

HOLLIS POLICE DEPARTMENT

2020 Staffing Study

Hollis Police Department

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Background

Staffing a police department is a continuous challenge and one that can be very complex by nature. Many variables must be considered when trying to determine a department's needs. Some of those include the amount of time it takes to handle a given call for service, the distribution of calls, the nature of the calls, officer-initiated activities, and the expectations of the community, just to name a few. As the Chief of Police, it is my responsibility to look at all of these variables and ensure Hollis Board of Selectpersons and our residents are aware of the department's staffing needs.

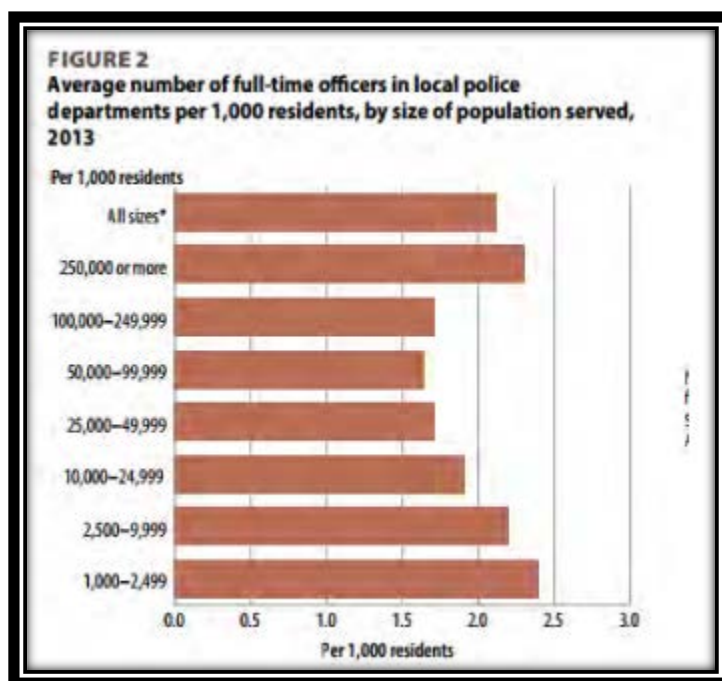
The following study is intended to provide the Hollis Board of Selectpersons with an evaluation of the departments staffing needs, both current and future. Although there are many ways to conduct a staffing study, currently there is no industry standard. This is because the process can be somewhat complicated and can include a wide variety of factors. To my knowledge, the Hollis Police Department has never completed a staffing analysis and given my conversations with the three previous Chiefs of Police, we found that the last addition to the current staffing level was 2006. Since that time, we have seen steady growth as it relates to the number of individuals who call Hollis home. This has resulted in ever-increasing demands on various public safety agencies providing critical services to our residents, including the Hollis Police Department.

Population (US Census Bureau)		
(1-year Estimates/Decennial)		
Total Population	Community	County
2018	7,945	415,247
2010	7,684	400,721
2000	7,064	382,384
1990	5,719	336,549
1980	4,679	276,608
1970	2,616	223,941
Demographics, American Community Survey (ACS)		
2014-2018		

This report includes details on the staffing study we conducted, which utilizes national averages. Before your review of the staffing study, it is important for me to address one of the most commonly discussed methods for determining

staffing levels for law enforcement agencies. This method utilizes a basic formula that compares a ratio of population to the number of officers a department needs.

On a periodic basis, the Bureau of Justice Statistics (BJS) publishes a “Local Police Departments Report”. One aspect of this report is the average ratio of full-time officers per 1,000 residents. I have referred to this in earlier correspondence relative to my requests for the addition of a sixteenth full-time police officer position. The latest DOJ report from 2015 (utilizing 2013 stats) shows the following ratios:



The analysis of officers per capita, as specified in the graphic above, utilizes this average ratio as a way to determine how many officers are needed. According to the chart depicted above, jurisdictions that are comparable in size to Hollis have an average of about 2.3 officers per 1000 residents. Utilizing this data only, and using town population estimates of 7,945 residents, the per capita method indicates we should employ 18 sworn full-time officers.

Although this is an accepted average ratio of officers recognized by BJS, I feel there are more accurate and complete comparisons for determining staffing needs. This is because there are many other factors that should be considered before determining what staffing level is required and appropriate to meet a specific community's needs.

In response to this BJS analysis, the International Association of Chiefs of Police (IACP) states: “Ratios, such as officers-per-thousand population, are

totally inappropriate as a basis for staffing decisions. Accordingly, they have no place in the IACP methodology. Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and sizable body of reliable, current data.”

Since a lot of people try to use this BJS model as justification for personnel, I thought it would be important to provide this information as an attempt to answer any questions that may arise about the ratio of officers-per-thousand to population.

The staffing study detailed in the remainder of this analysis is a formula that has been used and applied throughout the country and has been found to be very reliable. This formula is based on several averages. For example, the formula utilizes an average of 45 minutes to complete a call for service. The formula also takes into account the amount of time an officer is actually available for duty. It does this by averaging scheduled days off, holidays, vacation, sick time, etc. The formula also assumes that one third of a police officer’s time should be utilized handling calls for service.

Finally, it is important to note that this formula calculates the staffing needs for officers on the street handling calls for service. It does not include administrators, supervisors, or specialists (such as command staff, the SRO, and the Detective).

Analysis

The following is the IACP formula utilized to calculate staffing needs:

Step 1:

Determine the number of complaints or incidents received and responded to in a year by the Hollis Police Department. Complaints include all forms of police activity when an officer responded and/or took an official action. It does not include situations where advice was given over the telephone, delivering messages, or handling internal police department matters. It is important to note that the number of complaints or incidents received does not reflect the total calls for service recorded by the Hollis Police Department during the 2019 calendar year (21,673 calls for service).

Utilizing 2019 numbers obtained from an analysis of our Records Management System (RMS), the Hollis Police department handled 8419 complaints or incidents in 2019.

Step 2:

Multiply the total complaints or incidents by 0.75 (45 minutes.) It is generally accepted that 45 minutes is the average time necessary to handle a complaint or incident.

$$8419 \times .75 = 6314.75$$

Step 3:

Multiply by three to add a buffer and time for preventive patrol. General experience has shown that about one-third of an officer's time should be spent handling requests for service. Other requirements for servicing police vehicles, personal relief, eating and supervision must be considered. Time for preventative patrol and community policing opportunities must also be taken into consideration. Multiplying by three makes up the unknowns.

$$6314.75 \times 3 = 18942.75$$

Step 4:

Divide the product by 3102.5 - the number of hours necessary to staff one basic officer patrol unit for one year (8.5 hours X 365 = 3102.5.)

$$18942.75 / 3102.5 = 6.11$$

According to the application of the IACP formula, it takes 6.11 patrol elements to handle the estimated 8419 incidents.

Since officers do not work every day of the year without time off, it is necessary to determine the amount of time an officer is actually on duty. This will allow a determination of the number of officers that are required to staff the patrol elements. A review of the department's benefits, including regular days off, holidays, bereavement, personal time off (PTO), and training days shows an officer is unavailable for patrol-related duties 55% of the established figure of 3102.5 hours. If we multiple 3102.5 hours (total amount of hours needed to staff

one basic one officer patrol unit for one year) by 55%, we come up with an average of 1706.38 hours in which an officer is off duty during this specific time frame.

Since there are 3102.5 hours necessary to staff one basic officer, this gives an available duty time of 1396.12 hours. Therefore, to determine how many officers are necessary to staff one patrol element, divide 3102.5 hours needed for one year, by the number of hours available ($3102.5 / 1369.12 = 2.22$). This means that 2.22 officers are required to fill each patrol element. By multiplying the availability factor (2.22) by the number of patrol elements, you have the number of patrol officers needed.

$$2.22 \times 6.11 = 13.56$$

The calculations indicate that 13.56 patrol officers are needed to respond to the number of incidents in the Town of Hollis. As a reminder, this number indicates the number of patrol officers needed. It does not include the Chief or any other sworn personnel assigned to duties other than patrol. This would not include myself, Captain LaFlamme, Lieutenant Maloney, Detective Thompson, and MPO Bergeron, who is our School Resource Officer.

Since we are currently allotted a full-time compliment of 11 officers within the Patrol Division, which includes two Patrol Supervisors, this study would indicate we need to hire 2 additional officers to meet a staffing level of 13 officers within the Patrol Division.

School Resource Officer (SRO)

With the creation of this additional position, our intent is to staff a School Resource Officer (SRO) position within the Hollis School District. It is important to note that this second SRO position will not be subject to funding from the Hollis Cooperative School District. Instead, funding will be provided by a cost sharing agreement between the Town of Hollis and the Hollis School District, whereby the District will cover 40% of the costs associated with this position, with the Town of Hollis covering 60% of the costs. The funding costs will also be lowered given the fact that the Hollis Police Department was selected as a recipient of the highly

competitive COPS Grant, which provides \$125,000.00 in funding for the staffing of a police officer position over three years.

ARTICLE 3

ADDITIONAL SRO OFFICER

Year	SRO Estimated Cost	School 40%	Federal Grant (125k)	Town Remainder
4/1/2021	79,545	31,818	47,727	
1/1/2022	108,179	43,271	64,907	
1/1/2023	112,960	45,184	12,366	55,410
1/1/2024	115,200	46,080		69,120

- Estimated SRO cost includes benefits, NHRS, payroll taxes

As previously stated, the IACP model of determining appropriate staffing levels identifies the need for additional police officer positions using only patrol related response metrics. If we evaluate the current construct and staffing of our School Resource Officer Program, we find that this analysis also demonstrates the need for additional staffing. Specifically, 2019 data indicates that there was a total of 795 calls for service involving school matters. When using the same analysis detailed in the previous section of this report, we find the following calculations leading to a determination of the staffing levels required for the School Resource Officer Program.

- 795 (calls for service) x .75 = 596.25
- 596.25 x 3 = 1788.75

- $1788.75/1560$ (total hours needed for the SRO position) = 1.15 SRO elements to handle 795 calls for service.
- 1560 hours needed to staff one SRO position in the school/1360 hours (total available duty time) = 1.15 availability factor
- $1.15 \times 1.15 = 1.32$ officers are needed to meet call demands at the four schools within the Town of Hollis.

In short, the formulations above indicate a need of 1.32 officers to meet calls for service requirements at the four schools within the Hollis School District and the Cooperative School District. As such, we can see there is a need for increased staffing levels when considering the patrol function and the School Resource Officer function.

Since we first recognized these needs, we worked for more than a year developing a thoughtful proposal to address this issue. The proposal will allow a means to cost share, and with the grant funding already awarded to the Hollis Police Department and accepted by the governing body, this will enable us to fund a sixteenth full-time police officer position in a fiscally responsible manner thereby lessening the burden on the Hollis taxpayer. Moreover, this position will be a 'hybrid SRO' position of sorts, in that the officer chosen will be responsible for school resource related activities, but also community engagement and outreach.

Conclusion

Included in this analysis are two methods of determining the current staffing needs of the Hollis Police Department. As detailed in the first section of this report, the ratio provided by the BJS indicates that the Hollis Police Department is in need of a staffing compliment of 18 full-time officers; we are currently authorized for 15 full-time positions. It is, however, important to note that although this ratio is accepted by the BJS, we feel as though it is not the most accurate means of determining appropriate staffing levels.

As a result, included in this report is a detailed analysis of the formula utilized by the International Association of Chiefs of Police, which is a recognized professional body representing law enforcement professionals across the country. The results of this formulation indicate that the Hollis Police Department needs a staffing level of 13.56 full-time police officers within the Patrol Division in order to meet service demands. Moreover, we see that the School Resource Officer position requires a staffing level of 1.32 officers in order to meet service demands.

The last increase in our compliment of full-time police officers was 2006, when two additional full-time positions were added. One of the positions was designated for the Patrol Division, while the other position allowed for the creation of a School Resource Officer position. To cite a simple example of our growth, the Hollis Police Department handled 12,393 calls for service in 2006. In comparison, the Hollis Police Department handled 21,673 calls for service in 2019, which constitutes a 70% increase in calls for service in that fourteen-year time period. Although calls for service will fluctuate from year-to-year, the chart below clearly establishes the steady increases in calls for service since 2006.

Total Calls for Service (2006 - 2019)

Year of Record	Total Calls for Service
2006	12393
2007	16080
2008	19148
2009	18586
2010	15634
2011	20080
2012	16863
2013	14943
2014	18503
2015	18101
2016	18761
2017	25225
2018	24037
2019	21673

We are respectfully asking for authorization to add one full-time police officer position, thereby increasing our staffing level to 16 full-time police officers.

We have already secured federal grant funding that would result in the US Department of Justice reimbursing the Town of Hollis \$125,000.00 over a three-year period. Moreover, the Hollis School District and the Hollis Police Department have agreed, in principle, to cost share this position, with the newly created position providing partial services to the Hollis School District; specifically, community outreach, educational programs, relationship building, and safety/security services. The Hollis Police Department will be responsible for 60% of the newly created police officer position costs, while the Hollis School District would cover 40% of the costs.

With the compilation of this staffing study, I recommend that a plan be implemented to conduct an updated staffing study every three years.