mandatory overtime and the effects of such in supervisor wellness, morale, and fiscal impacts, the number of patrol sergeants should be increased from 6 to 9.

4. Patrol Scheduling

Discussion

The current patrol schedule for both patrol officers and patrol sergeants is three (3) shifts (mids, days, eves) of 5 days on, 2 days off, 4 days on. 2 days off (5/2-4/2). Although this scheduled allows for complete 24/7 coverage it does not allow for

complete squad system supervision of patrol officers with patrol sergeants. To provide complete 24/7 coverage by both patrol officers and patrol sergeants there is an off-set of most patrol officers in which a majority of patrol officers have 2 or more supervisors during their work week. This creates a layer of barriers to supervision that is unnecessary and creates inefficiencies and delays.

In addition the analysis of the Calls for Service demonstrates that during both 2022 and 2023 the weekends have fewer Calls for Service than weekdays. The 5/2-4/2 schedule creates a rolling system where staffing fluctuates from week to week with the cycle of days off.

The analysis also demonstrated that the ten (10) busiest hours for the patrol division are between 10:00 (10 am) and 19:00 (7 pm). As with days of the week there is no ability to provide additional patrol officers to provide additional staffing during the busiest hours.

Executive Summary

This staff study reviewed the three Bureaus of the Newtown Police Department, and their sub-units and specialized units to determine current staffing needs. According to the FBI staffing model, the Newtown Police Department should have 52 sworn officers based on their population-to-officer ratio. A workload analysis was completed to determine patrol officer workload as defined by allocated vs. unallocated time. Lastly, the minimum staffing model was examined as the current union contract, which covers the sworn personnel at the Newtown Police Department, mandates a minimum of three patrol officers on the midnight shift and four patrol officers on both the day and evening shifts.

The workload analysis is designed to identify what percentage of the officers' time is spent on directed (allocated) time and what percentage is spent on discretionary (unallocated) time. Discretionary time can be spent on proactive patrolling and Omni-present deterrent traffic and anti-crime activities. Generally, the target percentage is 60% allocated and 40% unallocated time, with 40% allocated and 60% unallocated considered optimum. An hourly analysis was completed for each shift, and the peak

hour for each shift was identified. Staffing decisions should be made on the peak allocated time to ensure safe staffing levels throughout the shift. The midnight peak allocated time percentage was 75.56%, the day shift was 90.10%, and the evening shift was 66.68%.

The mandatory staffing model indicated that the midnight shift is at or below minimum staffing 70.44% of their shifts, the day shift was at or below minimum staffing 86.79% of the time, and the evening shift was at or below minimum staffing 77.70% of the time. This has numerous negative impacts on the town, the agency, and the individual officers.

The study clearly indicated that by all metrics applied, the Newtown Police Department is currently understaffed. This shortfall in staffing is not due to an inability to fill open positions but rather a gap between the number of officers needed as indicated by the metrics and the authorized strength of the Newtown Police Department. This is not to say that the Newtown Police has been unable to provide the required service to the Town of Newtown rather it demonstrates that the Newtown Police Department cannot provide the additional services desired by the residents of Newtown without imperiling the long-term health and well-being along with reducing the career longevity of the staff of the Newtown Police Department.

It is recommended that a long-term plan be developed to bring the staffing up to the level that would provide the staffing to conduct proactive law enforcement and high-quality community outreach and additional services desired by the residents of Newtown without negatively impacting the well-being and career longevity of the Newtown Police Department staff.