

**Operations Study of the Police Department  
ONONDAGA COUNTY SHERIFF'S OFFICE  
NEW YORK**

**FINAL REPORT**

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# Mathematical Induction

Mathematical induction is a method for proving that a statement is true for all natural numbers. It consists of two main steps: the base case and the inductive step.

**Base Case:** Prove that the statement is true for the smallest natural number, usually 1.

**Inductive Step:** Assume the statement is true for a natural number  $n$ . Then, prove that the statement is true for  $n+1$ .

If both steps are completed, the statement is true for all natural numbers.

## **1. EXECUTIVE SUMMARY**

In August 2012 the Matrix Consulting Group began the project to evaluate the Police Department of the Onondaga County Sheriff's Office. Introductory meetings, interviews, data collection, analysis, and review of interim deliverables occurred from August through October 2012. The project team conducted interviews of over 35 members of the Department and collected data relevant to this study to analyze the patrol services and criminal investigative services OCSO PD provides to the community.

In this report recommendations are only made for areas the project team has identified as areas where a change should be made to improve function, practice or efficiency (either cost efficiency or process efficiency).

This report is divided into the following chapters:

- Executive Summary
- Overview of Police Department Services and Management
- Evaluation of the Patrol Division
- Evaluation of the Criminal Investigations Division

In this study of the OCSO Police Department the project team obtained, evaluated and analyzed the operations of the Patrol Division and the Criminal Investigations Division. In subsequent chapters the workload, staffing, deployment and performance of the PD in these areas will be evaluated and discussed in detail. In this analysis the project team evaluated the strengths of the organization as well as the areas for improvement and made a number of recommendations.

In any organization such as Onondaga County Sheriff's Office there are many opportunities for improvement and in a study such as this one, the focus is frequently on the areas needing improvement. The areas where the project team has recommendations for improvement are listed in the body of the report and also summarized in a table later in this section.

In addition to the recommendations there are also tasks that the project team believes OCSO PD is performing well and deserving to be highlighted at the beginning of this report. One of the most important functions of any local police agency is the response to calls for service from the community. The Police Department has the largest amount of resources assigned to the Patrol Division and they are the most visible representation of the Sheriff's Office in the community, not only responding to calls for service but also conducting pro-active patrol activities. The Patrol Division performed very well in response to calls for service – the overall average travel time (from dispatch of call to arrival at the scene) was an impressive 7.8 minutes to the highest priority calls for service and 10.2 minutes to all community generated calls for service. Even for the lowest priority calls, Priority 3, the OCSO PD performed at a high level with an average travel time of only 15.3 minutes.

Additional noteworthy efforts of the OCSO PD include several specific community outreach efforts such as conducting various crime prevention presentations, providing public information at local events/festivals, National Night Out community events, Neighborhood Watch meetings, and partnering with the school districts to provide School Resource Officers in some schools. Also, during the warmer weather months (typically April – October) the Department dedicates resources from Patrol (1 Sergeant

and 6 Deputies) to staff a partially state funded anti-crime effort called IMPACT (Integrated Municipal Anti-Crime Team). This work unit is a street crimes unit that focuses on providing pro-active policing efforts to reduce crime in the City of Syracuse. OCSO also staffs a four Deputy Navigation Unit to ensure boating and water safety on the County's waterways.

Overall, OCSO PD line level employees and managers alike expressed and exhibited a high level of commitment to the organization and service to the public. In any organization, the people working in the organization are the most valuable resources and their commitment and dedication to their job is the primary factor in providing high quality services to the community. The day to day dedication of all employees is a very positive factor in OCSO's overall organizational performance, and manifests itself most often when dealing with members of the public.

The table below lists all of the recommendations and/or improvement opportunities that are made in the various chapters and sections of this report.

<b>Recommendations</b>
<b>Chapter 2 – Evaluation of the Patrol Division</b>
Set a goal of 5% annual attrition rate for police employees; review it twice a year to evaluate the current trend and known upcoming separations as part of succession planning. Page 22
Adjust the Post boundaries as listed above to more evenly redistribute the call for service workload. Page 26
Use the CAD system or a simple tracking log to track the IMPACT tasks accomplished. Page 38
Establish a targeted goal of an overall average time ratio of 60% committed and 40% uncommitted time for field patrol services. Page 59
Establish a Department goal to maintain a minimum 30% uncommitted time percentage for each four hour time period of the day. Page 59
Increase the Deputy staffing level on Patrol by 11 positions (to 110). Page 59

<b>Recommendations</b>
Semi-annually review patrol staff workload for each four hour time block to determine if some patrol staff should be redeployed to busier hours of the day; or if resources from other work units should be redeployed to Patrol. Page 59
Adopt a process to enhance delivery of patrol services during the periods when uncommitted time is available. Lieutenants and Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when uncommitted time is available during a shift. Page 59
As funds are available, supplement Patrol staffing from June through August with 10-20 hours of overtime per day during the highest workload hours of the day. Page 60
<b>Chapter 3 – Evaluation of the Criminal Investigations Division</b>
Maintain existing staffing levels in work units. Page 68
Create a cold case homicide unit and staff it with two additional Detectives (full time positions) to review and investigate old and unsolved homicide cases. Page 68

The recommendations have greater detail provided within the specific Chapter of the report.



## 2. OVERVIEW OF POLICE DEPARTMENT SERVICES AND MANAGEMENT

The Onondaga County Sheriff's Office provides a wide range of law enforcement services for approximately 467,000 residents of the County and covering approximately 827 square miles. Approximately 321,000 residents live outside the City of Syracuse and most of these residents receive their police services from OCSO.

The scope of this study included analysis of all aspects of Patrol Operations and Criminal Investigations Division to evaluate workload and staffing levels; including if staff should be reassigned from one Division to another if it would provide greater efficiency or a better workload balance.

The Police Department is managed by a Chief Deputy, an Assistant Chief Deputy and three Captains; each Captain is in charge of one of the three Divisions – Patrol Operations, Criminal Investigations, and Special Enforcement.

At the beginning of this study the police department had a total of 201 police employee authorized positions (individual job responsibilities and tasks for each of these positions are provided in Appendix A). In the fall of 2012 the number of Deputy positions was reduced by two, lowering the total number of employees to 199.

Employees are deployed in the following areas as shown below:

Division	Authorized	Vacant
PD Administration	6	
Patrol Division	120	7 (Deputy)
Special Enforcement	17	
C.I.D. (Investigations)	56	
<b>Total</b>	<b>199</b>	<b>7</b>

The seven vacant positions are six Deputies in Patrol and one Deputy on military deployment.

The number above does not include the Sheriff, Undersheriff or employees assigned to the Office of the Sheriff or in the Civil Department (13 total). In total, the Police Department of the Onondaga County Sheriff's Office has 212 budgeted "Full Time Equivalent" (FTE) "police officer" positions; 199 of these positions are assigned in the Police Department. The other 13 "police" positions are in other organizational units:

- Office of the Sheriff – Sheriff and Undersheriff; Professional Standards Unit & Inspections (1 Captain, 2 Sergeants, 1 Deputy) and Community Relations (1 Lieutenant, 1 Sergeant, 1 Deputy).
- Civil Department – Administration (1 Captain) and Information Technology, Staff Development and the Pistol License Unit (one Deputy each).

The OCSO has the primary responsibility to provide law enforcement services in the County, however, the New York State Police also has jurisdiction throughout the County. Additionally, several towns and villages have police departments that provide 24/7 patrol and investigation services – they are Camillus, Cicero, DeWitt, Geddes and Manlius. The Villages of Baldwinsville, East Syracuse, North Syracuse, Jordan, Liverpool and Solvay provide police services for their community with additional services provided by OCSO who will likely to be called in to handle major incidents.

Several other communities contract with the OCSO for additional services:

- The Village of Marcellus provides police services and OCSO provides response to calls as needed/requested.
- The Village of Skaneateles provides one officer on duty 24/7 and is supplemented by OCSO as needed.
- The Town of Pompey police services are provided by OCSO but the town contracts with OCSO for additional traffic safety enforcement as requested (\$25,000).

- The Town of Salina's police services are provided by OCSO but contracts with OCSO for extra patrol of their parks and also for traffic safety enforcement as requested (\$50,000).
- The Town of Van Buren police services are provided by OCSO but contracts with OCSO for extra patrol services on Friday and Saturday nights (\$10,000).

The next chapters provide a detailed analysis, information and recommendations regarding the level of service to the community – patrol services, criminal investigations, and the staffing of both of these Divisions.

### **3. PATROL DIVISION**

This section provides information regarding the current organization and operations of the Patrol Division of the Police Department. The information was developed through interviews of OCSO PD management and personnel, review of documents, call for service data and other data provided to the project team. This section provides an overview of the Division, the current staffing levels, a detailed analysis of workload and staffing needed to provide service to the community.

#### **1. PATROL SHIFT OPERATIONS.**

The following information was obtained through interviews with OCSO PD personnel, electronic data via the CAD, RMS, and case management systems, as well as any relevant documents associated with patrol (i.e., statistical reports, training records, leave time records, budgets, etc.).

The project team collected extensive information regarding the OCSO PD workload activities relating to field patrol personnel (i.e., regular Patrol Deputies and Sergeants). Specifically, this involved the raw data set that captured all dispatch communication activity for the Onondaga County Sheriff's Office in calendar year (CY) 2011 and included the following types of information:

- Call or Event Number
- Date and Time of Initial Creation of the CAD Case
- Location of Call
- Type of Call
- Priority of Call

- Time of Unit(s) Dispatch
- Time of Unit(s) On-Scene Arrival
- Time of Unit(s) Clearance from the Call
- Beat Unit Identifiers (e.g. unit numbers) for all responding units
- Incident Disposition (e.g. report taken, arrest, summons issued, etc.)

This information serves as the context for analyzing patrol's staffing needs and estimating workload activity, including the identification of community-generated calls for service, as well as Deputy initiated activity. This summary description of OCSO PD patrol services is organized as follows:

- Patrol unit scheduled deployment
- Patrol unit availability
- Total calls for service
- Calls for service by priority
- Calls for service response and handling time
- Calls for service dispositions
- Deputy initiated activity and handling time

The first section provides the current patrol unit deployment, showing by time of day the number of patrol units scheduled.

**(1) The OCSO Patrol Staffing Level is Reduced During the Summer Months to Staff Needed Patrol Support Units.**

Patrol Lieutenants, Sergeants and Deputies in the Onondaga County Sheriff's Office work 10 hour shifts – four days on followed by four days off. In 2011 the Department adopted a "team concept" where Sergeants supervise the same Deputies each shift. Before the start of each shift the Deputies attend a 15 minute briefing,

which allows them to be ready to respond to calls for service at the beginning of their 10 hour shift. However, this shift schedule will be changing in the near future as the Deputy Sheriff's Police Association has exercised their "opt out" provision.

The Onondaga County Sheriff's Office Police Department has two "normal" Patrol staffing levels – the "winter" staffing level (from October through March) and a "summer" staffing level (approximately April through September). The Patrol staffing level is reduced during the summer months by 10 Deputies (and 1 Sergeant) to staff needed specialty units that provide support to patrol operations, however, there are fewer Deputies assigned to respond to calls for service in the County. Because of this significant change in staffing levels each year, two separate descriptions and tables were prepared to show the different authorized staffing levels for the different months of the year.

**(1.1) "Winter" Months Authorized Patrol Staffing Level.**

As of November 2012, the authorized/budgeted staffing for Patrol during the winter months is 4 Lieutenants, 16 Sergeants and 95 Deputies<sup>1</sup> (not including the four K9 Deputies on D Watch); currently there are seven vacant Deputy positions.

Patrol personnel are assigned to the following shifts during the winter months:

- A Watch – 2100-0700 hours (1 Lieutenant, 4 Sergeants, 24 Deputies)
- B Watch – 0700-1700 hours (1 Lieutenant, 4 Sergeants, 25 Deputies)
- C Watch – 1100-2100 hours (1 Lieutenant, 4 Sergeants, 20 Deputies)
- D Watch – 1700-0300 hours (1 Lieutenant, 4 Sergeants, 26 Deputies)

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<sup>1</sup> The current "full staffing" on Patrol is 99 Deputies (including the 4 K9 Deputies) and reflects a reduction of two Deputy positions in November 2012.

Two Sergeants are scheduled on every shift for supervision and overall management of patrol services. One Lieutenant manages each Watch but the position is vacant when the assigned Lieutenant is on his/her days off or on leave. Patrol Sergeants in Onondaga County also respond to calls for service and sometimes handle calls for service as the primary unit, notwithstanding their main role as a supervisor. Sergeants are not included in the tables below due to their primary role as supervisors.

The table following lists the average number of Deputies assigned to patrol services to show a graphical depiction of Patrol Deputy authorized staffing over a 24 hour day.

**Authorized Patrol Staffing – Winter Months (95 Deputies)**

Hour	A Watch 2100-0700	B Watch 0700-1700	C Watch 1100-2000	D Watch 1700-0300	Staffing
0000	12.0			13.3	25.3
0100	12.0			13.3	25.3
0200	12.0			13.3	25.3
0300	12.0				12.0
0400	12.0				12.0
0500	12.0				12.0
0600	12.0				12.0
0700		12.6			12.6
0800		12.6			12.6
0900		12.6			12.6
1000		12.6			12.6
1100		12.6	10.0		22.6
1200		12.6	10.0		22.6
1300		12.6	10.0		22.6
1400		12.6	10.0		22.6
1500		12.6	10.0		22.6
1600		12.6	10.0		22.6
1700			10.0	13.3	23.3
1800			10.0	13.3	23.3
1900			10.0	13.3	23.3
2000			10.0	13.3	23.3
2100	12.0			13.3	25.3
2200	12.0			13.3	25.3
2300	12.0			13.3	25.3
<b>Average / Hour</b>					<b>19.9</b>

Patrol Hours / Day
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479
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The table above shows the average authorized staffing level for OCSO PD as of November 2012 – it equals an average hourly staffing of 19.9 Deputies and a total of approximately 479 hours of Patrol Deputy staffing daily.

**(1.2) "Summer" Months Patrol Staffing Level.**

The summer months authorized staffing level is a reduction of 10 Deputies who are reassigned to specialty units that support Patrol operations during the warmer weather months – 6 Deputies and 1 Sergeant are reassigned to IMPACT (Integrated Municipal Anti-Crime Team) from April – September, and another four Deputies are reassigned to the Navigation Unit from mid-May until mid-October. This results in an authorized Patrol staffing level of (using the November 2012 staff numbers) of 4 Lieutenants, 15 Sergeants and 85 Deputies (not counting the 4 K9 Deputies assigned to D Watch).

Patrol personnel are assigned to the following shifts during the summer months, based on the April – September 2012 assignments (it may vary each year):

- A Watch – 2100-0700 hours (1 Lieutenant, 4 Sergeants, 20 Deputies)
- B Watch – 0700-1700 hours (1 Lieutenant, 4 Sergeants, 23 Deputies)
- C Watch – 1100-2100 hours (1 Lieutenant, 4 Sergeants, 18 Deputies)
- D Watch – 1700-0300 hours (1 Lieutenant, 3 Sergeants, 24 Deputies)

The following table lists the average number of Deputies assigned to patrol services to show a graphical depiction of Patrol Deputy authorized staffing over a 24 hour day.



**Authorized Patrol Staffing – Summer Months (85 Deputies)**

Hour	A Watch 2100-0700	B Watch 0700-1700	C Watch 1100-2000	D Watch 1700-0300	Staffing
0000	10.0			12.1	22.1
0100	10.0			12.1	22.1
0200	10.0			12.1	22.1
0300	10.0				10.0
0400	10.0				10.0
0500	10.0				10.0
0600	10.0				10.0
0700		11.4			11.4
0800		11.4			11.4
0900		11.4			11.4
1000		11.4			11.4
1100		11.4	9.0		20.4
1200		11.4	9.0		20.4
1300		11.4	9.0		20.4
1400		11.4	9.0		20.4
1500		11.4	9.0		20.4
1600		11.4	9.0		20.4
1700			9.0	12.1	21.1
1800			9.0	12.1	21.1
1900			9.0	12.1	21.1
2000			9.0	12.1	21.1
2100	10.0			12.1	22.1
2200	10.0			12.1	22.1
2300	10.0			12.1	22.1
<b>Average / Hour</b>					<b>17.7</b>
<b>Patrol Hours / Day</b>					<b>426</b>

The table above shows the average authorized staffing level for OCSO PD as of November 2012 – it equals an average hourly staffing of 17.7 Deputies and a total of approximately 426 hours of Patrol Deputy staffing daily. The summer months authorized Patrol staffing level is an average of 2.2 Deputies fewer per hour.

Patrol Operations does get some staffing assistance for approximately two months during the summer as two of the four School Resource Officers are re-assigned to Patrol, however, due to SRO's taking vacation and other leaves the net increase to Patrol is only several weeks of staff time (a total of 36 shifts in 2012).

**(1.3) Twelve Month Average Authorized Staffing Level.**

The following table shows the combined 12 month authorized staffing level.

**Authorized Patrol Staffing – 12 Month Average**

Hour	A Watch 2100-0700	B Watch 0700-1700	C Watch 1100-2000	D Watch 1700-0300	Staffing
0000	11.0			12.7	23.7
0100	11.0			12.7	23.7
0200	11.0			12.7	23.7
0300	11.0				11.0
0400	11.0				11.0
0500	11.0				11.0
0600	11.0				11.0
0700		12.0			12.0
0800		12.0			12.0
0900		12.0			12.0
1000		12.0			12.0
1100		12.0	9.5		21.5
1200		12.0	9.5		21.5
1300		12.0	9.5		21.5
1400		12.0	9.5		21.5
1500		12.0	9.5		21.5
1600		12.0	9.5		21.5
1700			9.5	12.7	22.2
1800			9.5	12.7	22.2
1900			9.5	12.7	22.2
2000			9.5	12.7	22.2
2100	11.0			12.7	23.7
2200	11.0			12.7	23.7
2300	11.0			12.7	23.7
<b>Average / Hour</b>					<b>18.8</b>
<b>Patrol Hours / Day</b>					<b>452</b>

The table above shows the annual average authorized staffing level for OCSO PD as of November 2012 – it equals an average hourly staffing of 18.8 Deputies and a total of approximately 452 hours of Patrol Deputy staffing daily.

The above tables show the staffing level when all Deputies are working their shifts and in the next section shows the reductions to the “authorized” staffing level due

to leave hours and training hours taken by employees and also the reassignment of Patrol personnel to IMPACT and the Navigation Units.

**(2) Patrol Operations Actual Staffing Level Is Lower than the Authorized Level Due to Leave Hours and Staffing of Specialty Units.**

In Onondaga County a police employee assigned to Patrol is scheduled to work 1,946 hours in a year, plus an additional 15 minutes for "roll call" before their shifts (approximately 49 hours) for a total of 1,995 work hours annually. The total number of hours actually worked is reduced by the number of leave hours, comp time used, and in-service training. The project team used personnel leave data obtained from the OCSO to determine the number of leave hours for patrol personnel used in 2011.

The following table summarizes the estimated availability of Patrol Deputies, after deducting leaves taken (including comp time used) and training courses attended during their normal work shift. Deputies also perform a variety of administrative tasks during their work shifts – such as shift briefing, meal breaks, meetings during the shift, etc. that are counted as part of the work shift.

	<b>2011 Hours</b>
<b>Total Paid Annual Work Hours</b>	<b>1,946</b>
Average Leave Usage	270
Average In-Service / Special Skills Training	30
<b>Total Unavailable Hours</b>	<b>300</b>
<b>Net Work Hours</b>	<b>1,646</b>
<b>% Annual Availability</b>	<b>84.6%</b>
Administrative Time (45 Min. x 164 Shifts)	123
<b>Net Available Work Hours</b>	<b>1,523</b>
<b>% Annual Availability</b>	<b>78.3%</b>

The following points summarize the data above:

- Patrol Deputies averaged 270 hours of leave usage in 2011 (237 hours of paid leave, 24 hours of unpaid leaves [e.g. military, long term injury] and 9 hours of

comp time used). The project team typically sees average leave hour usage higher than the number of leave hours used by OCSO PD employees, indicating a relatively young work force (who have not accumulated and do not use a significant number of vacation hours) but also a dedicated work force that does not use very many sick leave hours.

- The project team estimated in 2011 OCSO PD Deputies attended an average of 30 training hours "on duty" – either as part of their regular work schedule, adjusted straight time schedule or "restitution hours".
- This equates to a total of 1,646 hours, or approximately 85% of the time that a patrol Deputy is present at work and working a patrol shift.
- During the work shift Deputies attend meetings, take meal breaks, attend court, meet with their supervisor, refuel and check their vehicle, etc. The project team used an average of 45 minutes per shift for these "administrative" tasks. Deputies typically are not "on the streets" during these administrative tasks so the project team doesn't count these work hours as "on the street" time for staffing calculations. After deducting the hours for administrative time, a patrol Deputy is on duty and working in the field for 1,523 hours per year, or 78.3% of his/her paid hours. Note that a Patrol Deputy is almost always available to respond to emergency calls for service while performing these administrative tasks.

In total, an OCSO PD Deputy is available to provide patrol services for approximately 1,646 hours per year but after deducting necessary administrative tasks during the shift a Deputy provides an average of approximately 1,523 hours of patrol services per year.

Overtime to backfill Patrol Deputies off on leave is sometimes required when the staffing level drops below a level to sufficiently staff the streets. In 2011 the OCSO PD paid a total of 1,694 hours of overtime (both "scheduled" and "non-scheduled") for the purpose of backfilling Patrol positions. This is an average of 19 hours of overtime in 2011 per Deputy (1,694 hours / 91 Patrol Deputies). This hourly amount is counted as additional Patrol work hours in the project team's analysis to determine the number of actual work hours.

As mentioned previously, staffing on Patrol is reduced for approximately six months of the year to staff two other policing units, but Patrol receives some additional staff from two School Resource Officers during the months when school is not in session:

- **IMPACT Unit** – OCSO participates in a partially state funded grant project called the Integrated Municipal Anti-Crime Team, whose primary responsibility is to provide pro-active police services in higher crime areas of the City of Syracuse. It is staffed with one Sergeant and six Deputies from April through October each year. The grant is administered by the Syracuse Police Department, which also provide Officers to staff IMPACT.
- **Navigation Unit** – OCSO assigns four Deputies to police the lakes and waterways in the county from about May through the middle of September.
- **School Resource Officers** – during the summer months typically two of the four SROs are reassigned to Patrol.

The "actual" staffing level is obtained by comparing the number of personnel on Patrol and their net hours worked (1,646 hours annually) with the "authorized" staffing level and work hours (1,946 hours annually).

**(2.1) "Winter" Months Actual Patrol Staffing Level.**

The following table shows the actual average staffing level during the "winter" months.

**Actual Patrol Staffing – Winter Months**

Hour	A Watch 2100-0700	B Watch 0700-1700	C Watch 1100-2000	D Watch 1700-0300	Staffing
0000	10.3			11.4	21.6
0100	10.3			11.4	21.6
0200	10.3			11.4	21.6
0300	10.3				10.3
0400	10.3				10.3
0500	10.3				10.3
0600	10.3				10.3
0700		10.8			10.8
0800		10.8			10.8
0900		10.8			10.8
1000		10.8			10.8
1100		10.8	8.6		19.3
1200		10.8	8.6		19.3
1300		10.8	8.6		19.3
1400		10.8	8.6		19.3
1500		10.8	8.6		19.3
1600		10.8	8.6		19.3
1700			8.6	11.4	19.9
1800			8.6	11.4	19.9
1900			8.6	11.4	19.9
2000			8.6	11.4	19.9
2100	10.3			11.4	21.6
2200	10.3			11.4	21.6
2300	10.3			11.4	21.6
<b>Average / Hour</b>					<b>17.1</b>
<b>Patrol Hours / Day</b>					<b>410</b>

The table above shows an average of 17.1 Patrol Deputies worked an assigned shift on the streets during the winter months (an estimate for 2013 using the November 2012 staffing level); this equals a total of approximately 410 Patrol hours daily.

**(2.2) “Summer” Months Actual Patrol Staffing Level.**

The following table shows the results to Patrol staffing of the re-assignment of the 10 Deputies to the IMPACT and the Navigation Units during the warm weather months of the year.

**Actual Patrol Staffing – Summer Months**

Hour	A Watch 2100-0700	B Watch 0700-1700	C Watch 1100-2000	D Watch 1700-0300	Staffing
0000	8.6			10.4	19.0
0100	8.6			10.4	19.0
0200	8.6			10.4	19.0
0300	8.6				8.6
0400	8.6				8.6
0500	8.6				8.6
0600	8.6				8.6
0700		9.8			9.8
0800		9.8			9.8
0900		9.8			9.8
1000		9.8			9.8
1100		9.8	7.7		17.5
1200		9.8	7.7		17.5
1300		9.8	7.7		17.5
1400		9.8	7.7		17.5
1500		9.8	7.7		17.5
1600		9.8	7.7		17.5
1700			7.7	10.4	18.1
1800			7.7	10.4	18.1
1900			7.7	10.4	18.1
2000			7.7	10.4	18.1
2100	8.6			10.4	19.0
2200	8.6			10.4	19.0
2300	8.6			10.4	19.0
<b>Average / Hour</b>					<b>15.2</b>
<b>Patrol Hours / Day</b>					<b>364</b>

There is an average of 15.2 Patrol Deputies on the four Watches who actually work an assigned shift on the streets during the summer months (an estimate for 2013 using the November 2012 staffing level); this equals a total of approximately 364 Patrol hours daily. This number does not include the hours of the 4 K9 Deputies who are assigned to D Watch.

**(2.3) Twelve Month Average Actual Patrol Staffing Level.**

The following table shows the actual average staffing level over the 12 months (winter months staffing will be higher and summer months staffing will be lower).

**Actual Patrol Staffing – Twelve Month Average**

Hour	A Watch 2100-0700	B Watch 0700-1700	C Watch 1100-2000	D Watch 1700-0300	Staffing
0000	9.4			10.9	20.3
0100	9.4			10.9	20.3
0200	9.4			10.9	20.3
0300	9.4				9.4
0400	9.4				9.4
0500	9.4				9.4
0600	9.4				9.4
0700		10.3			10.3
0800		10.3			10.3
0900		10.3			10.3
1000		10.3			10.3
1100		10.3	8.1		18.4
1200		10.3	8.1		18.4
1300		10.3	8.1		18.4
1400		10.3	8.1		18.4
1500		10.3	8.1		18.4
1600		10.3	8.1		18.4
1700			8.1	10.9	19.0
1800			8.1	10.9	19.0
1900			8.1	10.9	19.0
2000			8.1	10.9	19.0
2100	9.4			10.9	20.3
2200	9.4			10.9	20.3
2300	9.4			10.9	20.3
<b>Average / Hour</b>					<b>16.1</b>
<b>Patrol Hours / Day</b>					<b>387</b>

An average of 16.1 Patrol Deputies who actually work an assigned shift on the streets during the year (an estimate for 2013 using the November 2012 staffing level); this equals a total of approximately 387 Patrol hours daily. This number does not include the hours of the 4 K9 Deputies who are assigned to D Watch. The overall annual average hourly staffing equals 16.1 Deputies (2.7 fewer than the authorized level).

As is true for all organizations, fewer Deputies worked their shifts than the authorized number. Note that the tables above showing the authorized and the actual



staffing levels are based on the November 2012 authorized staffing level of 99 Deputies (including the four K9 positions); so the staffing levels in 2011 were slightly higher as there were two more Deputy positions budgeted in Patrol Operations (the net additional street staffing hours in 2011 is approximately 5 hours daily per Deputy position). The project team used the November 2012 Deputy staffing level as it will give a more accurate depiction of the current street level staffing being experienced by OCSO PD.

**(3) Employee Attrition Rate.**

The following table shows the number of "police" employees who have separated from the PD for any reason (retirement, resignation, and termination).

Calendar Year	Number
<b>2009</b>	
Chief, Captain, Lieutenant	1
Sergeant, Deputy	10
<b>2010</b>	
Chief, Captain, Lieutenant	4
Sergeant, Deputy	7
<b>2011</b>	
Chief, Captain, Lieutenant	2
Sergeant, Deputy	6
<b>Total</b>	<b>30</b>

The table below shows the totals and the overall attrition rate for the OCSO PD.

Calendar Year	Number	Attrition Rate
2009	11	5.1%
2010	11	5.1%
2011	8	3.7%
<b>Annual Average</b>	<b>10</b>	<b>4.7%</b>

A total of 30 police employees separated from the PD over the last three years out of a total of 214 authorized positions. The attrition rate for all three years is in the 4% to 5% range and the three year average is somewhat lower than the attrition rates seen by the project team in other police studies. This is a positive factor for OCSO as a

low employee separation rate reduces the cost of recruiting, hiring and training new employees, as well as providing a more seasoned and stable workforce for the community. The attrition rate is one measure of the health of organizations – a high attrition rate (i.e. 7%-8% or higher annually) indicates that employees are separating from the organization for other employment opportunities where they believe the job, benefits package and/or workplace environment will be more favorable. A relatively low attrition rate indicates employees are generally satisfied with the organization and consider it a good place to work. Managers have an impact on the workplace environment so a low or normal attrition rate also indicates that managers are generally doing a good job running the organization.

The attrition rate should be regularly monitored and reviewed by management to evaluate the current status, review known or possible upcoming separations from OCSO and take appropriate steps to plan for hiring and training new employees.

***Recommendation: Set a goal of 5% annual attrition rate for police employees; review it twice a year to evaluate the current trend and known upcoming separations as part of succession planning.***

**(4) Calls for Service Workloads and Resulting Recommended Changes to Current Post Boundaries.**

The table on the following page shows the total number of community generated calls for service (CFS) by time of day and day of week for 2011. The CAD system data provided by OCSO was used to determine the number of CFS. The project team defines a community generated call for service as a call where at least one OCSO PD Deputy provided the primary response to an incident. It does not include Deputy initiated activity.

**Calls for Service by Day & Hour – Calendar Year 2011**

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	330	212	186	213	188	217	300	1,646
0100	299	163	135	173	171	172	259	1,372
0200	264	118	119	107	126	161	257	1,152
0300	194	94	82	97	109	138	185	899
0400	113	73	79	57	90	80	129	621
0500	111	92	96	84	84	87	98	652
0600	83	97	85	95	97	94	82	633
0700	115	203	199	174	181	180	108	1,160
0800	167	257	275	232	219	264	190	1,604
0900	201	295	283	258	254	285	241	1,817
1000	262	304	285	251	288	274	330	1,994
1100	330	312	322	294	337	351	358	2,304
1200	366	366	343	386	327	367	384	2,539
1300	381	354	329	355	347	407	380	2,553
1400	369	381	366	400	344	429	356	2,645
1500	307	410	425	411	369	442	312	2,676
1600	294	362	405	401	370	374	308	2,514
1700	366	455	510	513	472	525	406	3,247
1800	368	456	485	497	474	464	408	3,152
1900	341	364	395	410	363	380	381	2,634
2000	276	299	305	313	314	367	328	2,202
2100	302	351	318	321	327	359	361	2,339
2200	268	277	277	286	297	381	431	2,217
2300	249	253	240	235	232	395	412	2,016
<b>Total</b>	<b>6,356</b>	<b>6,548</b>	<b>6,544</b>	<b>6,563</b>	<b>6,380</b>	<b>7,193</b>	<b>7,004</b>	<b>46,588</b>
<b>Ave/day</b>	<b>122</b>	<b>126</b>	<b>126</b>	<b>126</b>	<b>123</b>	<b>138</b>	<b>135</b>	

OCSO PD responded to 46,588 community generated calls for service, approximately 128 per day, where a Deputy provided the primary response. The busiest days of the week were Friday and Saturday with an average of 138 and 135 CFS respectively. During the average 24 hour day, 39% of the calls occurred during the daytime (0800-1600), 44% occurred between 1600 and midnight, and 17% of the calls occurred during the nighttime hours (midnight to 0800). This distribution of calls for service is similar to the CFS pattern seen by the project team in other police departments throughout the United States.

Patrol is supported by the Aviation Unit which operates one helicopter primarily during the late afternoon and evening hours. The OCSO helicopter is the only aviation unit serving Onondaga County (the State Police has a unit that services several counties in central New York and primarily works during the daytime hours). Air one is listed as the primary unit in 226 calls for service during the year and also provides support to ground units on many other calls and incidents. Many of these incidents are not specifically police related but also medical transports and wild land firefighting. In a County of over 800 square miles a helicopter that can respond quickly to urgent and critical incidents is valuable resource for the community.

The Department has divided the County into 19 geographical areas, or Posts that the Deputies are assigned to patrol. The Post areas have primary and secondary numbers (e.g. 4501 is primary and 4511 is secondary) and often, particularly in the more rural Posts with fewer calls for service, there will only be one Deputy assigned for both Posts and use the primary radio designator.

The three Posts with the highest call volume are in the north County areas – Posts 4513 (North Syracuse and the eastern portion of Clay) and 4502 & 4512 (Liverpool and Clay). Although these are the busiest Posts most of the calls for service are concentrated in a smaller area within the Post. OCSO has appropriately sized the Posts to balance the call for service workload. The following table shows the distribution of the calls for service by Post.

Post	Annual # of CFS	Daily # of CFS	% of CFS
4513	6,777	19	14.5%
4512	4,770	13	10.2%
4502	4,674	13	10.0%
4511	3,873	11	8.3%
4503	3,441	9	7.4%
4506	2,661	7	5.7%
4501	2,164	6	4.6%
4505	2,117	6	4.5%
4504	2,091	6	4.5%
4509	1,973	5	4.2%
4514	1,906	5	4.1%
4516	1,853	5	4.0%
4559	1,323	4	2.8%
4519	1,048	3	2.2%
4517	1,011	3	2.2%
4507	907	2	1.9%
4508	834	2	1.8%
4518	625	2	1.3%
4515	370	1	0.8%
9999	14	0	0.0%
blank	2,156	6	4.6%
<b>Total</b>	<b>46,588</b>	<b>128</b>	<b>100%</b>

The project team also created a series of maps (see Appendix C) showing the call for service volume for the County and also for each of the 19 Posts. Based on the call for service data the project team evaluated the current Post boundaries and recommends changes to some of the Post boundaries in an attempt to balance the calls for service workload. The recommended changes are:

**Post 4501** - N boundary is I-90; E boundary is Town Line Road; S boundary is City of Syracuse / Onondaga Lake; W boundary is Electronics Parkway.

**Post 4511** - N boundary is Taft Road; E boundary is Town Line Road; S boundary is I-90; W boundary is Electronics Parkway / Henry Clay Boulevard.

**Post 4502** - N, S and W boundaries remain the same; E boundary is Henry Clay Boulevard / Buckley Road / W. Taft Road / Electronics Parkway.

**Post 4512** - N, E and W boundaries remain the same; S boundary Soule Road/RR tracks/Waterhouse Road.

**Post 4513** - N, E and W boundaries remain the same; S boundary is Buckley Road and Taft Road.

**Post 4506** - N, E and S boundaries remain the same; W boundary is Young Road.

**Post 4516** - N, S and W boundaries remain the same; E boundary is Young Road.

**Post 4509** - N, E and S boundaries remain the same; W boundary is Town Line Road / City of Syracuse.

After the above boundary changes are made it is important, after six and twelve months, to evaluate the call for service workload in each Post to determine if the boundary changes have successfully accomplished the goal of a having a more balanced call for service workload.

**Recommendation:** *Adjust the Post boundaries as listed above to more evenly redistribute the call for service workload.*

**(5) Calls for Service by Priority Type.**

The following table shows the three "priority" types of calls for service for OCSO. There is not a specific definition for each priority type but each type of call (e.g. fight, disturbance, domestic violence, etc.) is assigned a priority number in the dispatching computer system. The project team provides a brief summary of the three priority types below and several of the calls for service in that priority type:

- **Priority 1** – An emergency or urgent response (e.g. bomb threat, fight, domestic violence, burglary or robbery, shooting, major injury accident).
- **Priority 2** – An immediate response (e.g. burglary investigation, child abuse/neglect, missing person, robbery, traffic accident - minor injury).
- **Priority 3** – A non-urgent response (e.g. larceny, lost/found property, identity theft, suspicious vehicle, animal complaint, loud noise).

A call of the same type (e.g. burglary) will be classified as a Priority 1 call if it is an "in progress" incident and will be classified as a Priority 2 call if it is "cold" and

requiring only an investigation of the incident.

<b>CFS Priority</b>	<b>Number</b>	<b>% of Total</b>
<b>1</b>	19,481	41.8%
<b>2</b>	20,670	44.4%
<b>3</b>	6,437	13.8%
<b>Total</b>	<b>46,588</b>	<b>100.0%</b>

As shown above, the great majority of calls for service, approximately 86% were classified as either a Priority 1 or Priority 2 call.

The following table shows the most frequent calls for service, irrespective of the Priority classification. The number was determined from the "incident type" as listed in the CAD record. The table on the following page lists all of the types of calls for service that generated over 1,000 incidents during 2011 and the percent of the total number of calls during the year:

<b>Type of Call</b>	<b># of Calls</b>	<b>% of Total</b>
Traffic Accident - damage only	3138	10.3%
Burglary Alarm	3113	10.3%
Ambulance Call, Patrol Response Needed	2450	8.1%
Larceny	2295	7.6%
Suspicious Person or Vehicle	2203	7.3%
Domestic Dispute – Verbal	1996	6.6%
911 Hang-ups	1724	5.7%
Civil Dispute	1651	5.4%
Harassment	1536	5.1%
Domestic Dispute – Physical	1509	5.0%
"Info" Calls (no police action)	1348	4.4%
Disabled Vehicle	1207	4.0%
Hazardous Condition	1141	3.8%
Noise Complaint	1112	3.7%
Medical Alarm	1072	3.5%
Traffic Accident – injury	1058	3.5%
<b>Total</b>	<b>28,553</b>	<b>61.3%</b>

As shown above, the most frequent types of calls for service account for over 61% of the total number of calls during the year.

**(6) Average Times for Response and Handling of Calls for Service in 2011.**

The response to and handling of community generated calls for service is one of the primary tasks of any county police agency and on that frequently is the subject of inquiry from county leaders and members of the community. The project team calculated the average times using all of the calls for service reported to the Onondaga County Sheriff's Office in 2011.

The following table shows three individual time components and two overall time components for a community generated call for service:

- Travel time – from the time the call was dispatched to a Deputy until the arrival of the first police unit (the difference between the “dispatch time” and the “on scene time” for the first arriving unit).
- On scene time – from the time of arrival to the time the Deputy cleared the call.
- Call handling time – the total of the travel time and on scene time.

The times are shown for the different types of priority calls for service and the overall total for all calls for service.

<b>Priority Type</b>	<b>CFS by Priority</b>	<b>Travel</b>	<b>On Scene</b>	<b>Call Handling (Travel + On Scene)</b>
1	19,481	7.8	38.2	46.0
2	20,670	10.8	36.9	47.7
3	6,437	15.3	65.3	80.6
<b>All</b>	<b>46,588</b>	<b>10.2</b>	<b>41.7</b>	<b>51.9</b>
<b>Total Deputy Hours Required to Handle Calls for Service</b>				<b>40,299</b>

As shown above, the average “travel” time for Priority 1 calls is 7.8 minutes – it is the average time it takes the Deputy to arrive at the scene after he/she has been dispatched to the incident. The average “on scene” time for the different types of priority calls ranged from 37 minutes for Priority 2 calls to 65 minutes for Priority 3 calls.



The overall average "call handling" time of 52 minutes is significantly higher than the 30-40 minutes per call for service commonly seen by the project team in other police department studies throughout the United States. For Onondaga County this is because many calls include some 'report writing time', a time often not captured in other departments.

The total Deputy time (for the first arriving Deputy only) spent handling community generated calls for service in 2011 was 40,299 hours (46,588 CFS x 51.9 minutes per call). The additional CFS handling time for the "back-up" Deputies will be provided later in this report.

The project team also calculated the number of calls where the travel time was less than 5 minutes, between 5 and 7 minutes, between 7 and 10 minutes, and over 10 minutes to review the percentage of calls that fall within these travel time increments. There is no established standard for travel time but generally a time of less than 5 minutes is considered a good travel time, especially for a Sheriff's Office such as Onondaga County that covers a large geographical area. The following table shows the percentage of calls that were responded to within various travel time increments.

CFS by Priority Type	Travel Time in Minutes					Total #	Total %
	0:00-4:59	5:00-6:59	7:00-9:59	Above 10:00	No Time Stamps		
1	6,208	2,568	2,670	3,441	4,594	19,481	41.8%
2	5,177	2,121	2,698	6,299	4,375	20,670	44.4%
3	953	500	735	3,341	908	6,437	13.8%
<b>Total</b>	<b>12,338</b>	<b>5,189</b>	<b>6,103</b>	<b>13,081</b>	<b>9,877</b>	<b>46,588</b>	<b>100%</b>
<b>% of CFS</b>	<b>26.5%</b>	<b>11.1%</b>	<b>13.1%</b>	<b>28.1%</b>	<b>21.2%</b>	<b>100%</b>	

The times listed above were separated by the Priority type for each call for service. The calls listed as "no time stamps" are the calls that either a dispatch time or

arrival time was not listed in the CAD record. The most common reason for this is for Deputies who are dispatched to a call but cancelled while "in route" to the call – an "arrival" time stamp is appropriately not entered for his/her response. There are also additional reasons for missing CAD data that include Deputy, Dispatcher or equipment error in not recording it.

As the above table shows, from the time a Deputy receives the call, OCSO PD units responded to all community generated calls for service within 5 minutes approximately 27% of the time, and within 7 minutes for 38% of all calls for service. Many city police departments studied by the project team have faster travel times to calls for service as they typically have a greater number of officers in a smaller geographical area and most Sheriff's patrol responses will take longer as Deputies typically have larger geographical areas (called "Posts" in Onondaga County) which results in longer response times.

#### **(7) Dispositions of Calls for Service.**

The result of the service provided by the PD in the CAD dispatch record is typically a "disposition" code or a few words that describe action taken by the Deputy on the call, such as reporting party contacted, settled on arrival, person gone on arrival, arrest made, citation issued, etc. The Onondaga County 911 Dispatching Center has over 100 disposition codes available to use and in the CAD record some of the disposition codes are combined resulting in over 2,000 different dispositions listed in the CAD record. Many of these were the same codes simply listed in a different order in the data field. The 10 most frequent types of dispositions for a calls are listed below.

<b>Disposition</b>	<b># of CFS</b>	<b>% of CFS</b>
Settled	7,241	15.5%
Assist Other Agency	6,117	13.1%
Cancelled in Route	4,019	8.6%
TOT Other Agency	3,311	7.1%
Gone on Arrival	3,096	6.6%
Traffic Accident Report	2,243	4.8%
False Alarm Report	2,185	4.7%
Report	2,094	4.5%
Unfounded	1,457	3.1%
Domestic Report	915	2.0%
<b>Sub-Total</b>	<b>32,678</b>	<b>70.1%</b>
All Other	13,910	29.9%
<b>Total</b>	<b>46,588</b>	<b>100%</b>

**(8) Deputy "Back-Up" Time.**

Deputies also respond as backup units to assist the primary Deputy on many calls for service. The CAD system used by OCSO PD captures the number of calls where Deputies respond as a back-up Deputy and also the amount of time Deputies spend as a back-up Deputy. The CAD data showed that one or more back-up Deputies responded to assist the primary Deputy on 28,469 calls, or 61.1% of the total number of calls for service in 2011. This rate is slightly higher than the 40% - 60% range of back up rates commonly seen by the project team has seen in other police departments.

About 8,700 (31%) of the 28,469 calls did not have an "arrival time" stamp for the backup Deputy – this high percentage of backup Deputies' lacking an arrival time in the CAD data is commonly seen by the project team and is due to at least two factors, human error; and also the fact that the backup Deputy is frequently canceled prior to his/her arrival at the scene; thus an "arrival" time is not logged in the CAD system. The total number of hours of backup Deputies spent handling calls was approximately

16,538 hours (2,360 of travel time and 14,178 of on scene time)<sup>2</sup>. This is a minimum estimate of the number of hours for backup Deputies, as it does not include the time when the Deputy was cancelled in route to the call.

**(9) Additional Workload – Report Writing and Bookings.**

In addition to the time required to handle CFS, Deputies perform tasks associated with the calls such as report writing and booking persons arrested at the incident. The following types of reports written by Patrol Deputies in 2011:

- Incident Report – 6,375
- Domestic Incident Report – 2,275
- Accident Report – 4,135
- Follow-up or Supplement Report – 5,157
- Arrest Report – 5,253
- Field Intelligence Report – 224
- Dog Bite Report - 53

This totals 23,472 various types of reports written by OCSO PD Deputies in 2011. As noted earlier, in Onondaga County some of this time is included in the call handling time. In other agencies in which the project team has worked this time is usually an average of about 45 minutes for each report written. In Onondaga County this equals 17,604 hours of report writing time.

OCSO PD Deputies also arrested 5,742 people in 2011. When a person is arrested in OCSO often he/she will be transported to the OCSO jail in Syracuse. The

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<sup>2</sup> Because of the high percentage of calls without an "arrival" time stamp this methodology (the sum of the "travel" and "on scene" times rather than an average) is used as it provides a more accurate number of the Deputy work hours spent on these tasks.

Deputies time for this work is tracked in CAD as the Deputy remains assigned to the case in at "at scene" status in CAD).

**(10) Deputy Initiated Activity**

In addition to responding to community generated calls for service, Patrol Deputies engage in a number of Deputy initiated activities during their work hours, such as traffic stops, pedestrian stops, security checks, etc. The number of Deputy initiated activities was determined by identifying the number of self-initiated events from the CAD record. The table below shows the number of Deputy initiated incidents.

**Deputy Initiated Activity – Calendar Year 2011**

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	283	190	226	217	240	246	351	1,753
0100	273	153	191	165	197	205	323	1,507
0200	167	104	142	123	147	164	184	1,031
0300	92	59	85	77	102	110	119	644
0400	64	49	64	56	66	64	56	419
0500	33	23	42	47	46	44	37	272
0600	19	36	29	25	25	30	25	189
0700	65	106	112	131	94	86	88	682
0800	106	139	160	196	149	167	111	1,028
0900	116	169	184	201	157	179	141	1,147
1000	161	183	153	169	169	164	150	1,149
1100	225	225	244	229	243	242	238	1,646
1200	246	236	235	280	257	267	215	1,736
1300	222	234	258	272	256	253	246	1,741
1400	172	202	256	256	251	218	214	1,569
1500	169	202	199	205	225	208	202	1,410
1600	85	126	177	124	143	158	123	936
1700	158	226	289	270	270	248	227	1,688
1800	186	199	277	248	253	232	286	1,681
1900	136	180	206	187	213	204	211	1,337
2000	85	144	153	169	137	196	180	1,064
2100	186	237	213	212	221	332	308	1,709
2200	208	289	271	275	290	423	355	2,111
2300	223	263	288	259	277	405	356	2,071
<b>Total</b>	<b>3,680</b>	<b>3,974</b>	<b>4,454</b>	<b>4,393</b>	<b>4,428</b>	<b>4,845</b>	<b>4,746</b>	<b>30,520</b>
<b>Ave/day</b>	<b>71</b>	<b>76</b>	<b>86</b>	<b>84</b>	<b>85</b>	<b>93</b>	<b>91</b>	<b>84</b>

As shown above, Patrol Deputies initiated 30,520 on-view incidents, an average of 84 per day. Most frequently these events were vehicle stops but also included follow-up, assisting a person or disabled vehicles, investigating a suspicious person/vehicle, and property damage traffic accidents. This number of Deputy initiated incidents is approximately 65% of the community generated calls for service total. The chart below shows the types and number of incidents for the initiating Deputy.

**Patrol Deputy Initiated Incidents**

Type of Incident	Number	Percent	Avg. Minutes
Traffic Stop	16,641	54.5%	12.1
Follow-up	6,770	22.2%	53.1
Disabled Vehicle	1,186	3.9%	14.6
Suspicious Vehicle	1,099	3.6%	12.2
Suspicious Person	496	1.6%	19.8
Assist Citizen	389	1.3%	15.7
Accident - Damage Only	315	1.0%	56.4
All Other	3,624	11.9%	na
<b>Total Incidents &amp; Average Time</b>	<b>30,520</b>	<b>100%</b>	<b>27.5</b>

Traffic stops were the most frequent events initiated by Deputies during 2011, accounting for over 54% of the total.

The normal Patrol staffing level changes during the year due to the re-assignment of Patrol personnel to the IMPACT Unit (1 Sergeant and 6 Deputies) and the Navigation Unit (4 Deputies) from April through September. Because of the staffing level changes it is important to review and evaluate the level of Deputy initiated activity for the six months periods of 1) January – March and October – December, and 2) April – September.

The following tables show the breakdown of Deputy initiated activity for the six month periods when Patrol is at “normal” staffing and also for the six months when

Patrol Deputies are reassigned to staff the IMPACT Unit (April – September). It is followed by a third table showing only the IMPACT Unit initiated activity that was tracked in the CAD system.

**Deputy Initiated Activity – January-March & October-December 2011**

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	148	99	112	105	142	123	192	921
0100	143	77	97	103	110	102	161	793
0200	86	53	81	67	84	98	105	574
0300	41	36	51	41	55	59	62	345
0400	22	22	37	18	37	29	24	189
0500	12	4	24	21	27	21	14	123
0600	9	13	14	11	14	16	15	92
0700	26	50	45	71	41	48	35	316
0800	51	60	62	94	63	79	66	475
0900	54	73	80	102	70	100	79	558
1000	93	84	75	78	65	87	91	573
1100	127	121	119	110	105	124	137	843
1200	140	114	106	123	109	131	119	842
1300	113	128	136	117	120	115	143	872
1400	87	100	125	116	115	104	104	751
1500	95	82	80	99	84	90	108	638
1600	44	52	67	35	51	55	53	357
1700	93	91	109	96	128	98	76	691
1800	87	89	116	105	110	84	112	703
1900	73	80	87	72	95	87	91	585
2000	39	88	53	74	61	79	89	483
2100	66	114	73	86	105	148	148	740
2200	113	166	123	138	135	181	166	1,022
2300	119	141	148	132	147	174	171	1,032
<b>Total</b>	<b>1,881</b>	<b>1,937</b>	<b>2,020</b>	<b>2,014</b>	<b>2,073</b>	<b>2,232</b>	<b>2,361</b>	<b>14,518</b>
<b>Ave/day</b>	<b>72</b>	<b>75</b>	<b>78</b>	<b>77</b>	<b>80</b>	<b>86</b>	<b>91</b>	<b>80</b>

As shown above, during this six month period Patrol Deputies initiated 14,518 on-view incidents, an average of 80 per day. This number is 47.6% of the total number of annual Deputy initiated incidents.

The following table shows the number of Deputy initiated incidents from April through September (Patrol Deputies and the IMPACT Unit).

**Deputy Initiated Activity – April-September 2011**

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	135	91	114	112	98	123	159	832
0100	130	76	94	62	87	103	162	714
0200	81	51	61	56	63	66	79	457
0300	51	23	34	36	47	51	57	299
0400	42	27	27	38	29	35	32	230
0500	21	19	18	26	19	23	23	149
0600	10	23	15	14	11	14	10	97
0700	39	56	67	60	53	38	53	366
0800	55	79	98	102	86	88	45	553
0900	62	96	104	99	87	79	62	589
1000	68	99	78	91	104	77	59	576
1100	98	104	125	119	138	118	101	803
1200	106	122	129	157	148	136	96	894
1300	109	106	122	155	136	138	103	869
1400	85	102	131	140	136	114	110	818
1500	74	120	119	106	141	118	94	772
1600	41	74	110	89	92	103	70	579
1700	65	135	180	174	142	150	151	997
1800	99	110	161	143	143	148	174	978
1900	63	100	119	115	118	117	120	752
2000	46	56	100	95	76	117	91	581
2100	120	123	140	126	116	184	160	969
2200	95	123	148	137	155	242	189	1,089
2300	104	122	140	127	130	231	185	1,039
<b>Total</b>	<b>1,799</b>	<b>2,037</b>	<b>2,434</b>	<b>2,379</b>	<b>2,355</b>	<b>2,613</b>	<b>2,385</b>	<b>16,002</b>
<b>Ave/day</b>	<b>69</b>	<b>78</b>	<b>94</b>	<b>92</b>	<b>91</b>	<b>101</b>	<b>92</b>	<b>88</b>

As shown above, from April through September, Patrol Deputies and the IMPACT Unit initiated 16,002 on-view incidents, an average of 88 per day. This number is 52.4% of the total number of annual Deputy initiated incidents (deleting the 1,011 incidents initiated by the IMPACT Unit results in this six month period accounting for 49.1% of the total number of self-initiated incidents in 2011).

The following table shows the number of self-initiated incidents initiated by the IMPACT Unit during the six months when they are staffed



**IMPACT Unit Initiated Activity – April-September 2011**

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	4			5	3		10	22
0100	3				2	1	4	10
0200								0
0300								0
0400				1				1
0500								0
0600								0
0700								0
0800								0
0900					1			1
1000								0
1100			1		3	1		5
1200				1	2	1		4
1300				3	2	1		6
1400				5	3	2		10
1500		1	1	2	4	3		11
1600		1	18	17	19	18	11	84
1700			35	52	27	44	32	190
1800		2	25	33	25	40	24	149
1900		4	14	16	15	22	8	79
2000		1	23	17	12	15	13	81
2100		2	32	21	27	14	12	108
2200		3	36	20	22	42	20	143
2300			25	19	18	28	17	107
<b>Total</b>	<b>7</b>	<b>14</b>	<b>210</b>	<b>212</b>	<b>185</b>	<b>232</b>	<b>151</b>	<b>1,011</b>
<b>Ave/day</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>9</b>	<b>6</b>	<b>6</b>

The IMPACT Unit accounted for 1,011 of the 16,002 Deputy initiated incidents tracked in the CAD system or approximately 6% of the total self-initiated incidents during these six months. It is important to note that the CAD system does not capture all of the work tasks of the IMPACT Unit; these 1,011 represent some of their activity and tasks performed in the field.

There is only a few percentage points difference between the six month periods when the IMPACT and Navigation Units are operating compared to the months when they are not staffed. From these numbers, one can conclude that staffing of the

IMPACT and Navigation Units does not have a significant negative impact on the Patrol Deputies. However, 2011 may not be the "norm" in Onondaga County as the weather during this year was very mild compared to a normal winter. In a typical year, when the weather is more severe during the winter months, it is likely that self-initiated activity would be reduced (due to fewer people out and also inclement weather typically reduces self-initiated activity) and account for about 40% of the annual total. There is not any significant data to demonstrate the benefits of staffing IMPACT and it is impossible to estimate effectiveness of this or any other crime prevention activity in providing a safer community. However, it is reasonable for OCSO management to maintain its' commitment to this effort and the likely crime reduction benefits this work has in the community. Additionally, significant funding in the form of the overtime money for Deputies is provided by the State of New York to the County.

The project team believes that IMPACT makes a concerted effort to analyze and take pro-active measures to reduce crime in the City of Syracuse and may significantly exceed the number of self-initiated incidents performed in the field than is reflected in the CAD record. IMPACT should either use CAD to track all incidents investigated or a simple log showing work accomplished to improve workload data tracking. This reporting mechanism will help to ensure the desired mission is achieved and that this work unit remains effective in accomplishing their goals of reducing street crime.

***Recommendation: Use the CAD system or a simple workload tracking log to track the IMPACT tasks accomplished.***

## **2. PATROL FIELD SERVICES PRINCIPLES AND BEST PRACTICES.**

The orientation toward the provision of field patrol services in municipal law enforcement agencies has come full circle in the United States over the last 60 years.

The historic law enforcement approach to field services involved a Police Officer or Deputy who walked a particular beat or neighborhood. A traditional beat officer knew people in the area and was in a position to know potential problems before they occurred, or likely suspects for crimes committed on the Deputy's beat. As cities grew and metropolitan areas spread the motorized officer became the normal transportation mode to respond to calls for service. The police department's focus changed to one of responding quickly (i.e. in a patrol car) to all types of calls in a wider geographic area and overall, fewer officers assigned to foot or vehicle patrol duties. At the same time, society at large and city residents developed rising expectations of the services that would be provided by police officers (e.g. the passage of domestic violence laws in the late 1970s and 1980s). Over time these factors resulted in a beat officer that had less local neighborhood knowledge and less frequent contact with the residents in his/her service area but with higher expectations among the general public that they would provide high quality service that would likely result in a safer neighborhoods.

Initiatives over the last four decades have attempted to once again provide policing services more tangible to the community. This law enforcement focus throughout the country has been under the general umbrella of "community policing" – a return to providing a wide range of services identified by citizens and more frequent contact with a police officer and more "proactive" law enforcement in neighborhoods and schools. Community policing has taken the form of countless initiatives and iterations throughout the country in recent years. The project team supports local community policing efforts, especially ones that involve Patrol personnel using their uncommitted time when they have it during their shift. These efforts should also involve

the active participation of supervisors, managers and other specialty units (e.g. School Resource Officers).

Over the course of several hundred police department studies the Matrix Consulting Group has developed a list of key elements in the effective provision of field patrol services in a community, including the responsibility of Officers/Deputies to be proactive during their shifts (to identify and resolve problems) and not just reactive in handling calls for service. These general policing elements are summarized on the next several pages.

<b>Management Task</b>	<b>Comments</b>
<b>Reactive Patrol Requirements</b>	<ul style="list-style-type: none"><li>• The primary mission of any law enforcement field patrol force. Responding to citizen requests (or calls) for service is the most critical element of successful patrol services.</li><li>• As staffing allows, the Department should have clearly defined areas of responsibility (beats).</li><li>• The Department should have clearly defined response policies in place; including prioritization of calls, response time targets for each priority, the number of units that should respond to different types of calls, and supervisor on scene policies.</li><li>• This reactive workload should make up between 50% and 60% of each Deputy's net available time per shift (on average). This includes time to write reports, transport and book prisoners.</li></ul>

Management Task	Comments
<p><b>Uncommitted and Proactive Time Requirements in Patrol Operations</b></p>	<ul style="list-style-type: none"> <li>• Uncommitted patrol time is defined as all other activity not in response to a citizen generated call; it occurs during the shift when one is not handling assigned tasks. It includes "proactive" time and activity such as traffic enforcement, directed patrol, bike and foot patrol and also administrative tasks such as meal breaks and vehicle maintenance.</li> <li>• The Department should have clearly defined uses for uncommitted time – i.e. Deputies should know what they are expected to do with their time when not responding to calls for service. This may include targeted preventive patrol for general visibility, traffic enforcement, developing relationships with members of the community, visiting schools or parks.</li> <li>• The uncommitted/proactive portion of field patrol should make up between 40% and 50% of a Deputy's day (on average).</li> <li>• Research and experience has shown the 40% – 50% range to be an appropriate level of uncommitted time for several reasons:             <ul style="list-style-type: none"> <li>- Less than 35% uncommitted time available to Deputies typically does not allow for sufficient "bundling" of available time – time comes in intervals too short to be effectively utilized by law enforcement personnel for meaningful activity.</li> <li>- Uncommitted time of more than 50% results in less efficient use of Deputy resources as it is difficult to have sufficient meaningful work tasks and manage personnel whose time is so heavily weighted toward proactive activities.</li> <li>- Some exceptions to this latter concern are units which are dedicated to handle certain types of activity, e.g., traffic enforcement units; Street Crimes Units, School Resource Officers, etc. However, it should be noted that the Deputies assigned to these units should respond to calls for service when needed/required.</li> <li>- A level of 50% uncommitted time or higher is typically seen in smaller suburban or rural communities; a level of 30-40% is more common in larger cities.</li> </ul> </li> </ul>
<p><b>Problem Identification and Resolution</b></p>	<ul style="list-style-type: none"> <li>• Effective proactive patrol for municipal law enforcement requires the rapid identification of problems and issues, the development of an action plan to address issues as they arise, implementation of the potential solution and regular evaluations to determine if the approach successfully addressed the issue.</li> <li>• This approach should be used on criminal, traffic and other quality of life problems reported to the Department or discovered by Deputies during the course of their patrol duties.</li> <li>• Deputies have the primary role in accomplishing pro-active tasks, field projects (e.g. Problem Oriented Policing), etc.</li> <li>• Formal and informal mechanisms for capturing and evaluating information should be used. This should be primarily handled by Deputies and supervisors, but managers must also have involvement and oversight.</li> </ul>

Management Task	Comments
<p><b>Management of Patrol Resources</b></p>	<ul style="list-style-type: none"> <li>• Patrol supervisors and managers must take an active role in management of patrol. This includes developing and utilizing management reports that accurately depict the activity, response times to calls for service and the variety of current issues and problems being handled by patrol units.</li> <li>• Resources must be geared to address actual workload and issues. This includes ensuring that patrol staffing is matched to workload, that patrol beats or sectors are designed to provide an even distribution of workload.</li> <li>• This also includes matching resources to address issues in a proactive manner. This may include shifting beats to free staff to handle special assignments, assigning Deputies to targeted patrols, assigning traffic enforcement issues, etc.</li> <li>• Staffing should be related to providing effective field response to calls for service, provision of proactive activity and ensuring Deputy and the safety of members of the public.</li> <li>• Supervisors should be both an immediate resource to field Deputies (for advice, training, back-up, inter-personal skills) and field managers (handling basic administrative functions).</li> </ul>
<p><b>Measurement of Success and Performance</b></p>	<ul style="list-style-type: none"> <li>• Data should be used to plan and manage work in Patrol and other field work units.</li> <li>• Effective field patrol should be measured in multiple ways to ensure that the Department is successful in handling multiple tasks or functions.</li> <li>• Examples of effective performance measurement include: response time, time on scene, number of calls handled by an Deputy, back-up rate and the traffic enforcement index (citations/warnings + DUI arrests divided by injury + fatality accidents), overall level of crime and clearance rate.</li> <li>• Managers and supervisors should track and review performance measures on a regular basis to know what level of service is being provided to the community and for use as one tool to ensure that services are effective and efficient.</li> </ul>

The matrix above summarizes the basic elements of an effective and modern patrol services in a community, providing both reactive field services (response to community generated calls for service) and proactive work by Deputies assigned to field work units (i.e. Patrol Operations). During these times of limited or decreasing budgetary resources it becomes critically important for managers of the patrol function to make the best use of Deputy's time to provide effective policing and meeting expectations of the community.

The key elements identified above in the effective provision of field patrol services in a community are summarized below:

- Effective municipal law enforcement requires a field patrol force, which is designed and managed to be flexible in providing both reactive, and proactive response to law enforcement issues in the community.
- This requires that the Department balance personnel, resources and time to handle both of these types of law enforcement. Between 50% and 60% of the time in a community should be spent handling all of the elements of reactive patrol. The remaining 40% to 50% should be spent specific proactive patrol activities, other self initiated tasks or community policing activities (this block of time also includes administrative tasks).
- When a Deputy has a block of time available (e.g. during a slow day) for proactive patrol activities it should be structured and should not be approached in a random way. Random patrol is not effective in addressing issues in the community – patrol should include efforts to address specific problems in pre-determined ways. This should be planned and accomplished at the Deputy/Sergeant or “squad” level with oversight provided by the Lieutenant.
- Any effective proactive approach to patrol requires that information be managed formally and that a formal effort be put into evaluating that information. This evaluation should lead to specific actions to address issues/problems in a community. In addition, attempts to address problems should be evaluated formally to determine if the efforts made have been effective.

As part of this system supervisors should be provided regular (i.e. monthly) statistical reports showing individual Deputy's productivity, such as reports written, investigations conducted, arrests made, field contacts (e.g. vehicle and pedestrian stops), citations or warnings issued, and number of calls for service handled. This information can and should be part of the information used by the supervisor to evaluate a Deputy's overall performance for the month and year.

These basic elements represent the essential ingredients of effective and efficient municipal field law enforcement in the United States in the 21<sup>st</sup> century. Establishing a patrol pro-activity target is important for effective management and planning of a patrol operations force.

**(1) Factors to Consider in Establishing Patrol Staffing Levels.**

The project team uses an analytical approach to evaluate staffing needs and determine the staffing level required in a community. The approach is characterized by several key factors that provide the basis for an objective evaluation of a police department's patrol force:

- Staffing should be examined based on the ability of current staff to handle the calls for service generated by the community (and the related work such as report writing and processing arrestees); as well as providing sufficient time for proactive activities such as directed patrol, traffic enforcement and addressing on-going issues/problems in a neighborhood.
- Staffing is dependent on the time Deputies are actually available to perform the work required of the patrol function. In this evaluation, leave hours usage and time dedicated to administrative functions are examined.
- Policy is made by selecting a level of proactive, or uncommitted, time that is deemed to be appropriate for the community – this can be established by the Sheriff (or designee). In the case of Onondaga County, the project team recommends a target of an overall average of 40% uncommitted time that will enable Patrol Deputies to handle the community generated calls for service effectively and efficiently, engage in a variety of targeted patrol activities (ability varies depending on time of day), and provide for safety of officers.
- The project team's analysis does not include the utilization of ratios such as "officers per thousand" because they do not account for the unique characteristics of communities (e.g. demographics, workload, unique community needs, deployment, etc.). Although these ratios are interesting, they do not provide a comprehensive measure of staffing needs for a specific community, nor should policy makers use them as a basis to make decisions regarding patrol staffing. The Project team's approach is supported by the International Association of Chiefs of Police (IACP) that view 'officer per thousand' ratios as "totally inappropriate as a basis for staffing decisions".

There are other significant factors for policy makers to consider when determining staffing levels. These factors include, but are not limited to, the following:

- The type, severity and volume of crime in a community.



- The ability of the police department to meet response time goals to calls for service and solve crime (taken as a performance measure and not as a crime prevention/reduction measure).
- The level of police department involvement in providing non-traditional police services such as neighborhood problem solving, graffiti removal, community meetings and events and teaching/role modeling in the schools.
- Providing for basic officer safety and risk management of a patrol force. In some police agencies, the uncommitted time level may not be the primary measure to determine the minimum number of Patrol Deputy positions required – it may be driven by officer safety concerns. For example, a staffing level needed to meet basic officer safety concerns, may result in an uncommitted time level that is above 50% for a time period of the day.
- The level of proactive efforts such as traffic safety and parking enforcement, narcotics enforcement, enforcement of vice crimes such as prostitution and liquor laws.

The above factors should be used by policy makers in determining appropriate staffing levels for all functions within the police department. The goal of a patrol staffing analysis is to ensure sufficient patrol resources on duty 24 hours a day providing a high level of service to the community. The ability of the OCSO Police Department to do this depends on knowing and evaluating the community demand workload – the number of community generated calls for service, reports and bookings of arrested persons. These are the factors used by the project team to evaluate the number of Patrol Deputies needed in a community to achieve a Patrol Deputy staffing level that will provide the level of pro-activity that is desired by a community.

**(2) Data Used to Conduct Staffing Calculations.**

The Project team calculates uncommitted time in law enforcement agencies using a mixture of known data combined with several assumptions. The table below provides a brief description of the basis for this calculation for the Onondaga County.

<b>Reactive Factor in Calculation of Uncommitted Time</b>	<b>Summary Discussion</b>
<b>Calls for Service</b>	Actual call data obtained from the Dispatch Center's CAD system allowed the project team to determine the number of community generated calls for service (reactive time).
<b>Call Handling Time</b>	Generally, an average call handling time of approximately 30 minutes is needed to efficiently and effectively handle a community generated call for service. The handling time includes a Deputy's travel time and on-scene time. A handling time that is higher than 40 minutes indicates Patrol Deputies may be spending an excessive amount of time in handling their calls for service; a handling time lower than 30 minutes indicates Patrol Deputies may not be providing an appropriate amount of attention to all calls for service. In Onondaga County, the average call handling time is over 50 minutes because it includes report writing time.
<b>Back-Up Frequency / Number of Units per Call</b>	An average of 1.4 – 1.6 patrol units responding to handle a community generated call for service.
<b>Duration of Time On-Scene by Back-Up</b>	An average of 75% (or less) of the primary/initial unit's handling time is not excessive (Department policy/practice may result in variations of this time).
<b>Number of Reports</b>	This number is based on the number of community-generated calls for service. For most incidents requiring a report the Deputy will gather preliminary information while on-scene handling the call and spend additional time later in the shift, at the end of the shift or possibly the next day. The project team's experience with other municipal law enforcement has found that some type of report is written to document the incident on approximately 40% of the community generated calls for service.
<b>Time to Complete a Report</b>	An average of 45 minutes is used to determine the time required for completing incident reports resulting from a call for service or self-initiated activity; this time is included as part of reactive workload time. The actual report writing time is currently not being captured by the CAD system. As noted earlier, some of this time is included in the call handling time in OCCSO.
<b>Number of Arrests</b>	The actual number of arrests for 2011 was used.

<b>Reactive Factor in Calculation of Uncommitted Time</b>	<b>Summary Discussion</b>
<b>Time to Complete an Arrest</b>	An average of the actual time it takes for a Deputy to book an arrestee at the jail facility. This time is included as part of reactive workload time. The project team used an average of 1.25 hours per arrest, to account for the additional travel and processing time required to book a prisoner into the County Jail.
<b>Available Time of Deputies</b>	This number used in the calculations is the average number of all leave hours (e.g. vacation, sick, long term disability, military) used by Patrol Deputies deducted from the total paid hours in a year to obtain the actual hours that a Deputy is working.
<b>Availability of Supervisors to Handle Field Workloads</b>	The staffing needs analysis determines the appropriate number of Deputies needed to handle the community generated calls for service. Sergeants are not included as primary responders to calls for service. This is appropriate as Sergeants should primarily be responsible for supervision, oversight and other tasks; not primarily used for response to calls for service.

Using this data and targets, the project team can then perform the calculation of the current uncommitted time and also a range of uncommitted times that policy makers may want to have as a desired goal. The calculation that is performed to determine uncommitted time is as follows:

**Uncommitted Time Percentage =**

$$\frac{\text{All Available Time} - (\text{Reactive Workload Time} + \text{Admin. Time})}{\text{Total Available Time}}$$

The following points summarize the formula above:

- "Total Available Time" is defined as the number of Deputy work hours actually available in a year (or other time period).
- "Reactive Workload Time" is defined as the average total committed time per call for service, multiplied by the number of calls for service (for the same time period).

This approach provides managers and policy makers with an easily understood (and easy to calculate) measure of the capability of the patrol workforce to provide proactive law enforcement (the time left over once calls for service and related workload, and administrative tasks have been handled). A more thorough and complete calculation of overall workload for various hours of the day is provided later in this report.

This method avoids the significant problems in other comparative staffing models (e.g., "officers per thousand" ratio mentioned above) that do not take into consideration the workload for Patrol Deputies that is generated by a community. This approach also provides a methodology that can easily keep pace with future growth that takes place in the County (by factoring in a percentage growth in call for service demand). Finally, this approach allows managers/policy makers to select an uncommitted time target that is desired (e.g., 40% uncommitted time level), and then basing total patrol staffing on a combination of the work that *must* be done (i.e., community generated calls for service) with the uncommitted time level that is desired. Here is a recap of the model's use and key analytical points:

- The model makes specific provision for uncommitted time targets.
- The model can be used at any level of detail, i.e. staffing levels can be calculated for specific times of day or for specific geographical areas.
- The model uses commonly available data:
  - Gross and net officer availability hours (uncommitted time).
  - Calls for service counts and the time committed to these calls.
  - Related additional workload, including report writing and time spent booking arrestees.

- "Administrative" tasks, such as time spent in "briefing" at the beginning of a shift, breaks, vehicle maintenance, and other tasks during a shift.

The project team used this approach in conducting the staffing calculations from calendar year 2011 call for service data.

**(3) Important Factors Regarding CAD Data and the Calculation of Committed and Uncommitted Time Levels.**

The use of CAD data to calculate Patrol Deputies work tasks will not capture all of the duties and tasks done by Deputies during their shifts due to human error and incomplete data in the CAD call for service records (e.g. missing time stamps, the fact that sometimes Deputies do not report a task they are doing to Dispatch so it is not logged, sometimes Dispatchers do not track all patrol tasks). This is especially true in the first year of a thorough CAD call for service data analysis, and will be true for subsequent years unless the agency makes concerted and consistent efforts to improve accuracy. This is not unique to Onondaga County; it is common in other law enforcement agencies' data evaluated by the project team in other studies. The project team, based on several hundred patrol staffing studies conducted throughout the United States, estimates that approximately 10 – 20% of a Deputy's time that he/she is doing job related tasks is not tracked in the CAD record (this is a general number for all police departments that is applicable to Onondaga County but it was not specifically derived from the Onondaga County CAD data). This number is important to remember as it means that 10 – 20% of the "uncommitted time" level in the 2011 CAD data analysis must be deducted from the result to obtain a more accurate percentage of Deputies' uncommitted time. The following summary is provided illustrating the implications of various uncommitted time levels:

- A 20 – 25% uncommitted time level reflects a patrol staff that is essentially fully committed (except during the low CFS hours of the day); part of this is due to CAD data not capturing all committed time or tasks required/completed by Deputies. Average travel times to high priority community generated calls for service may be above 5 minutes and “on scene” times may be below 30 minutes due to calls “stacking” and the need to respond to other incidents; this may not be enough time to conduct a thorough investigation of the incident or provide a high quality level of service.
- At this level, during most hours, Deputies will be only responding to CFS and will not have time for any consistent proactive or project oriented activity – the blocks of time are generally too short (less than 30 minutes) to allow for meaningful targeted patrol, working on beat projects or neighborhood issues.
- A 40% uncommitted level is generally sufficient to provide blocks of time where Deputies can conduct targeted patrol, work on beat projects to address community issues. Average travel times to high priority community generated calls for service will commonly be less than 5 minutes and “on scene” times will commonly be above 30 minutes, sufficient to allow thorough investigations and sufficient time to provide a high quality level of service.
- A 50% uncommitted level will afford a patrol force on most workdays to have several hours during their shift to conduct targeted patrol or specific projects to address community issues, and other officer initiated activities. Average travel times to high priority community generated calls for service will commonly be less than 5 minutes and “on scene” times will commonly be above 30 minutes, sufficient to allow thorough investigations and sufficient time to provide a high quality level of service.
- Uncommitted levels above 50% may provide a challenge to supervisors to keep Deputies busy with meaningful work and engaged in the job.

Each community can choose an appropriate target of uncommitted time desired for its patrol staff, based on unique needs, available funding and policing model desired.

A 40 – 50% overall average uncommitted time level is a reasonable target/goal for a community that desires a patrol force that can provide a consistent level of proactive services to the community. Policymakers should determine the policing level for their community and understand the impacts of higher and lower uncommitted time levels. Higher targeted uncommitted time levels will require more staff but also ensure that the

police force is able to provide a higher level of service to the community in the form of proactive policing and will allow the Patrol Deputy to be more involved in issues/problems in the neighborhoods where they serve.

### **3. PATROL OPERATIONS COMMITTED AND UNCOMMITTED TIME IN 2011.**

The workload required during various hours of the day (committed time) and the resulting uncommitted time level of a patrol staff is the most significant factor in determining the staffing needed to achieve the level of service desired by a County. However, fielding a minimum number of Deputies to provide for basic safety of Deputies while on patrol, and the ability of the Department to handle more than one critical incident simultaneously are also significant factors to consider in deployment of police resources.

It is important to have a clear understanding of what is included in the uncommitted time calculations. Uncommitted time is the number of work hours remaining (expressed as a percentage) after handling the community generated workload demand – this includes responding/handling calls for service, making arrests, booking arrestees, writing reports, etc.

#### **(1) Assumptions Utilized in Calculating Uncommitted Time.**

In the calculation and analysis of uncommitted time there are several analytical assumptions that were utilized:

- A total of 46,588 unique community generated calls for service were responded to in 2011 where the primary unit was a Patrol Deputy. This number excludes all Deputy initiated activities (such as traffic stops); duplicate entries, "non-patrol" Deputy responses (e.g. Detectives), and administrative activities.
- Meals, breaks and administrative time are taken evenly across all shift hours.

- The volume of calls for service throughout the day (expressed as a percentage for each 4 hour time period) was used to allocate the number of reports written and arrests made.
- Personnel are available on an average hourly basis (i.e., in the model there are no heavy or light shift days).
- Deputies are available for an average of 1,665 shift hours per year to provide all field services. This takes into account the various leave usages (e.g. vacation, sick), training hours and backfill overtime worked.

The resulting calculation shows the average level of the Patrol Deputies' uncommitted, or discretionary, time during a shift, when they are available to handle general proactive policing efforts in the field, necessary administrative tasks, targeted patrol to address a specific problem, visiting schools, traffic enforcement and other tasks initiated by the Deputy or directed by the Deputy's supervisor.

**(2) The Percentage of Uncommitted Time Varies Throughout the Day and Should be Evaluated for Each Shift.**

An overall percentage for committed and uncommitted time in 2011 was calculated but because the percentages vary significantly throughout the day calculations are also shown in four-hour time blocks. This gives a clearer picture of the availability or un-availability of Patrol staff during various times of the day.

The average number of Deputies actually on duty during a 24 hour period was taken from the "Actual Patrol Staffing" table presented earlier in this report. The call handling time of 40,015 hours (average of 51.9 minutes) for the primary (1<sup>st</sup> Deputy) and 16,538 hours (average of 34.9 minutes) for the "back-up" Deputy(s) were used in this calculation. Report writing time was estimated at 45 minutes per report and the initial booking of a prisoner at 1 hour, 15 minutes each (this does not include other prisoner transportation time).



The following table shows the available staff time and the time required to handle the community generated calls for service and related workload in 2011.

**Patrol Deputy Calls for Service Workload in 2011**

	<b>0000 - 0400</b>	<b>0400 - 0800</b>	<b>0800 - 1200</b>	<b>1200 - 1600</b>	<b>1600 - 2000</b>	<b>2000 - 2400</b>	<b>Total</b>
Staffing Allocation	18.6%	9.6%	12.5%	17.9%	20.0%	21.4%	100.0%
Hours Staffed (ST + OT)	<b>27,441</b>	<b>14,163</b>	<b>18,441</b>	<b>26,408</b>	<b>29,506</b>	<b>31,571</b>	<b>147,530</b>
Administrative Time	<b>2,274</b>	<b>1,174</b>	<b>1,528</b>	<b>2,188</b>	<b>2,445</b>	<b>2,616</b>	<b>12,224</b>
Available Work Hours	<b>25,167</b>	<b>12,989</b>	<b>18,441</b>	<b>24,220</b>	<b>27,061</b>	<b>28,955</b>	<b>135,306</b>
<b>Calls for Service (CFS)</b>	<b>5,069</b>	<b>3,066</b>	<b>7,719</b>	<b>10,413</b>	<b>11,547</b>	<b>8,774</b>	<b>46,588</b>
% of Total CFS	10.9%	6.6%	16.6%	22.4%	24.8%	18.8%	100%
1st Deputy Minutes / CFS	51.9	51.9	51.9	51.9	51.9	51.9	51.9
<b>1st Unit Hours</b>	<b>4,385</b>	<b>2,652</b>	<b>6,677</b>	<b>9,007</b>	<b>9,988</b>	<b>7,590</b>	<b>40,299</b>
Back-Up Unit Responses	3,098	1,874	4,717	6,363	7,056	5,362	28,469
Back Up Minutes / CFS	34.9	34.9	34.9	34.9	34.9	34.9	34.9
<b>Back Up Deputy(s) Hours</b>	<b>1,799</b>	<b>1,088</b>	<b>2,740</b>	<b>3,696</b>	<b>4,099</b>	<b>3,115</b>	<b>16,538</b>
Reports Written	2,554	1,545	3,889	5,246	5,818	4,421	23,472
<b>Report Writing Hours</b>	<b>1,915</b>	<b>1,159</b>	<b>2,917</b>	<b>3,935</b>	<b>4,363</b>	<b>3,315</b>	<b>17,604</b>
Bookings	781	472	1,189	1,604	1,779	1,352	7,178
<b>Booking Hours</b>	<b>976</b>	<b>590</b>	<b>1,487</b>	<b>2,005</b>	<b>2,224</b>	<b>1,690</b>	<b>8,973</b>
<b>Total Committed Hours</b>	<b>9,076</b>	<b>5,490</b>	<b>13,820</b>	<b>18,644</b>	<b>20,674</b>	<b>15,709</b>	<b>83,413</b>
<b>Total Uncommitted Hours</b>	<b>16,091</b>	<b>7,500</b>	<b>4,621</b>	<b>5,576</b>	<b>6,387</b>	<b>13,246</b>	<b>51,893</b>
<b>Committed Time</b>	<b>36.1%</b>	<b>42.3%</b>	<b>74.9%</b>	<b>77.0%</b>	<b>76.4%</b>	<b>54.3%</b>	<b>61.6%</b>
<b>Uncommitted Time</b>	<b>63.9%</b>	<b>57.7%</b>	<b>25.1%</b>	<b>23.0%</b>	<b>23.6%</b>	<b>45.7%</b>	<b>38.4%</b>

In 2011 Deputies spent 62% of their on duty hours handling community generated calls for service and the related workload; leaving an overall average of 38% uncommitted time. It is important to subtract the estimated 10 – 20% of work not captured by CAD (discussed in an earlier section) into these totals – equaling an overall daily average of 72 – 82% committed time, and an average uncommitted time level of 18 – 28%.

During busiest hours of the day, 8:00 AM to 8:00 PM, the average uncommitted time average falls to 30%, when almost 64% of the calls for service occur – additional staffing is needed during these hours. This pattern is typical of most police departments – more calls for service occur during the “daytime” hours, resulting in a high level of committed time, with fewer calls occurring during the “nighttime” hours which results in a high level of uncommitted time. The high levels of uncommitted time from midnight to 8:00 AM are common in most police agencies. Some agencies may be able to redeploy some staff to the busier hours of the day but other factors may limit management’s ability to make changes. These factors include maintaining sufficient staff to provide for safety of Deputies working during the night, and, as part of a reasonable risk management plan, having the ability to handle at least one critical incident and the normal call for service demand with on duty staff (during the early morning hours no other police resources, such as Detectives, are on duty to provide additional assistance quickly).

It is important to note that this is the first year that an evaluation of this type has been done for patrol workload and, as already mentioned, the CAD data does not capture all of the work done by Patrol Deputies. Improvement in tracking Deputies’ time in CAD over the next year will provide more accurate data to conduct this same workload analysis for 2012 and 2013 and have an increasing degree of confidence that the results closely reflect the actual patrol workload time commitment. The workload analysis in the second and subsequent years will also show workload trends that will assist managers in making staffing allocation decisions.

#### **4. PERSONNEL STAFFING REQUIREMENTS FOR PATROL**

The table on the following page uses community generated calls for service to calculate the number of Deputies required to handle the workload in 2011 and is based on the current work schedule. This analysis utilizes our model with 'benchmark' time elements rather than ones which describe what the OCSO is doing today.

<b>Staffing Projections at Various Uncommitted Time Levels</b>	<b>Workload 2011</b>
<b>1. COMMUNITY GENERATED WORKLOADS</b>	
Calls for service (one year)	46,588
Handling Time – 1 <sup>st</sup> Unit at 40 minutes excluding report writing time	31,576
Backup Deputies at 1.5 units per call for service and 75% of 1 <sup>st</sup> Unit time	15,112
Number of Reports Written at 50% of CFS	23,294
Total Time for Report Writing @ 45 minutes each	17,471
Number of Bookings	7,178
Time to Process Bookings @ 1.25 hours each	8,973
<b>Total Time Needed to Handle Workload</b>	<b>73,132</b>
<b>2. Additional Hours for Preventive Patrol &amp; Deputy Initiated Activity</b>	
To Provide 50% Uncommitted Time Level	73,132
To Provide 40% Uncommitted Time Level	49,566
<b>3. Total Time Required for Reactive &amp; Proactive Work</b>	
To Provide 50% Uncommitted Time Level	146,263
To Provide 40% Uncommitted Time Level	122,698
<b>4. Availability of Staff</b>	
Annual Paid Work Hours	1,946
Leave Hours	270
Training Hours (on duty only)	30
Administrative Tasks – 45 min per shift	123
Net Hours Worked	1,523
<b>5. Deputies Required to Handle Workload</b>	
To Provide 50% Uncommitted Time Level	115.2
To Provide 40% Uncommitted Time Level	96.7
<b>6. Deputies Required (To Meet "A Watch" Staffing Minimum)<sup>3</sup></b>	
To Provide 50% Uncommitted Time Level	118.2
To Provide 40% Uncommitted Time Level	99.7
<b>6. Deputies Req. for Turnover &amp; Training (5% + Recruiting/Training)</b>	
To Provide 50% Uncommitted Time Level	130.1
To Provide 40% Uncommitted Time Level	109.6

<sup>3</sup> See explanation on following pages.

The Patrol staffing required in Onondaga County is driven by workload levels, community safety and employee safety (the minimum staffing needed to provide for the safety of Deputies in the field). To provide an overall average uncommitted time level of 40% in 2011, Onondaga County needed a minimum of 110 Deputies (rounding up) assigned to patrol operations.

This patrol workload analysis provides police managers with valuable information regarding workload demand when making staffing decisions but these calculations are only one of the items of information needed when determining the total number of staff needed and allocating staff to the different shifts – and, as pointed out in the previous section, these figures should be reviewed and calculated for several years to develop a consistent pattern and a higher level of reliability. Additionally, many other factors must also be evaluated by management when determining the number of Patrol Deputies needed to effectively and safely provide patrol services in Onondaga County. These factors include officer safety considerations, size and geography of patrol areas (beats), frequency of critical incidents, availability of mutual aid, Deputies' current leave usage, crime activity, additional (new) tasks required of Patrol, the number of new Deputies in FTO training, and additional tasks that may be required in the future.

An example of this is determining a minimum staffing level for nighttime hours when the workload level is generally low and the resulting uncommitted time level from midnight through 8:00 AM is fairly high (64% from 0000-0400 and 58% from 0400-0800). Notwithstanding the workload level during these hours, prudent risk management requires a minimum of 12 Patrol Deputies and two Sergeants to be on duty during A Watch (9 PM – 7 AM). This staffing level is needed to provide adequate

coverage for the County (over 800 square miles), meet officer safety needs and have the ability to handle at least one critical incident (requiring 4-6 Deputies and a Sergeant) while still handling normal workload demands. Due to the shift schedule, A Watch does not overlap with another work group after 3 AM so the only Deputies on duty during these four hours are the A Watch Deputies, requiring this suggested staffing level. The current authorized staffing level for A Watch averages 11 Deputies and the actual level averages 9.4 Deputies (11 multiplied by the net work hours of 85.6%). To obtain an actual staffing level of 12 Deputies during these hours requires an additional 3 Deputy positions (14 Deputy positions multiplied by 85.6% equals an average of 12 Deputies actually working a shift).

During other times of the day when the workload demand is higher it requires a sufficient number of staff to meet minimum officer safety needs and therefore should be more closely reflective of the workload demand and staffed accordingly.

Targeting an overall 40% uncommitted time level is recommended for Onondaga County as it will provide additional staff during the busiest hours of the day and provide the needed increase in uncommitted time that will allow more consistent periods during their shifts to accomplish proactive activities.

One significant additional issue that faces the OCSO is during the summer months when 10 Deputies are reassigned to IMPACT and the Navigation Unit. These work units perform valuable functions but it results in lower staffing on Patrol for approximately six months of the year (refer to the staffing level tables in Appendix B). The only realistic option to provide additional staffing during these months is to backfill some of the positions with overtime. It is reasonable to backfill several shifts, or partial

shifts, per day to accomplish this. The current budget significantly limits the amount of funds available for this expense but as funds are available the project team recommends scheduling 10-20 hours of overtime during the highest workload hours of day.

In summary, a targeted overall service level of 40% uncommitted time requires a higher staffing level; correspondingly, fewer staff would be needed to provide a service level below 40% uncommitted time. In Onondaga County, an overall target of 40% uncommitted time will allow a high amount of proactive time during the night time hours and a reasonable amount of proactive time for Patrol Deputies working between 8:00 AM and 8:00 PM, in addition to providing a good service level to calls for service.

In November 2012 there were 99 Deputies assigned to field services (includes any Deputies that may be off on leave or working a light duty position). This staffing level is not adequate to handle the current workload, provide for officer safety and to have sufficient time for pro-active activities.

***Recommendation: Establish a targeted goal of an overall average time ratio of 60% committed and 40% uncommitted time for field patrol services.***

***Recommendation: Increase the Deputy staffing level on Patrol by 11 positions (from 99 to 110).***

***Recommendation: Establish a Department goal to maintain a minimum 30% uncommitted time percentage for each four hour time period of the day.***

***Recommendation: Semi-annually review patrol staff workload for each four hour time block to determine if some patrol staff should be redeployed to busier hours of the day; or if resources from other work units should be redeployed to Patrol.***

***Recommendation: Adopt a process to enhance delivery of patrol services during the periods when uncommitted time is available. Lieutenants and Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when uncommitted time is available during a shift.***

**Recommendation: As funds are available, supplement Patrol staffing from June through August with 10-20 hours of overtime per day during the highest workload hours of the day.**



## **4. CRIMINAL INVESTIGATIONS DIVISION (CID) OPERATIONS AND WORKLOAD**

This section provides summary workload activities for investigation services. CID is with one Captain, one Lieutenant, six Sergeants and 36 Detectives; additionally the Evidence Technician Unit is part of CID (staffed with one Sergeant and nine Deputies) but the majority of their work is related to collecting evidence at field incidents.

There are 22 Detectives assigned to the "core" investigative units: Major Crimes 1 & 2 Units, the Abused Persons Unit and Burglary Unit. Their primary job is to conduct follow-up of criminal and suspicious cases. The other 14 Detectives are assigned to pro-active enforcement units such as the Warrants Unit, Special Investigations; or support units such as Technical Services. Two other Deputies are assigned to the Property Unit and Crime Analysis Center.

The following sections evaluate each of the CID work groups.

### **(1) Evaluation of the Major Crimes Units.**

The units are staffed with one Sergeant each, seven Detectives in Major Crimes 1 (including the Detective assigned to the Jail) and five Detectives in Major Crimes 2. The primary task of these two Units is to follow-up on crimes or serious incidents that have occurred in the County, including homicide, robbery, aggravated assaults, forgery and arson. Additionally, this unit handles all computer forensic cases and other electronic media or devices involved in a crime. Incoming cases are reviewed, screened and assigned by the CID Lieutenant and Detective Sergeant, the cases are then given

to the Detectives. Any cases that have a lead that would reasonably lead to a suspect responsible for the crime are assigned for follow-up.

The tables on this and following pages provides the results of the project team's "desk audit" that was conducted with some of the investigators in each work unit. An Assigned Case is one that has been assigned to them by the supervisor; and Active Case is where on-going follow-up investigation is being conducted (where some investigative activity has been conducted in the past 30 days).

The project team interviewed a supervisor and Detectives of this unit. Desk audits were completed for 6 of the 11 Detectives in the Major Crimes Units:

**Major Crimes 1 and 2 Units – Detective Caseload in August 2012**

<b>Detective</b>	<b>Assigned Cases</b>	<b>Active Cases</b>	<b>Comments</b>
<b>1</b>	16	9	one cold case homicide, one background investigation
<b>2</b>	8	7	one cold case homicide, one background investigation
<b>3</b>	9	7	one cold case homicide
<b>4</b>	13	8	one cold case homicide, one background investigation
<b>5</b>	9	8	assigned one background investigation and 10 other electronic forensic cases
<b>6</b>	13	10	assigned one background investigation

Each investigator is typically able to begin working their cases within a few days of it being assigned and if the case is a high priority one they will begin working on it immediately.

Detectives are sometimes also assigned to conduct a background investigation for new employees. Each background investigation takes 30 – 40 hours to complete and reduces the time available for their regular cases. Major Crimes Detectives are also assigned cold case homicides to work on when their caseload is reduced and

allows them to spend time on these old, unsolved homicide cases. This arrangement has not and will not normally result in any significant amount of time spent on them as the routine caseload precludes it. Effectively investigating these cases requires specifically assigned Detectives (2 additional positions) that can dedicate their time to reviewing the cases and conducting further investigation to try and solve these cold cases.

An additional Detective is assigned as the "jail Detective" to investigate crimes related to the Justice Center (with an average daily population in 2012 of 637), Onondaga County Penitentiary in Jamesville (350 inmates). This includes crimes committed by the inmates, persons trying to smuggle items into the facilities and assaults on jail staff. The workload of this Detective is significant (124 investigations completed for the year, as of September 2012) and requires a minimum of one Detective full time.

CID maintains statistical information on the number of cases assigned to investigators and cleared by investigators. The following table shows the numbers for the Major Crimes 1 Unit.

<b>Major Crimes 1 Unit</b>	<b>2011</b>
Cases Assigned to Investigators	559
<b>Clearances</b>	
Cleared by Arrest	156
Cleared Exceptionally	48
Cleared – No Prosecution	110
Cleared – Warrant Obtained	8
Unfounded	37
Assist Patrol	30
<b>Total</b>	<b>389</b>

Cases Carried Over to 2012	155
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In the work unit statistics in the above table the numbers provided by the OCSO database do not total exactly, but are very close.

The following table shows the statistics for the Major Crimes 2 Unit:

<b>Major Crimes 2 Unit</b>	<b>2011</b>
Cases Assigned to Investigators	193
<b>Clearances</b>	
Cleared by Arrest	35
Cleared Exceptionally	26
Cleared – No Prosecution	47
Cleared – Warrant Obtained	1
Unfounded	11
Assist Patrol	23
<b>Total</b>	<b>143</b>
Cases Carried Over to 2012	50

Overall, the regular workload level for Detectives in Major Crimes is reasonable and staffing is sufficient to regularly provide a good level of service to the community. However, the Detectives do not have sufficient time to spend any consistent or significant time investigating cold case homicides and two additional Detectives assigned for the primary purpose of investigation these cases is recommended.

**(2) Evaluation of the Abused Persons Unit.**

The Abused Persons Unit (APU) is staffed with one Sergeant and five Detectives. The primary task of the APU is to follow-up on crimes or serious incidents of sexual assault and felony child abuse cases. Cases are reviewed, screened and assigned by the CID Lieutenant and Detective Sergeant and assignments given to the investigators. Any cases that have a lead that would reasonably lead to a suspect

responsible for the crime are assigned to a Detective for follow-up. APU personnel are located off site at the McMahon/Ryan Child Advocacy Center, sharing facilities with other professionals as part of a multi-disciplinary team providing services for youth.

The project team interviewed the supervisor and Detectives of this unit. Desk audits were completed for 3 of the 5 Detectives:

**Abused Persons Unit – Detective Caseload in August 2012**

<b>Detective</b>	<b>Assigned Cases</b>	<b>Active Cases</b>	<b>Comments</b>
<b>1</b>	21	10	assigned one background investigation
<b>2</b>	23	14	
<b>3</b>	8	7	

The third Detective was recently assigned to the APU so his caseload is below normal as of this date.

The statistical information maintained by CID on the number of cases assigned to investigators and cleared by investigators is shown in the following table.

<b>Abused Persons Unit</b>	<b>2011</b>
Cases Assigned to Investigators	555
<b>Clearances</b>	
Cleared by Arrest	99
Cleared Exceptionally	262
Cleared – No Prosecution	35
Cleared – Warrant Obtained	5
Unfounded	45
Assist Patrol	8
<b>Total</b>	<b>454</b>
Cases Carried Over to 2012	101

The Abused Persons Unit is an integral part of Onondaga County's, and also non-profit organizations, services to youth and families of youth. The supervision and staffing level is sufficient to maintain a good level of service to the community.

**(3) Evaluation of the Burglary Unit.**

The Burglary Unit is staffed with one Sergeant and five Detectives. The primary tasks of the Burglary Unit Investigators is to follow-up investigations on burglaries and related tasks, such as regularly visiting pawn shops to check items pawned to determine if it is stolen property.

Incoming cases are reviewed, screened and assigned by the CID Lieutenant and Detective Sergeant and assignments given to the investigators. Any cases that have a lead that would reasonably lead to a suspect responsible for the crime are assigned to a Detective for follow-up.

The project team interviewed the supervisor and Detectives of this unit. Desk audits were completed for 3 of the 5 Detectives:

**Burglary Unit – Detective Caseload in August 2012**

<b>Detective</b>	<b>Assigned Cases</b>	<b>Active Cases</b>	<b>Comments</b>
<b>1</b>	22	16	assigned one background investigation
<b>2</b>	19	15	assigned one background investigation
<b>3</b>	31	12	assigned one background investigation

Each Detective may also have assigned to them several "pending cases" where they are waiting for Crime Lab analysis, fingerprint comparison or it has been sent to the prosecutor to review for criminal charges; PD records for August 2012 show an average of 35 "assigned" cases per Detective. Some of these cases may be pending for months so may not have been reported by the Detective during the desk audit, with the result

that the official number of "assigned cases" actually being higher than listed in the tables above. When information on a pending case is received it requires some additional work and may become an active case again or it may be closed due to a lack of leads.

The statistical information maintained by CID on the number of cases assigned to investigators and cleared by investigators is shown in the following table.

<b>Burglary Unit</b>	<b>2011</b>
Cases Assigned to Investigators	747
<b>Clearances</b>	
Cleared by Arrest	139
Cleared Exceptionally	36
Cleared – No Prosecution	397
Cleared – Warrant Obtained	2
Unfounded	10
Assist Patrol	4
<b>Total</b>	<b>588</b>
Cases Carried Over to 2012	159

The Burglary Unit has the highest number of cases assigned during the year, as is typical for police agencies. Although the case volume is higher than persons' crimes units the average case takes less time to investigate. It is clear that the OCSO Burglary Unit is busy but they are also functioning well as evidenced by an established goal of completing case investigations and closing assigned cases in 2-4 weeks. This goal is a reasonable target and the supervisor reports that it is commonly achieved.

**(4) Overall Evaluation and Summary.**

Other primarily investigative work units in CID include the Special Investigations Unit (1 Sergeant, 7 Detectives) and two Detectives assigned to the DEA Task Force

and the Gang Violence Task Force. The other work units organized under the Criminal Investigations Division primarily provide field services or support to the PD – at Evidence Technician Unit (1 Sergeant, 9 Deputies that work 24/7), Technical Services (2 Detectives), Property Unit (1 Deputy), and the Crime Analysis Center (1 Deputy). Each of these units provides unique and necessary services for the OCSO PD and functioning well.

The Criminal Investigations Division is sufficiently staffed to provide a good level of service to the community. However, no staff in any CID unit are under-utilized that would allow the reassignment of a Detective to Patrol or another work unit.

**Recommendations: Maintain existing staff levels in Detective work units.**

**Recommendation: Create a cold case homicide unit and staff it with two additional Detectives (full time positions) to review and investigate old and unsolved homicide cases.**



## APPENDIX A – POLICE DEPARTMENT STAFFING, ROLES AND RESPONSIBILITIES

This Appendix summarizes staffing level, job responsibilities and functions for each position within the Onondaga County Sheriff's Office Police Department using information collected in August and September 2011. The information contained here was developed through interviews of OCSO PD management and personnel, review of documents, call for service data, investigator "desk audits" and other data provided to the project team.

### 1. OVERVIEW AND STAFFING LEVELS.

The police department has a total of 201 police employee authorized positions (full-time equivalents or FTEs). Employees are deployed in the following areas as shown below:

Division	Authorized	Vacant
PD Administration	6	
Patrol Division	122	7 (Deputy)
Special Enforcement	17	
C.I.D. (Investigations)	56	
<b>Total</b>	<b>201</b>	<b>7</b>

The seven vacant positions are six Deputies in Patrol and one Deputy on military deployment.

The number above does not include the Sheriff, Undersheriff or employees assigned to the Office of the Sheriff or in the Civil Department (13 total). In total, the Police Department of the Onondaga County Sheriff's Office has 214 budgeted "Full Time Equivalent" (FTE) "Deputy" positions; 201 of these positions are assigned in the Police Department. The other 13 "police" positions are in other organizational units:

- Office of the Sheriff – Sheriff and Undersheriff; Professional Standards Unit & Inspections (1 Captain, 2 Sergeants, 1 Deputy) and Community Relations (1 Lieutenant, 1 Sergeant, 1 Deputy).
- Civil Department – Administration (1 Captain) and Information Technology, Staff Development and the Pistol License Unit (one Deputy each).

**2. PERSONNEL ROLES AND RESPONSIBILITIES.**

The table below provides a summary of the primary roles and responsibilities of the personnel within the OCSO PD:

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
<b>Office of the Sheriff – Police Department</b>	Chief Police Deputy	1	<ul style="list-style-type: none"> <li>• Provides leadership, guidance, management and administration of the Police Department personnel and police services.</li> </ul>
	Assistant Chief Police Deputy	1	<ul style="list-style-type: none"> <li>• Manages and coordinates all police services for the County to meet objectives set by the Sheriff.</li> <li>• Develops Department policies and procedures.</li> <li>• Responsible for overall management of risk in the Department.</li> <li>• Supervises the Captains.</li> <li>• Develops and maintains good working relationships with other managers in the County and peers in the regional and state law enforcement community.</li> <li>• Develops and maintains good working relationships with other Town and Village leaders where OCSO provides police services, local business leaders, community leaders and school officials.</li> <li>• Performs routine administrative functions in the day to day management of the Department.</li> </ul>
<b>Police Department Administration</b>	Lieutenant	1	<ul style="list-style-type: none"> <li>• Manages contract with municipalities in the County (Pompey, Van Buren and Salina).</li> <li>• Responsible to coordinate the "restitution time" (120 hours per employee) for Patrol Deputies, Sergeants and Lieutenants.</li> <li>• Fills in as Patrol Watch Commander as needed (about twice a week) and provides other general assistance to the Patrol Captain in managing the North District.</li> <li>• Researches various special projects (e.g. new patrol cars).</li> <li>• Manages the Field Training Officer program.</li> <li>• Oversees a few of the grant programs for the Sheriff's Office (currently the STEP and Buckle Up grants).</li> </ul>

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Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
<b>Police Administration &amp; Temporary Assignment Unit (TAU)</b>	Sergeant Deputy	1 2	<ul style="list-style-type: none"> <li>• Provides administrative support for Chief Deputy.</li> <li>• Responsible for revision of policies for Department.</li> <li>• Responsible to maintain compliance with the State accreditation program.</li> <li>• Provides needed polygraph services for criminal investigations.</li> <li>• Conducts recruiting and new Deputy testing process; conducts all background investigations.</li> <li>• Supervises temporary assignment unit employees (employees not working their normal assignment due to pending suspension or suspension).</li> </ul>
<b>Special Enforcement</b>	Captain	1	<ul style="list-style-type: none"> <li>• Leads and manages the Special Enforcement Division.</li> <li>• Develops and implements Department policies, procedures, goals and objectives to deliver police services.</li> <li>• Works closely with the Chief Deputy, Asst. Chief Deputy and other Captains to accomplish the goals of the Department.</li> <li>• Responsible for management of risk in the Department.</li> <li>• Directly supervise Sergeants in the Division.</li> <li>• Overall responsibility for the proper functioning and work output of their assigned Division.</li> <li>• Directly oversee activities and provide assistance as appropriate, responds to major incidents and emergencies.</li> <li>• Oversees and participates in the development of the annual budget; monitors expenditures.</li> <li>• Performs routine administrative functions, approves bill payment, equipment purchases, etc.</li> <li>• Conducts special projects as appropriate.</li> </ul>
<b>Aviation Unit</b>	Sergeant Deputy	2 2	<ul style="list-style-type: none"> <li>• Operates generally during late afternoon and evening hours in coordination with the State Police helicopter (serving 7 Counties) that operates during the daytime hours.</li> <li>• Provides air support for patrol operations throughout the County for OCSO PD and, when available, to other law enforcement agencies who request services.</li> <li>• Provides emergency medical transportation and fire suppression in the County.</li> <li>• Responds to police pursuits and other critical incidents to provide above ground information and support to ground units.</li> <li>• Sergeants provide administrative supervision of the Navigation Unit and Canine Unit Deputies.</li> </ul>

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
<b>Navigation Unit</b> (operational from May – September)	Deputy (4 positions counted in Patrol)		<ul style="list-style-type: none"> <li>• This unit is comprised of Patrol personnel re-assigned to the Navigation Unit for approximately four months of the year when people are participating in water recreational activities.</li> <li>• Provides pro-active patrol of the Onondaga County lakes and waterways from mid-May through Labor Day each year.</li> </ul>
<b>Canine Unit</b>	Deputy (4 positions – counted in their Patrol Watch)		<ul style="list-style-type: none"> <li>• Provides canine support and services.</li> <li>• Responds to and handles patrol calls for service and provides routine pro-active patrol as regular patrol deputies.</li> <li>• Each Deputy is assigned to a different Group on D Watch (1700-0300 hours).</li> </ul>
<b>Facility Security Unit</b>	Sergeant	1	<ul style="list-style-type: none"> <li>• Supervises part time staff (6-7 people daily, most are retired Deputies) that provide facility security for the County Civic Center building.</li> </ul>
<b>IMPACT Unit</b> (operational from approx. April – September)	Sergeant (1) Deputy (6)  Both of these positions are counted in Patrol		<ul style="list-style-type: none"> <li>• Operation IMPACT (Integrated Municipal Police Anti-Crime Team) is a New York State Division of Criminal Justice Services grant funded program.</li> <li>• This unit is comprised of Patrol personnel re-assigned to IMPACT for approximately six months of the year.</li> <li>• A primarily pro-active enforcement team to conduct strategic activities to reduce crime.</li> <li>• Conducts probation/parole searches; narcotics enforcement; street surveillance work to address crime series when they occur.</li> <li>• Conduct follow-up criminal investigations on gang related crime.</li> </ul>

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Patrol	Captain	1	<ul style="list-style-type: none"> <li>• Leads and manages the Patrol Division.</li> <li>• Develops and implements Department policies, procedures, goals and objectives to deliver police services.</li> <li>• Works closely with the Chief Deputy, Asst. Chief Deputy and other Captains to accomplish the goals of the Department.</li> <li>• Responsible for management of risk in the Department.</li> <li>• Directly supervise Lieutenants in the Division.</li> <li>• Overall responsibility for the proper functioning and work output of their assigned Division.</li> <li>• Directly oversee activities and provide assistance as appropriate, responds to major incidents and emergencies.</li> <li>• Oversees and participates in the development of the annual budget; monitors expenditures.</li> <li>• Performs routine administrative functions, approves bill payment, equipment purchases, etc.</li> <li>• Conducts special projects as appropriate.</li> </ul>
Patrol	Lieutenant	4	<ul style="list-style-type: none"> <li>• Serves as the Watch Commander during the work shift; ensures there is adequate staffing to handle calls in the field and dispatch center.</li> <li>• Responsible for and supervises Sergeants during their shift, ensure field resources are being utilized properly to address problems in the City.</li> <li>• Responds to major incidents and coordinates field responses as appropriate; mitigates complaints from members of the public.</li> <li>• Keeps Captains informed of significant or newsworthy incidents.</li> <li>• Reviews written work and reports of Sergeants and Deputies.</li> <li>• Trains, counsels, mentors and audits Sergeants performance; takes corrective or disciplinary action as necessary.</li> <li>• Receives and handles complaints from members of the public.</li> <li>• Work a 10 hour shift with rotating work days.</li> </ul>

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
<b>Patrol "A" Watch (2100-0700)</b>	Sergeant	4	<ul style="list-style-type: none"> <li>• Serves as the Watch Commander during the work shift in the absence of the Lieutenant; ensures there is adequate staffing to handle calls in the field.</li> </ul>
<b>"B" Watch (0700-1700)</b>	Sergeant	4	<ul style="list-style-type: none"> <li>• Responsible for and supervises personnel during their shift, ensure field resources are being utilized properly to address problems in the County.</li> </ul>
<b>"C" Watch (1100-2100)</b>	Sergeant	4	<ul style="list-style-type: none"> <li>• Coordinates field responses, responds to calls for service, provides back-up assistance and other field assistance as necessary, supervises and conducts field investigations, mitigates complaints from members of the public.</li> </ul>
<b>"D" Watch (1700-0300)</b>	Sergeant	4	<ul style="list-style-type: none"> <li>• Keeps Lieutenant and Captain informed of significant or newsworthy incidents.</li> <li>• Reviews written work and reports of Deputies.</li> <li>• Trains, counsels, mentors and audits Deputies' performance; takes corrective or disciplinary action as necessary.</li> <li>• C Watch Lieutenant supervises the School Resource Deputies and their work at the schools; makes contact with school administrators to ensure their needs are being met.</li> <li>• Work a 10 hour shift with rotating work days.</li> </ul>

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Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
<b>Patrol</b> <b>"A" Watch</b> <b>"B" Watch</b> <b>"C" Watch</b> <b>"D" Watch</b>	Deputy Deputy Deputy Deputy	24 25 20 30	<ul style="list-style-type: none"> <li>• Respond to calls for service in the county, including crimes against persons, property crimes, domestic disputes, traffic collisions, disturbances.</li> <li>• Provide direct field enforcement of all applicable laws and ordinances.</li> <li>• Write reports; conduct preliminary investigations of crime, conducts follow-up investigations as appropriate, book prisoners, transport prisoners.</li> <li>• Engage in neighborhood patrols, directed patrol, traffic enforcement and other proactive activities to reduce crime.</li> <li>• Respond to questions, concerns and requests from the general public and provides information and problem resolution as necessary.</li> <li>• Identify and address both criminal and quality of life issues on their beat.</li> <li>• Two Deputies (one from B and D Watch) are primarily assigned to enforcement of traffic safety laws and proactive DUI enforcement (Traffic Accident Control or TAC).</li> </ul> <p><u>NOTE staffing changes during the year:</u></p> <ul style="list-style-type: none"> <li>• Two of the four SROs are re-assigned to Patrol during the summer months when school is out.</li> <li>• IMPACT – one Sergeant and six Deputies are re-assigned from Patrol to IMPACT from approx. April through October each year.</li> <li>• Navigation Unit – four Deputies are re-assigned from Patrol to the Navigation Unit from mid-May through mid-September each year.</li> </ul> <p>• This table was updated to show the staffing level reduction of two Deputy positions in the fall of 2012.</p>
<b>School Resources Officers</b>	Deputy (2 are assigned to Patrol for the 3 summer months)	4	<ul style="list-style-type: none"> <li>• Assigned to provide primary coverage the one assigned high school and three assigned middle or junior high schools. Spends most of the time at their assigned school.</li> <li>• Provides positive police presence at the schools; handles calls for service and other incidents.</li> <li>• Make presentations to school classes.</li> <li>• Regularly works with the school personnel to answer questions, provide information.</li> <li>• May be assigned to conduct follow-up on cases related to schools or possible student involvement.</li> </ul>
<b>Total</b>		<b>99</b>	

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
<b>CID</b>	Captain	1	<ul style="list-style-type: none"> <li>• Leads and manages the Criminal Investigations Division.</li> <li>• Develops and implements Department policies, procedures, goals and objectives to deliver police services.</li> <li>• Works closely with the Chief Deputy, Asst. Chief Deputy and other Captains to accomplish the goals of the Department.</li> <li>• Responsible for management of risk in the Department.</li> <li>• Directly supervise the Lieutenant and Sergeants in the Division.</li> <li>• Overall responsibility for the proper functioning and work output of their assigned Division.</li> <li>• Directly oversee activities and provide assistance as appropriate, responds to major incidents and emergencies.</li> <li>• Oversees and participates in the development of the annual budget; monitors expenditures.</li> <li>• Performs routine administrative functions, approves bill payment, equipment purchases, etc.</li> <li>• Conducts special projects as appropriate.</li> </ul>
<b>CID</b>	Lieutenant	1	<ul style="list-style-type: none"> <li>• Supervise CID Sergeants.</li> <li>• Reviews/evaluates incoming criminal cases and determines if they will be assigned to CID for investigation; sends cases to Sergeants for assignment.</li> <li>• Oversees CID case management system (an in-house Access database) to ensure follow-up investigations are conducted, including homicide, robbery, sexual assault, sexual exploitation, domestic violence, burglary, major theft and fraud.</li> <li>• Provide appropriate coordination between other Divisions.</li> </ul>



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Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
<p><b>Major Crimes Units (1 &amp; 2)</b></p>	<p>Sergeant Detective</p>	<p>2 12</p>	<ul style="list-style-type: none"> <li>• Sergeant reviews crime reports and assigns cases to investigators for follow-up.</li> <li>• Oversee and monitor all follow-up investigations, including homicide, robbery, fraud and other cases that may be assigned.</li> <li>• Coordinate case management, resource needs and coordination of effort.</li> <li>• Tracks investigations assigned to detectives, reviews their written reports; tracks their caseloads and other assignments.</li> <li>• Detectives conduct follow-up investigations for all assigned cases; provide assistance to other Detectives on their cases.</li> <li>• One Detective primarily provides forensic analysis of electronic equipment (e.g. computers, cell phones) involved in crimes under investigation by all other Detectives.</li> <li>• One Detective is assigned to the Justice Center to conduct criminal investigations related to the jail and at the Onondaga County Correctional Facility.</li> <li>• Detectives are subject to call-out on a rotating basis.</li> <li>• Work 10 hours dayshift Mon - Thurs or Tues - Fri.</li> </ul>
<p><b>Abused Persons Unit</b></p>	<p>Sergeant Detective</p>	<p>1 5</p>	<ul style="list-style-type: none"> <li>• Sergeant reviews crime reports and assigns cases to investigators for follow-up.</li> <li>• Oversee and monitor all follow-up investigations, including sexual assault, sexual exploitation, domestic violence, and other cases that may be assigned.</li> <li>• Coordinate case management, resource needs and coordination of effort.</li> <li>• Tracks investigations assigned to detectives, reviews their written reports; tracks their caseloads and other assignments.</li> <li>• Detectives conduct follow-up investigations for all assigned cases and provide assistance to other Detectives on their cases.</li> <li>• Detectives register, monitor and follow-up on the sex registrants in the County to ensure compliance with applicable laws.</li> <li>• Detectives are subject to call-out on a rotating basis.</li> <li>• Work 10 hours dayshift Mon - Thurs or Tues - Fri.</li> </ul>

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Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
<b>Burglary Unit</b>	Sergeant Detective	1 5	<ul style="list-style-type: none"> <li>• Sergeant reviews crime reports and assigns cases to investigators for follow-up.</li> <li>• Oversee and monitor all follow-up investigations, including burglary, fraud, thefts and other cases that may be assigned.</li> <li>• Coordinate case management, resource needs and coordination of effort.</li> <li>• Tracks investigations assigned to detectives, reviews their written reports; tracks their caseloads and other assignments.</li> <li>• Detectives conduct follow-up investigations for all assigned cases, provide assistance to other Detectives on their cases, monitor pawn shop activity, and scrap metal yards.</li> <li>• Detectives are subject to call-out on a rotating basis.</li> <li>• Work 10 hours dayshift Mon - Thurs or Tues - Fri.</li> </ul>
<b>Warrants Unit</b>	Sergeant Deputy	1 3	<ul style="list-style-type: none"> <li>• Assigned felony warrants issued by the Courts; develop leads to locate persons and serves warrants.</li> <li>• Travels outside of County to pick up extradited prisoners held by other law enforcement agencies.</li> <li>• Transports prisoners for arraignment hearings in various County courts.</li> </ul>
<b>Special Investigations Unit (SIU)</b>	Sergeant Detective	1 8	<ul style="list-style-type: none"> <li>• One Detective is assigned to the DEA Task Force in Syracuse.</li> <li>• Responsible for enforcement of drug laws with a focus on street level drug related crimes.</li> <li>• Conduct pro-active street and undercover investigations to apprehend drug law violators.</li> <li>• Conduct pro-active investigations for prostitution and gambling in the County.</li> <li>• Investigate organized crime as needed; coordinate with the NY State Organized Crime Task Force.</li> <li>• Work 10 hour shifts Mon – Thurs (varies as needed for case investigations).</li> </ul>
<b>Gang Violence Task Force</b>	Detective	1	<ul style="list-style-type: none"> <li>• Assigned to work on a task force that includes city and state law enforcement personnel; work out of the Public Safety Building.</li> <li>• Responsible for investigation and reduction of gang related violent crimes in the County.</li> </ul>
<b>Crime Analysis Center (OCAC)</b>	Detective	1	<ul style="list-style-type: none"> <li>• Provides information and statistics on crime trends in the County to patrol deputies and CID.</li> <li>• Publishes a daily crime bulletin (5-10 pages) and distributes it to the OCSO and other agencies in the County.</li> </ul>

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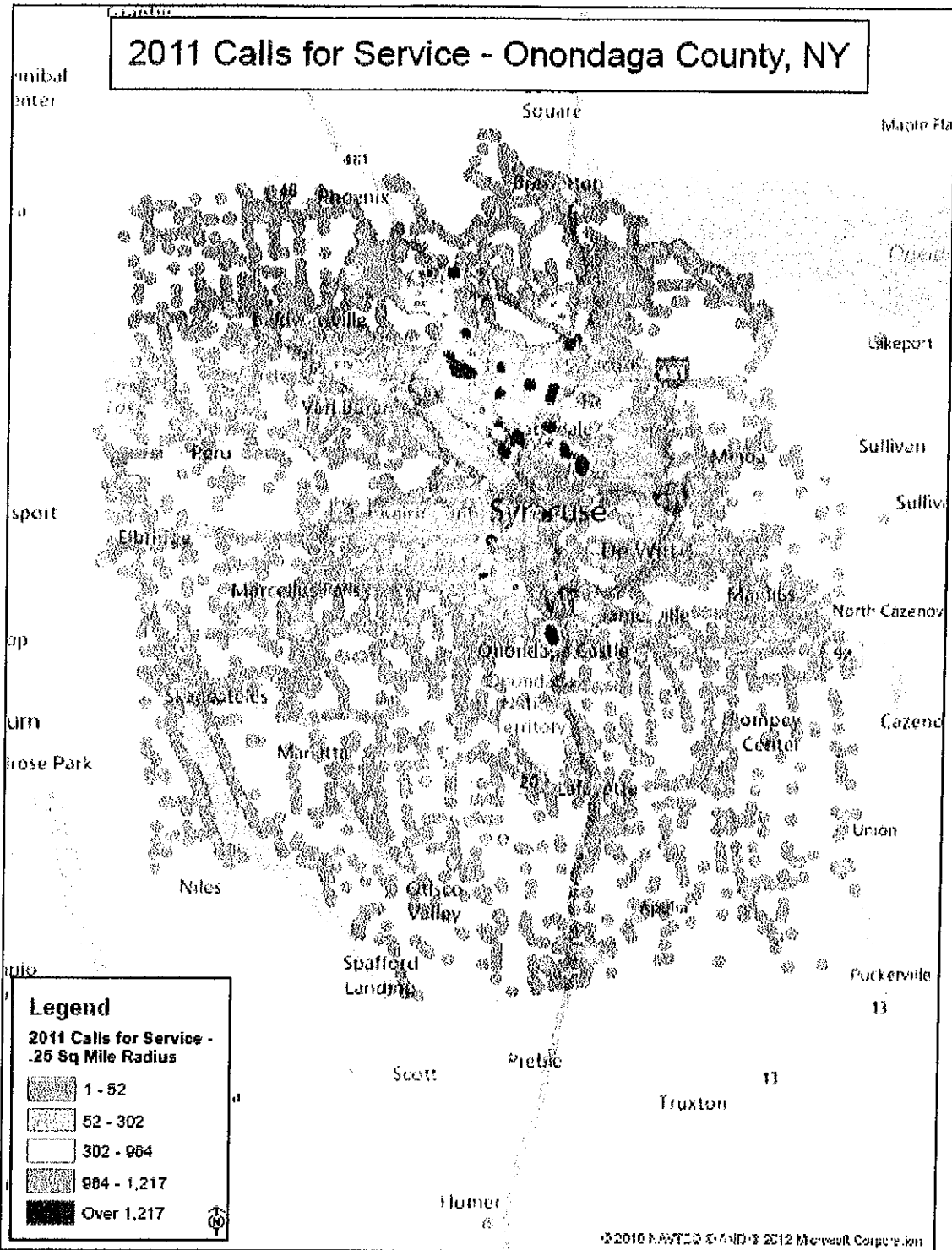
Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
<b>Technical Services</b>	Detective	2	<ul style="list-style-type: none"> <li>• Responsible for installing undercover equipment as needed for criminal investigations.</li> <li>• Installs &amp; maintains mobile radios in vehicles; provides training when needed; maintains the jail radio system.</li> <li>• Maintains portable radios and reprogramming as needed.</li> <li>• Maintains video surveillance system for OCSO at their five facilities (HQ, North &amp; South District Buildings, Heliport, and Property Room).</li> </ul>
<b>Evidence Technician Unit</b>	Sergeant Deputy	1 9	<ul style="list-style-type: none"> <li>• Responsible for collection of physical evidence at crime scenes and major injury traffic collisions.</li> <li>• Conduct follow-up investigations for all assigned cases, primarily related to evidence collection and processing.</li> <li>• Other activities include fire cause investigations, reconstruction of traffic accidents, blood spatter analysis, and tool mark examinations.</li> <li>• Work three shifts to provide 24/7 coverage: 0700-1700 (5 Deputies); 1700-0300 (3 Deputies) and 2100-0700 (1 Deputy).</li> </ul>
<b>Property Unit</b>	Deputy	1	<ul style="list-style-type: none"> <li>• Deputy, who reports to the CID Lieutenant, is assisted by two full time civilians (Clerk II and Steno II).</li> <li>• Responsible for receiving, logging, classifying, storing, and maintaining the custody and control of evidence so that it can be presented in court; returned to its rightful owner; auctioned, or properly destroyed.</li> <li>• Computer data entry, filing of hard copy evidence forms and processing the evidence for storage or transfer to the Crime Lab.</li> <li>• Entry to the property room is secure and with limited access.</li> <li>• Orders and replenishes supplies for property and evidence packaging.</li> <li>• Works 0800-1700 Monday-Friday.</li> </ul>
<b>Vacant Positions</b>	Deputy	7	<ul style="list-style-type: none"> <li>• One Deputy is on military deployment and the other positions are vacant.</li> </ul>
<b>Total Positions*</b>		<b>199</b>	

After this table was initially completed in September 2012, the staffing level for OCSO PD was reduced by two Deputy positions; the above table was updated to show two fewer Patrol Deputies.

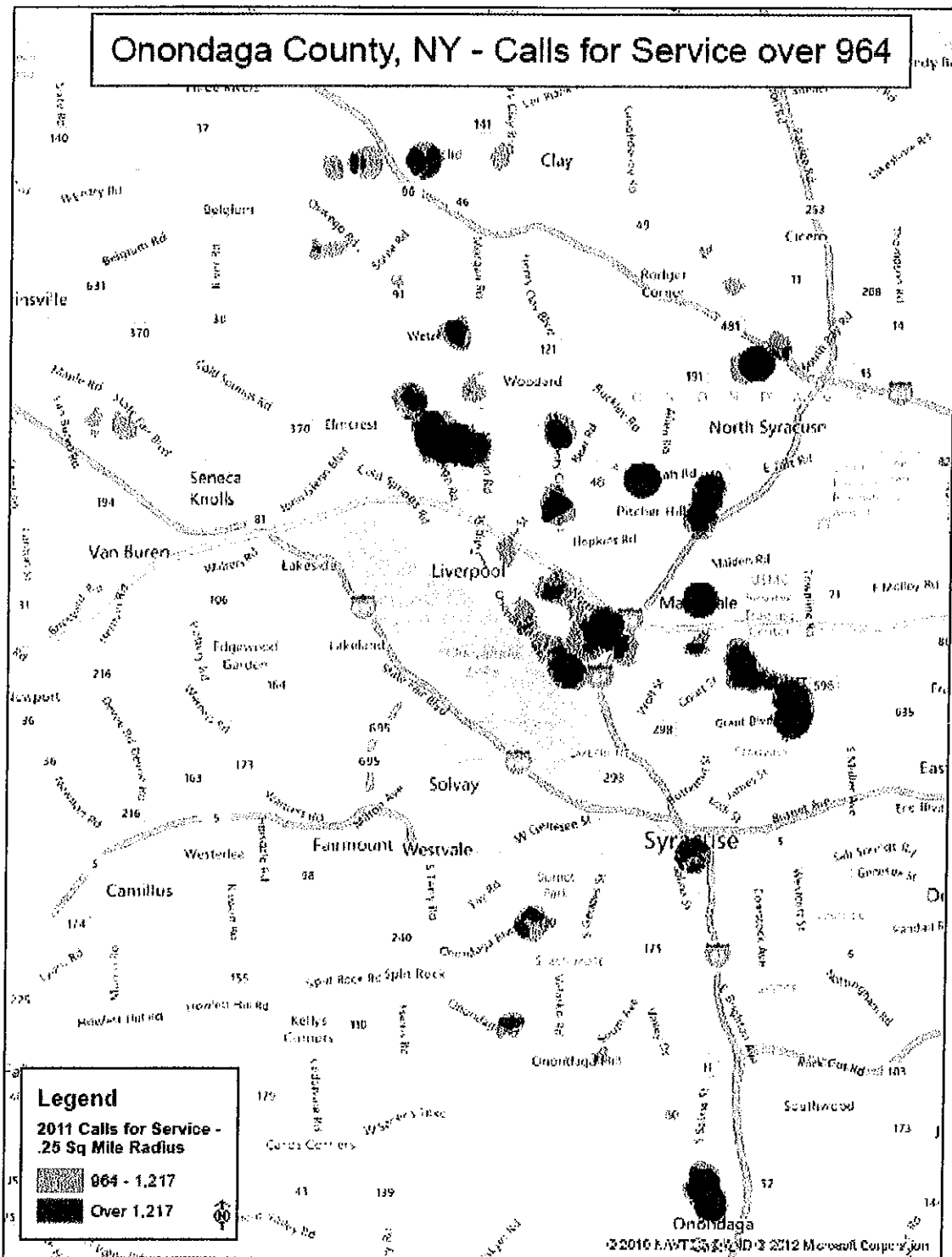
## **APPENDIX B – GIS MAPS OF CALLS FOR SERVICE AND DEPUTY INITIATED ACTIVITY ON EACH POST**

This Appendix provides maps of the volume of community generated calls for service responded to by OCSO PD in 2011 and followed by maps of the Deputy initiated activity in 2011.

There are two overall map of the County showing the location of all of the calls for service in the County; the second map shows only the call for service areas in excess of 964 CFS during the year. There are additional maps available for each of the 19 Posts showing the locations of the call for services. The same maps are provided for Deputy initiated activity in 2011.



The following table shows the results of the various projects undertaken during the year. The data is presented in a tabular format, with columns representing different categories and rows representing specific projects or activities. The table is organized into several sections, each corresponding to a different area of focus. The first section deals with the overall performance of the organization, while the subsequent sections provide a detailed breakdown of the various initiatives and their outcomes. The data is presented in a clear and concise manner, allowing for easy comparison and analysis of the results. The table is organized into several sections, each corresponding to a different area of focus. The first section deals with the overall performance of the organization, while the subsequent sections provide a detailed breakdown of the various initiatives and their outcomes. The data is presented in a clear and concise manner, allowing for easy comparison and analysis of the results.



The following maps provide location and volume data on Deputy Initiated activity.





