



STATE COLLEGE POLICE DEPARTMENT

2012 STAFFING STUDY

THE BOROUGH OF STATE COLLEGE, PENNSYLVANIA



Mission

State College Borough's mission is to enhance the quality of life by fostering a safe, vibrant, diverse and sustainable community.

Values

Our core values provide the foundation for the organization. They are the basis for all our decisions and actions. These are our guiding principles that affect the manner in which programs are defined, resources are allocated, and actions are taken on a day-to-day basis.

*Integrity
Transparency
Honesty
Responsibility
Innovation
Customer Service
Accountability
Diversity*

Strategic Priorities

Maintain safe, stable, attractive neighborhoods

- Continue efforts to support and enhance neighborhood programming, including working with existing neighborhood groups and organizations
- Expand housing initiatives that encourage and foster home ownership

Improve operational support systems to enhance productivity

- Develop strategies to ensure sustainability of operations
- Increase diversity of staff communication with key stakeholders

Partner with local, regional and state entities to expand cooperative opportunities

- Develop and implement mutually beneficial initiatives with Penn State University
- Explore revenue enhancing and cost saving opportunities with other municipalities

Expand housing opportunities

- Develop initiatives and provide incentives for development of housing in downtown areas
- Analyze demand for student housing, identify areas of growth and select specific areas for continued development

Continue to improve public spaces and community infrastructure

- Implement key recommendations from the Neighborhood Sustainability Report
- Maintain and enhance public transportation, parking and make selected Public Works and downtown streetscape improvements

Foster commercial revitalization

- Develop revitalization initiatives in the downtown area and within the shopping centers on Hamilton Avenue, Westerly Parkway and South Atherton Street

Executive Summary

This report examines the staffing needs of the State College Police Department using various accepted “best practices.” Though there are accepted police staffing models, each have advantages and disadvantages. No one model or measurement is used to determine the appropriate staffing level; instead Borough Council is being presented with multiple staffing decision strategies and criteria to measure and compare.

The State College Police Department authorized sworn compliment of police officers has not increased since 2006 despite the agency taking on a greater number of tasks and responsibilities designed to address community concerns. Additionally, since 2006, the number of police service hours requested by College and Harris Townships has increased by 780 hours per year.

This report contains a plethora of relevant information to aid in making effective and prudent staffing decisions. Models can be used, data reviewed, comparisons done but in the end, staffing decisions are less scientific and much more about our communities needs, desires and expectations as well as taxpayers willingness (or unwillingness) to fund services to meet expectations. A police department staff must be professional, dedicated, respected, trusted and the entity which the public calls in a time of need. A significant strategy for developing and maintaining such staff is to be engaged in the community, with the desire to help people and do more than simply answer crime calls. We have successfully practiced a “community-oriented” approach to policing for years and are service-oriented. However, this does come with a financial cost. In nearly all local governments across the country, police or public safety service costs are the highest. State College is no exception; however what may be different than many is the general indication that we have a community that is willing to fund our community-oriented service approach.

Included in this study is information related to on our demographics, policing and service philosophy, partnerships with the community, response time to calls, staffing levels, calls for police service, arrests, traffic enforcement, supervision needs, community survey results, per capita police service costs and more. Our police staffing and cost for police services are low

while our traditional and community-oriented police activity is high. Consistently we are getting very positive reviews by the public either through community surveys or unsolicited feedback sent to us by those having contact with our staff. Our agency achieved state-wide accreditation in 2008 and continues to meet the 132 professionally accepted law enforcement standards. With accreditation and through a stringent hiring process, rigorous initial and ongoing training regiment, and effective supervisory staff and practices, the police department is able to “do the right thing, the right way” in most instances and when we do not, address the matter to ensure it gets done correctly and meets our standards in the future.

As you review this report, you are encouraged to consider all of the information in concert and not any one factor alone. Undoubtedly there will be some criteria you find to be insignificant or less important and other data or information to be more relevant or indicative of our future staffing needs. If we are to continue to maintain a community with a low violent and index crime rate, improve our neighborhood conditions, address community issues lacking attention like traffic enforcement of motor vehicles, bicycles, and pedestrians, and proactively combat the harms like serious drug distribution, domestic violence, drunk and drugged driving, and gang activity we must have the staffing necessary. There are communities not far from State College that are plagued with the serious community ills much because of frequent drug dealing and addiction as well as gang activity.

Methodology

For this police staffing study there were several methods to obtain information that could provide relevant data to analyze and draw conclusions about the staffing needs of the State College Police Department. First, the police department has a robust Records Management System (RMS) that contains many years of police-related data. This system was used to obtain much of the data for our police department. This same RMS is used by the other three (3) Centre Region Police Departments: Penn State University Police, Ferguson Township Police, and Patton Township Police. The RMS was used to obtain most comparison data for these other 3 Centre Region Police Departments.

Second, most police agencies submit crime data to the Pennsylvania State Police Uniform Crime Report System on a monthly basis which is available on their web site at <http://ucr.psp.state.pa.us/UCR/Reporting/Monthly/Summary/MonthlySumArrestUI.asp>. Among other data, UCR reporting includes the number of criminal offenses reported and criminal arrests. For Pennsylvania police department's data on crimes reported and arrests made was obtained from the UCR.

Third, the Borough of State College including the police department has participated in the International City Managers Association (ICMA) Center for Performance Measurement (CPM) for the past 5 years. The police department submits data to the CPM in March each year for the previous year that includes numerous measurements some of which include population, staff size, crimes reported, arrests, response time to emergency calls, cost of police service, and many other measurements. The CPM collects the data from all contributing agencies and prepares a report comparing agencies to other like agencies. Comparisons can be done by geographical region, population ranges, and even to other university communities. For this study, I used data from all contributing police agencies that had either a population range of 25,000 to 75,000 and/or were considered a host university community police department.

Finally, a survey was sent to 21 host university police departments across the country with some similar characteristics to our police department that are not participants in ICMA's Center for Performance Measurement. The survey was also sent to three (3) host university police departments in Pennsylvania: Bloomsburg, Indiana, and West Chester **Appendix "A"** provides a list of all police agencies this survey was distributed to and those that responded. Data from respondents to this survey was also used in this staffing study.

Introduction

Police staffing decisions vary. Political considerations, economic conditions, demographics, leadership goals, service philosophy, crime trends, calls for service (CFS), community expectations and others, to one degree or another, all factor into staffing plans. Common methodologies have included the analysis of historical staffing patterns, ratio of officers to population, workload demands, crime rates, community surveys, population growth and demographics. Although police staff-to-population ratios remain the most popular and cited analysis, no national standard exists.

In the book “Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards” author David N. Ammons explains that the use of officer-to-population ratios for staffing decisions would imply that resident head counts serve as a good indicator of demand for law enforcement services; which is not the case. Although a relationship between population size and the need for police officers clearly exists, in reality population provides only a general indicator to the likely demand for police services. More precise indicators are available through direct measures of demand. Accordingly, ratios of calls for service per officer and arrests per officer provide valuable demand and workload information that may be more revealing than staffing ratios based on population.

Another consideration in determining police staffing levels discussed in Municipal Benchmarks is the amount of time patrol officers should spend on patrol activities rather than on assigned responses and various administrative duties. Studies suggest that in the high-service-level departments officers are able to devote at least 45% of their time patrolling the community uncommitted while officers in medium-service departments have between 30% and 45% for uncommitted patrol.

Determining effective police staffing levels must be based on sound police management practices and community expectations. The examination of “best practices” for police staffing models provides some guidance on the current thinking and productive approaches.

Police Staffing Models - Accepted Practices

Human Resource Allocation Model (HRAM)

John Walker, owner/consultant with John Walker Crime Trends Analysis and former criminologist with the Australian Institute of Criminology, advocates the use of a Human Resource Allocation Model (HRAM) as an effective method for determining appropriate staffing levels for police. According to Walker, the HRAM will:

- Identify the drivers of demand for policing
- Identify the optimal levels and distribution of police staffing
- Monitor police performance against targets.

Walker decries police staffing models that suggest police staffing should be directly proportional to crime levels. Such ratio-based methods fail to recognize that different crimes consume different amounts of police resources. Also, police often perform many other functions not directly related to crime.

The Walker HRAM involves a two-stage model:

1. Identify the key community characteristics (driver variables) that determine the expected levels of crime and other tasks.
2. Identify the necessary staffing levels required to respond to given levels of expected crime and other tasks.

Research has effectively determined the primary determinants of crime levels and other tasks to be geographic, socio-economic and demographic characteristics. Walker suggests an examination of a wider range of possible “driver variables” is necessary; such as the following list:

- Total population
- Numbers of people in high-crime sub-groups
- Retail turnover
- Family violence reports
- Numbers of liquor licenses
- Number of dangerous road intersections
- Number of major events – sports, public processions, etc.

Workload Model

Workload-based models are built around historical records of reactive workload, e.g. numbers of reported crimes, crashes, service requests, etc. They have a high degree of intuitive appeal to police staff as they reflect ‘what we do’, but they are vulnerable to weaknesses in recording systems and could be subject to abuse. There are also perverse incentives associated with them: the higher your workload, the more resources you get, so there is no incentive to engage in reduction activities and no reward for successes in that area.

Needs Model

Needs-based models avoid the weaknesses inherent in workload models by using independently produced socio-demographic data that is highly correlated with police workload, e.g. deprivation, unemployment, demographic mix, etc. They are predictors of what we would expect, rather than measures of what actually happens. This is the way most central government funding is allocated. While it does avoid the problems associated with workload models, it has less intuitive appeal for practitioners, i.e. it is often seen as imprecise and vague.

IACP Model

The International Association of Chiefs of Police (IACP) has long been recognized for its preeminence in the field of patrol staffing, deployment, scheduling and productivity. Objectives of the IACP patrol allocation, deployment, scheduling, and productivity studies include any or all of the following:

- Determine the number of field patrol officers and supervisors currently required to enable a department to:
 - Respond to calls
 - Conduct prevention and proactive patrol tasks
 - Conduct other patrol tasks effectively
 - Allow officers to meet administrative requirements
 - Promote the safety of the public and police officers
 - Provide services desired by the community
- Assess gross patrol staffing requirements for the immediate future
- Design a plan for deploying the required number of patrol officers and supervisors most cost-effectively

- Develop schedules for assigning required manpower
- Examine the frequency and appropriateness of use of patrol overtime
- Assess the dimensions and appropriateness of officer availability
- Train department staff to conduct staffing requirements and deployment analyses

The IACP recognizes that ready-made, universally applicable patrol staffing standards do not exist. As has been stated, the ratio of police officers to population often has been used as a measure of staffing levels but is not the best indicator for staffing decision.

Police patrol functions make up the largest allocation of police staffing. Most empirical findings on police allocation models are devoted to patrol assignments. Defining patrol staffing allocation and deployment requirements is a complex endeavor requiring consideration of an extensive series of factors and a sizable body of reliable, current data. The IACP, in defining patrol staffing requirements, identifies the following factors for consideration. The specific mix will be unique to each locale and agency.

- ◆ Policing philosophy
- ◆ Policing priorities
- ◆ Police policies and practices
- ◆ Number of calls for service
- ◆ Population size and density
- ◆ Composition of population, particularly age structure
- ◆ Stability and transiency of population
- ◆ Cultural conditions
- ◆ Climate, especially seasonality
- ◆ Policies of prosecutorial, judicial, and probation agencies
- ◆ Citizen demands for crime control and non-crime control services
- ◆ Crime reporting practices of citizenry
- ◆ Municipal resources
- ◆ Trends in the foregoing areas

As has been stated above, there are several approaches to determine appropriate staffing levels for a police department. Each approach has strengths and weaknesses. The HRAM and ratio to population has proponents as well as opponents for its usefulness. The Workload Model can be helpful but can also be limiting and abused. The Needs Model can be relevant but is also viewed as vague and imprecise. The International Association of Chiefs of Police (IACP) has the method they recommend as well.

This police staffing study will employ in part all of these models analyzing a variety of criteria or measurements. Any one measurement presented should not be considered alone but only as a part of the whole in making police staffing decisions. Because there are strengths and weaknesses to the various approaches, it is important and necessary to present a variety of measurements for your consideration. Specifically, this study will consider the following:

- Population, Demographic, and Tourism Considerations;
- On-campus Housing – Residence Halls;
- Policing Style/Philosophy;
- Service Philosophy;
- Response Time Standards;
- Ratio of Officers to Population;
- Workload;
- Supervision Philosophy and Needs;
- Accreditation Standards;
- Community Surveys and Feedback;
- Per Capita Police Service Costs;
- State College Police Staffing Needs; and
- Recommendation.

Population, Demographic, and Tourism Considerations

Three important variables that must be considered in determining the appropriate police officer staffing level are the total population, age demographics, and the tourist nature of State College. All of these factors impact police staffing needs. Based on the 2010 U. S. Census, the State College Police Department has a police service population of 56,428, which is up by 9.4% over the 2000 U. S. Census. Our police service area populations, which are based on the 2010 United States Census, are as follows:

- State College Borough = 42,034
- College Township = 9,521
- Harris Township = 4,873

Another critical factor that can impact the police staffing levels is the age make-up of the community being served. State College is host to a very large university and consequently there is an extraordinary percent of young persons living in our community. In the table below, the various age cohorts provided in the U. S Census are listed for the Borough of State College, our total service area, and the Commonwealth of Pennsylvania. As is shown, the Borough has 29,671 persons between the ages of 18 and 24. This represents 71% of the Borough's total population. Our overall service area has 56% persons between 18 and 24 years of age. In comparison, persons between the ages of 18 and 24 residing in the Commonwealth of Pennsylvania accounts for only 10% of the State's population.

Table 1. Population Percentage by Age Range

	Borough	Service Area	Pennsylvania
0 to 17 years of	5.1%	10.2%	21.9%
18 to 24 years of	70.6%	56.0%	9.9%
25 to 44 years of	13.1%	16.0%	24.6%
45 to 64 years of	6.5%	10.8%	28.1%
65 years of age	4.7%	7.0%	15.4%

Sources: http://mcdc.missouri.edu/websas/estimates_by_age.shtml
<http://www.statecollegepa.us/index.aspx?nid=1321>

According to the 2011 Crime in Pennsylvania Annual Uniform Crime Report produced by the Pennsylvania State Police, 31% of all persons charged with a criminal offense in Pennsylvania in 2011 were between the ages of 18 and 24 which is significantly higher than the 9.9% of Pennsylvanians who are between 18 to 24 years of age. This disproportionately higher rate of criminal offenses in the 18 to 24 years of age cohort is consistent year after year and with arrest data across the country. Obviously with 71% of the Borough's population being in that age range, this has a significant impact on police staffing needs.

Another consideration impacting police staffing decisions is the number of visitors or tourists to our community each year. According to Betsey Howell from the Central PA Convention and Visitors Bureau (CPCVB), there are more than 1.5 million visitors each year to Centre County for the major events hosted primarily by Penn State or the Borough of State

College. This is a conservative number and only includes visitor estimations for events such as home football weekends, commencements, Central PA Festival of the Arts, First Night, etc. **Appendix B** provides a list of the various special events each year that require much of or often all of our sworn police staff to be available. The visitor estimation from the CPCVB does not include the college age visitors that travel to State College to visit friends who attend Penn State University. For activities like State Patty's Day and other events, many of those 18 to 24 year olds traveling to State College/PSU engage in criminal activity causing police response. There is no accurate method to determine the number of these visitors to our community.

On Campus Housing – Residence Halls

An ongoing debate regarding the police staffing level for the State College Police Department is the appropriate manner in which to account for the portion of the Borough of State College population that resides in residence halls on campus. There is not a clear answer to this question. During this academic year, there are 13,146 students in residence halls, 636 students in Nittany Apartments, and 417 students in Whitecourse Apartments. This is a total of 14,199 students, or 25% of our police department's service area population, residing in campus housing.

Penn State University Police is the agency with primary jurisdiction for these students residing on campus. However, history and other indicators show that a large percentage of students living on campus spend much of their social or other "down" time in the Borough going to local businesses, bars, fraternities, apartment buildings, and other places. While spending non-school and non-sleeping hours in our police jurisdiction, there are occasions they have the need for or cause various police services. It is not unusual for persons living on campus to file a report to our PD, request an interview for a class, commit a criminal or ordinance violation, be involved in a crash, or have other police service needs.

There is no acceptable standard for accounting for (or not accounting for) persons within our U. S. Census population that live in an area that has another police department with primary jurisdiction. Based on my 31 years of experience in State College, I recommend that we account for all of the persons residing on campus each year for the following reasons. First, we know many of the 14,199 students living on campus spend much of their social or leisure time in the Borough and use our police services. Second, despite having seven times more 18 to 24 year

olds than the Commonwealth's average, we have not made any staffing adjustments for this actuality. Finally, State College is a "destination community" with more than 1.5 million visitors each year to attend special events such as home PSU football weekends, graduations, Arts Festival, and other activities. There are also many young persons that travel to State College, especially on weekends to visit friends attending Penn State that live in apartment buildings, fraternities, rental homes in the neighborhoods, and in residence halls. Again, we have never made any staffing increases to address State College being a tourist or "destination community." For these reasons, it is my opinion it is reasonable and quite appropriate to account for the entire population base that resides on campus.

Policing Style/Community Oriented Policing Philosophy

Police agencies consciously choose a policing style, recognizing that modifications have direct effect on staffing requirements. For example, the role of the patrol officer differs considerably in agencies committed to community-oriented forms of policing. Community and problem solving policing can be labor-intensive for patrol officers.

Agencies can choose to increase or reduce uncommitted, prevention-focused or community policing time and adjust the time committed to response to calls for service to accommodate budget constraints, political conditions or strategic initiatives. A strategy for reducing patrol staffing requirements in this manner may also risk public safety. Alternatively, agencies can choose to be more proactive, allocating, for example, 40% to 50% of an officer's time to crime prevention, problem solving, community relations, and other proactive activities. This strategy, of course, increases staffing requirements. The IACP recommends the more proactive approach to policing.

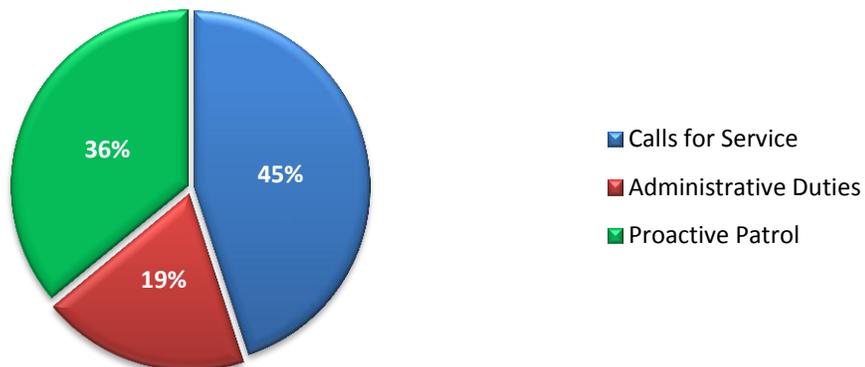
IACP has suggested that there should actually be an average of 30 minutes per hour of free unobligated time for patrol. Significant benefits may be gained from officers having 30 minutes of unobligated time to allow more time for proactive community policing, crime prevention, and reduce the likelihood of traffic crashes as officers rush from call to call. Patrol officer staffing requirements to support a standard of 30 minutes of "proactive" patrol, however, are costly and few government organizations achieve this standard.

Police departments that use a problem-oriented or community policing program based on effective use of proactive time typically have an average range of 40% - 45% uncommitted time, but can reach up to 50%. Some have suggested that proactive time below 35% does not provide sufficient unobligated blocks of time to be effective. The Matrix Consulting Group (MCG), as part of a Staffing Allocation Study for Corvallis, Oregon Police Department in 2008, indicated 40% to be a minimum average proactive time target for agencies committed to a community policing philosophy. Variations of this basic formula occur, especially in jurisdictions like ours, committed to problem-solving and/or neighborhood-oriented approaches. In these jurisdictions, the time allocated for proactive activity is substantially greater.

Our department's goal is to have a minimum of 40% for proactive/community policing time. It is important for officers to have sufficient time available to solve problems, prevent crime, and reduce future calls for service. Patrol officers submit daily logs documenting in 20 minute increments how they spend their time each patrol shift. By analyzing this data it can be determined, in aggregate, the relative amounts of time spent on various functions.

Chart 1 below shows the average over a five (5) year period (2007 thru 2011) the percentage of time spent by officers in the following three (3) categories: **Calls for service, Administrative duties, and Proactive patrol response.** Based on the 5 years of data, officers spend 27 minutes of every hour responding to, investigating, and documenting Calls for Service and have slightly less time for Proactive Patrol activities than desired. The time spent on Administrative Duties is slightly less than normally spent for these duties by police agencies. **Appendix C** provides a detailed breakdown of these three (3) categories.

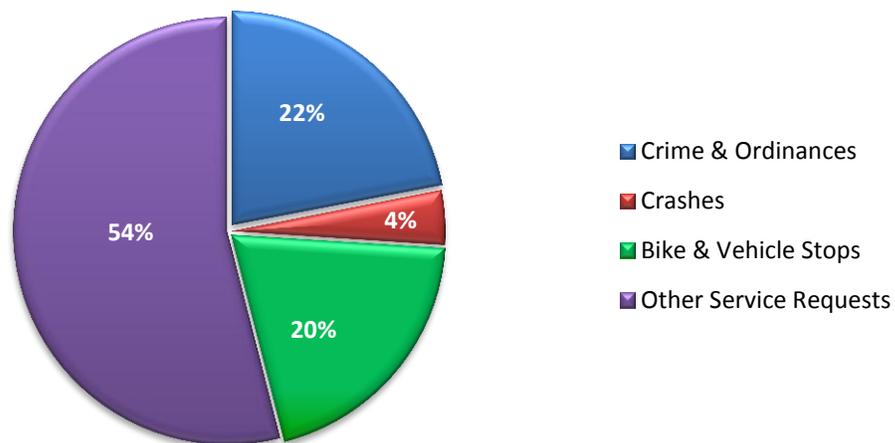
Chart 1. Distribution of How Officers' Time Is Spent



Service Philosophy

Police agencies decide whether to dispatch a police officer to every call for service request made or alternatively choose to be selective in dispatch choices. For more than 30 years and likely longer, our police department has remained very service oriented and responds to every call for service request. This level of service is something our agency is proud of and certainly a service our community enjoys and has come to expect. **Chart 2** below shows the breakdown of all Calls for Service for the State College Police Department into the following categories: Crimes, Ordinances, & Supplements = 7,181, Crashes = 1,320, Bicycle and Vehicle Stops = 6,636, and Other Service Requests = 18,200. Only 22% of all police activity is related to crimes or criminal ordinances.

Chart 2. All Police Activity by Category – SCPD



In addition to responding to all calls received, our police department practices a strong community policing philosophy. We interact with diverse segments of our community and are actively involved in partnerships and programming with many community agencies and groups. It is through our interaction with these groups that we learn the important police-related issues facing the community and identify ways these groups and others can assist our agency in positively impacting community issues. Through this strong connection with community entities and social service agencies, we learn the multitude of services available that we then connect the public to when they call the police department for help. **Appendix “D”** shows many of the

entities the State College Police Department partners with as part of our community policing/problem solving approach.

We also participate in many programs and committees throughout the community. **Appendix “E”** provides a list of the wide variety of tasks our police officers are engaged in broken down into the following categories:

- General Patrol/Detective tasks;
- Proactive Enforcement efforts;
- Specialized police services
- Training instructors;
- Community relations/crime prevention Programs & Committees;
- Maintenance required; and
- Miscellaneous tasks.

Response Time Standards

Response time to the highest-priority calls must be as rapid as safely possible. Highest-priority calls include those which pose a danger to the lives of citizens and/or police officers and those which present opportunity to capture and arrest an alleged offender. Absolute response time standards have not been formally established. Like other factors, response time standards significantly impact staffing requirements. The impact of response time goals is evident. The higher the goal, i.e. the quicker the desired response, the greater the staffing required.

Response times are not exclusively staffing driven. Travel distance will also impact the ability to respond quickly. Balancing patrol zones to minimize travel distances, hence response times, allows for maximizing rapid response while controlling staffing. Call prioritization, too, is crucial in achieving response time goals. The proper priority classification and assignment of calls can eliminate unnecessary high speed responses.

Calls for service are categorized and dispatched according to their priority. Priority is generally associated with the seriousness of the call. It is generally held that a rapid response and the desire to arrive in a timely fashion will reduce or eliminate the risk of injury or death to victims of crime, reduce the public safety risk, and increase the likelihood of apprehending a criminal before they depart the scene. Police response time is traditionally measured as the time

between the police first receiving a call and the time of the first officer arriving on the scene. This represents the factors that are within police control and that effective management may impact. From the Kansas City Patrol Study in 1977, however, it was observed that the factor which most hampered the effectiveness of the police was not police response time, but citizen delay in calling the police.

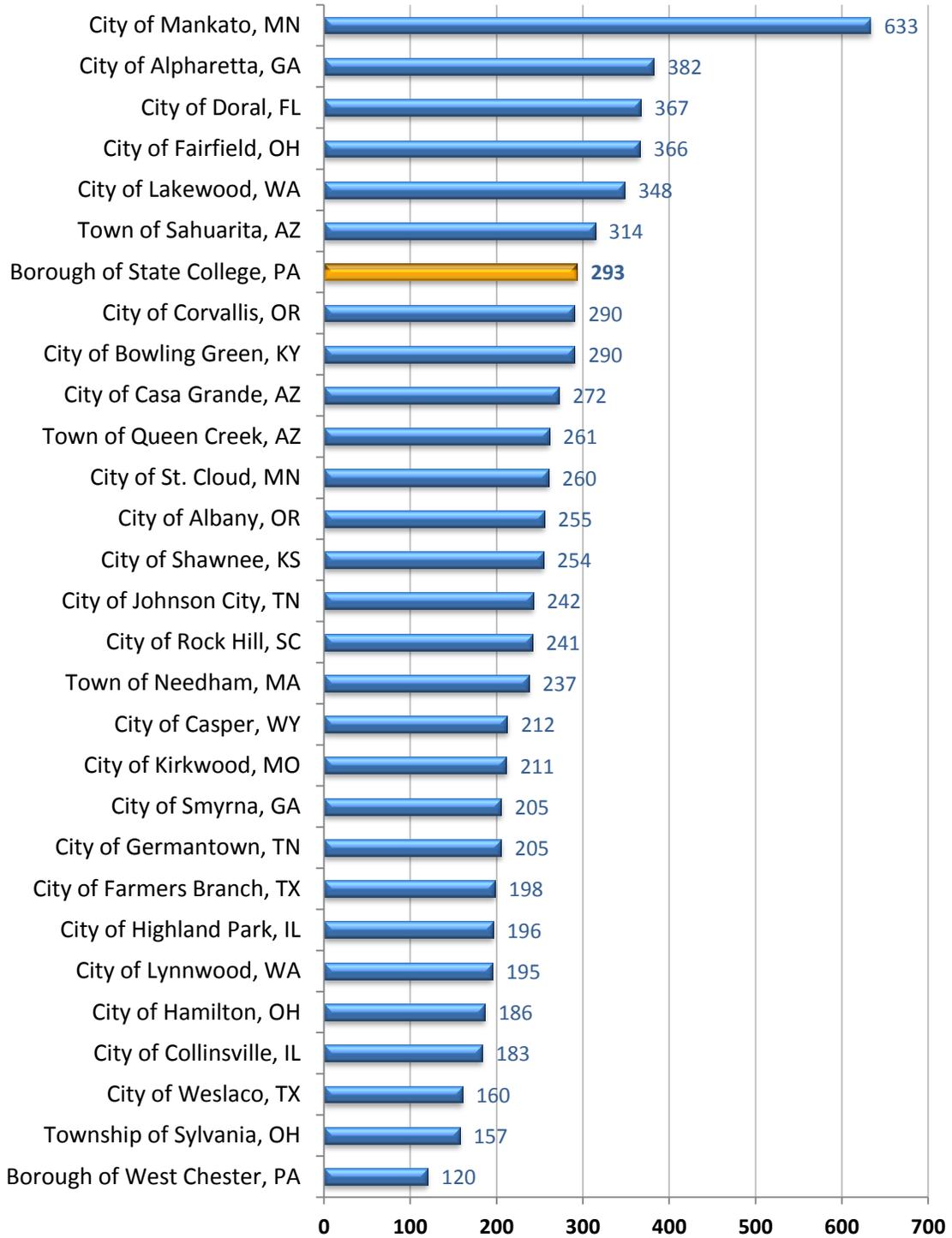
Acceptable response more importantly is driven by public expectations and the victim's or witness's opinion of the adequacy of the police response. It is difficult, therefore, to establish national standards for response times. Despite the absence of clear standards for police response times, it is generally accepted among police authorities high priority call responses should be within **five minutes or less**.

The most authoritative data available on police response times is from the United States Bureau of Justice Statistics Criminal Victimization in the United States Report. Their 2007 publication is the most recent available. Nationally, police agencies responded to incidents of violence in five minutes or less 28.3% of the time. Response times were within ten minutes 58.6% of the time. National data for the last three years suggests a general declining trend in response time performance.

As is depicted in **Chart 3** below, our police department's response time to top priority calls for 2011 was 293 seconds or 4 minutes and 53 seconds, just within the 5 minute goal. When you compare the State College Police Department to all other police agencies with a population of 25,000 to 75,000 AND who contribute response time data to ICMA's Center for Performance Measurement, we are below the norm (i.e.: slower response time) for these 29 contributing agencies.

NOTE: Our police department provides full police services to the Borough of State College, College Township, and Harris Township. The combined square mile coverage area for these three (3) municipalities is 55 square miles which is a large geographical service area and in part accounts for our agency being below the norm (but within the 5 minute goal) of the comparison agencies. Though it was not calculated, the response time to top priority calls in the Borough will generally be faster given the limited square mile coverage area, the location of our police station, and that multiple officers are assigned in the Borough.

Chart 3. Response Times in Seconds to Top Priority Calls



Ratio of Officers to Population Staffing Comparison

Bureau of Justice Statistics

The Bureau of Justice Statistics (BJS), an arm of the United States Department of Justice, publishes the *Local Police Departments* report every three to four years. The most recent report was released in 2010 and contains data for 2007 on state and local police staffing throughout the United States. According to the BJS there are 12,575 local police departments in the United States, not including state, county or special jurisdictions. Of the 12,575 local police departments, there are 841 departments with a sworn authorized compliment of 50 to 99 officers.

Municipal and township police departments employed an average of 2.3 fulltime officers per 1,000 residents in 2007. Departments serving 25,000 to 99,999 residents, the category our police department falls in, had the lowest average ratio of 1.8 per 1,000 residents. If our police department had 1.8 officers per 1,000 population served, we would have 102 police officers.

Table 2. Population Served

	Average number of full-time sworn officers per 1,000 residents
ALL DEPARTMENT SIZES	2.3
250,000 OR MORE	2.2
100,000 TO 249,999	1.9
50,000 TO 99,999	1.8 (102 officers)
25,000 TO 49,999	1.8
10,000 TO 24,999	2.0
2,500 TO 9,999	2.3
1,000 TO 2,499	2.7
STATE COLLEGE POLICE	1.2

As depicted in **Table 3**, the FBI's *2010 Crime in the United States* report indicated local police departments in both the Northeast region and South region of the United States employ the highest number of sworn officers per 1,000 residents. The State College Police Department is part of the Northeast region and is significantly below average in comparison to other municipalities not only in the Northeast but the other three (3) regions in the United States. The State College Police Department has an authorized sworn compliment of 1.19 per 1,000 residents; however, our police department's actual employment level each year has been less because of retirements or other departures and the significant time required between an officer leaving and the hiring and training of a new police officer. If our police department had 2.6 officers per 1,000 like the average for all Northeast United States police departments, we would have 147 police officers.

Table 3. Regions Served

	Average number of full-time sworn officers per 1,000 residents
NATION	2.3
NORTHEAST	2.6 (147 officers)
SOUTH	2.6
MIDWEST	2.2
WEST	1.7
STATE COLLEGE POLICE	1.2

Comparisons to Other Police Departments

The Pennsylvania State Police collect data on the number of sworn police officers by regions within the Commonwealth. Pennsylvania is broken down into six (6) regions. The regions, which are referred to as Common Human Service Regions (CHSR) are Southeast, Northeast, Southcentral, Central, Southwest, and Northwest CHSR. In addition to the sworn officers per 1,000 population comparison done above, we also compared State College to the Central Pennsylvania CHSR since Centre County is part of the Central CHSR.

As is depicted in **Chart 4** below, State College has considerably less than the 1.82 sworn police officers per 1,000 population in the Central CHSR and 47% less than the state-wide average of 2.22 sworn police officers per 1,000 residents. State College is also lower than any CHSR in Pennsylvania. If our police department had 1.82 officers per 1,000 like the average for all police departments in Pennsylvania’s Central CHSR, we would have 103 police officers.

Chart 4. Sworn Officers per 1,000 Population by Common Human Service Regions (CHSR)

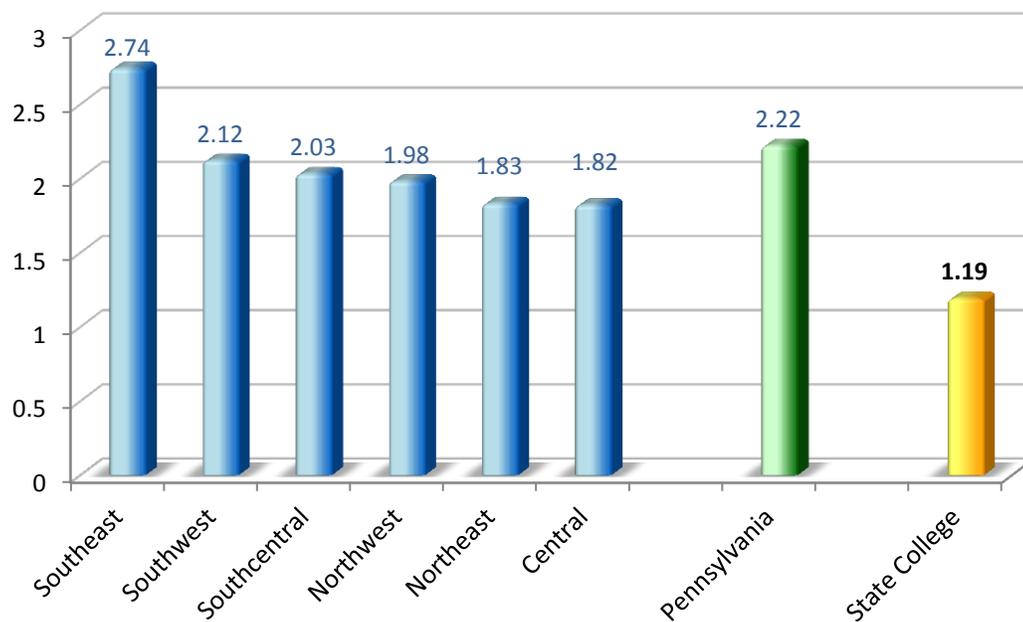
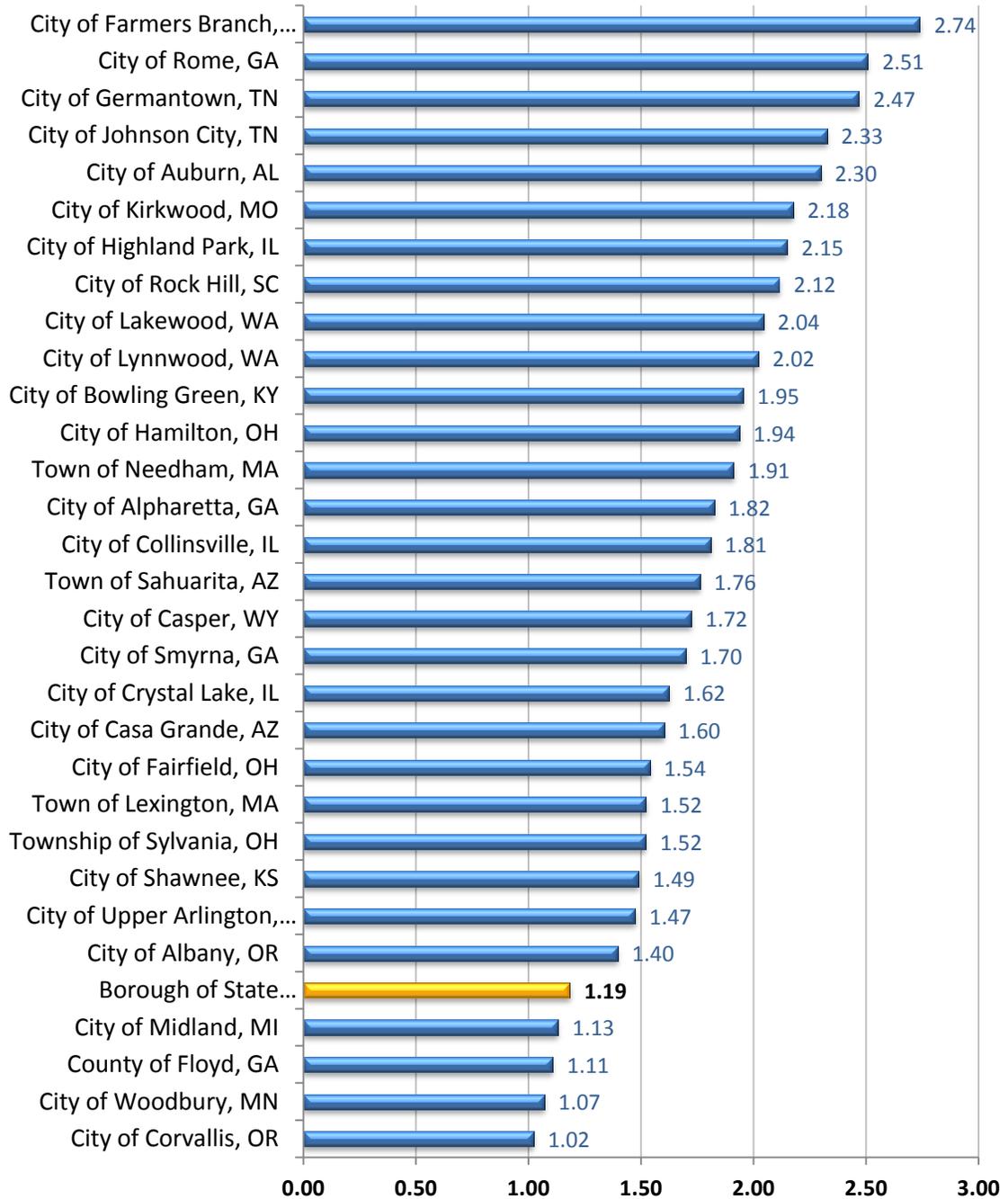


Chart 5 shows the sworn police officer full-time officer equivalent (FTE’s) for all police agencies who serve a population of 25,000 to 75,000 AND who contribute data to ICMA’s Center for Performance Measurement (CPM). As is depicted in **Chart 5**, the State College Police Department has one of the lowest FTE’s per 1,000 residents of all of these agencies participating in the CPM.

Chart 5. Ratio of Officers to Population

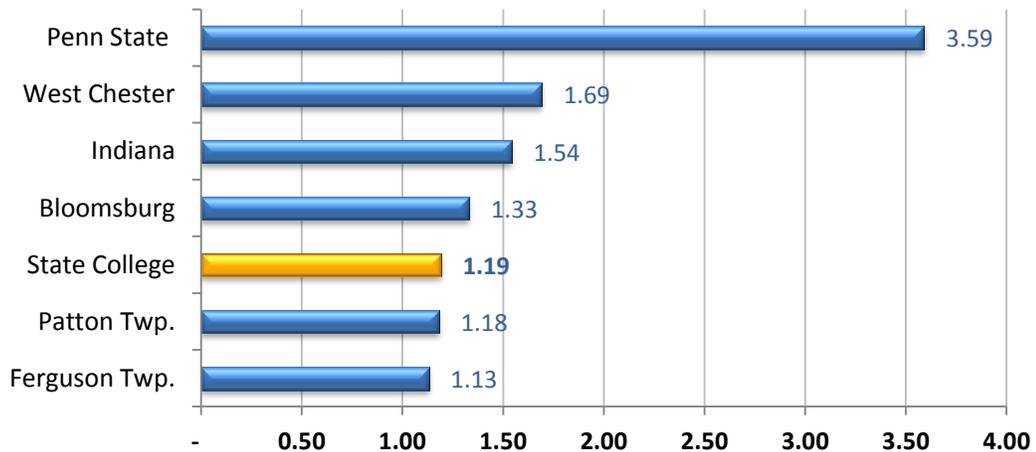
2011 Data from ICMA's Center for Performance Measurement
PD's Serving 25K to 75K populations



Police Officer to Population Ratio for Centre Region and Host University PD's in PA

Another comparison that was done was the number of sworn police officers per 1,000 population for other Centre Region police departments and several other host university police departments in Pennsylvania. For this comparison the following police departments were used: Ferguson Township, Patton Township, Penn State University Police, Bloomsburg, Indiana, and West Chester. **Chart 6** below shows there are 1.19 police officers per 1,000 residents for the State College Police Department service area. This is very consistent with both Ferguson and Patton Township Police Departments which all are in the lower half of the seven agencies.

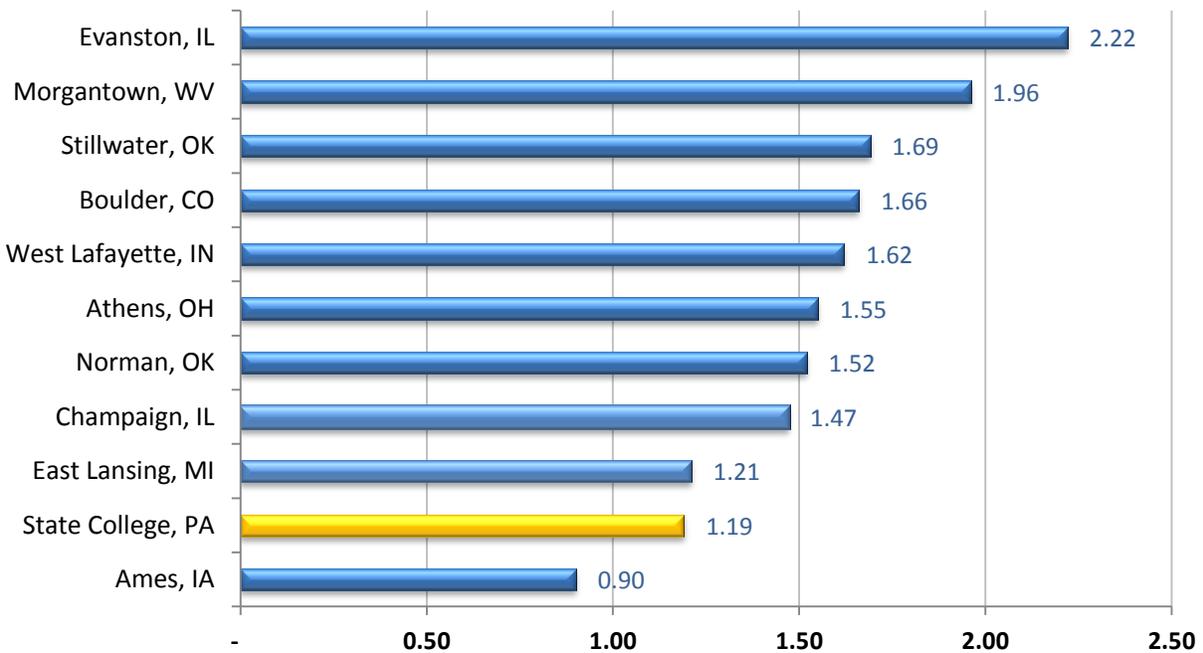
Chart 6. Sworn Officers per 1,000 Population for Centre Region and Host University PD's in PA



Like many other communities across the country, State College is a town with a large university. Policing a college town is considerably different than policing a more traditional town or city. While often college towns do not have a high incident of violent, personal injury crime, they have a greater than normal of Part II criminal offenses that impact the quality of the community and too often can impact college communities maintaining diverse neighborhoods close to college campus. As mentioned previously, the age demographics of those living in and visiting college communities like State College is significantly younger than non-college communities.

A survey instrument was sent to 21 college communities across the country that had some similarities to State College requesting information on their police departments. The survey was also sent to three PA host university communities. Of the 21 college communities surveyed outside of Pennsylvania, 11 responded to the survey (See Appendix “A”). In **Chart 7**, of the 12 agencies, State College is in the next to the lowest for the number of sworn officers per 1,000 residents. This is consistent with the ranking of State College in the other comparisons provided above.

Chart 7. Sworn Officers per 1,000 Population for Other College Communities



FINDING: Based on the ratio of officers to population the State College Police Department is well below the norm by all measurements including national, U.S. regional, Pennsylvania Common Human Service Regions, ICMA’s Center for Performance Measurement data, other PA host university communities, and other large host university communities across the country.

Workload

Staffing decisions, particularly in patrol, must be made, in part, based upon actual workload but very few police agencies have the capability of conducting that analysis. Once an analysis of the actual workload is made, then a determination can be made as to the amount of discretionary patrol time should exist, consistent with the community's ability to fund.

International City Manager's Association (ICMA) had a team of doctoral level experts in Operations Research in Public Safety who created "The ICMA Patrol Workload & Deployment Analysis System ©". This system provides the ability to produce detailed information on workload even in those agencies without sophisticated management information systems. Using the raw data extracted from the police department's CAD system, calls for service are converted into police services workload and then workload can be charted reflecting weekday / weekend and time of day variables. Using this information, the police department can contrast actual workload with deployment and identify the amount of discretionary patrol time available as well as time commitments to other police activities.

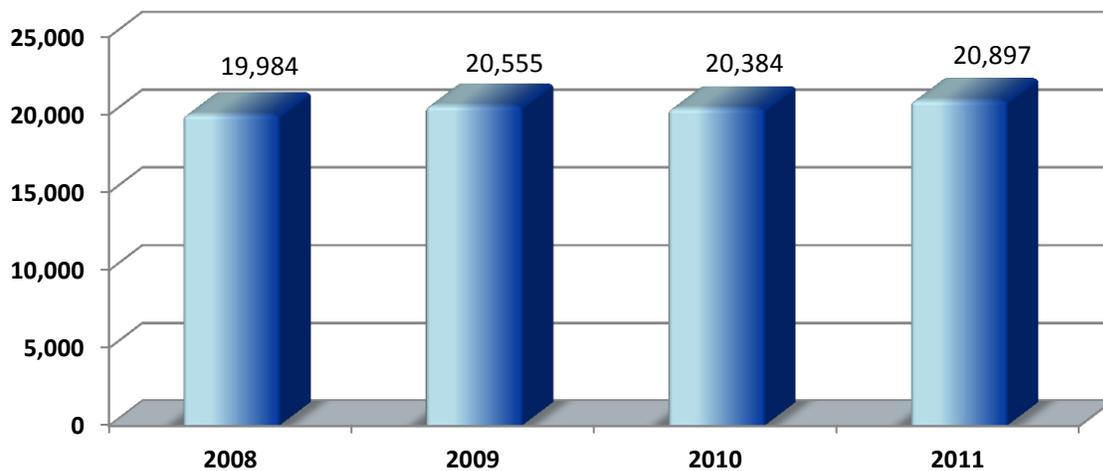
Police service workload differentiates from calls for service in that calls for service are a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount of police time required to handle calls for service from inception to completion. Various types of police service calls require differing amounts of time and thus affect staffing requirements.

Because of incomplete "total time handling" data available in our RMS, a workload analysis was not conducted. Also, conducting a comparison of workload from agency to agency is difficult because such data rarely exists and when it does, it is not easily accessible. The five measurements that will be considered providing an indicator of workload include Calls for Service, Crime Reported, Criminal Arrests, Criminal Bookings, and Traffic Enforcement.

Calls for Service

This section provides an analysis and some comparison of all calls for service. A call for service is generated when a police officer is dispatched to a location for some type of police service or when an officer observes activity while on patrol that requires police intervention. Calls for service vary considerably in both severity and time required responding, investigating, resolving, and documenting the call. For example, the time commitment for a 3 vehicle crash with injuries is much longer and requires multiple police officers than a request to retrieve keys from a citizens locked car. Handling a drunk driving case requires much more time than responding to a false burglar alarm. There are several hundred different types of Calls for Service in which our police officers respond. **Chart 8** depicts the number of calls for service responded to or initiated by the State College Police Department over the past four years (2008 thru 2011).

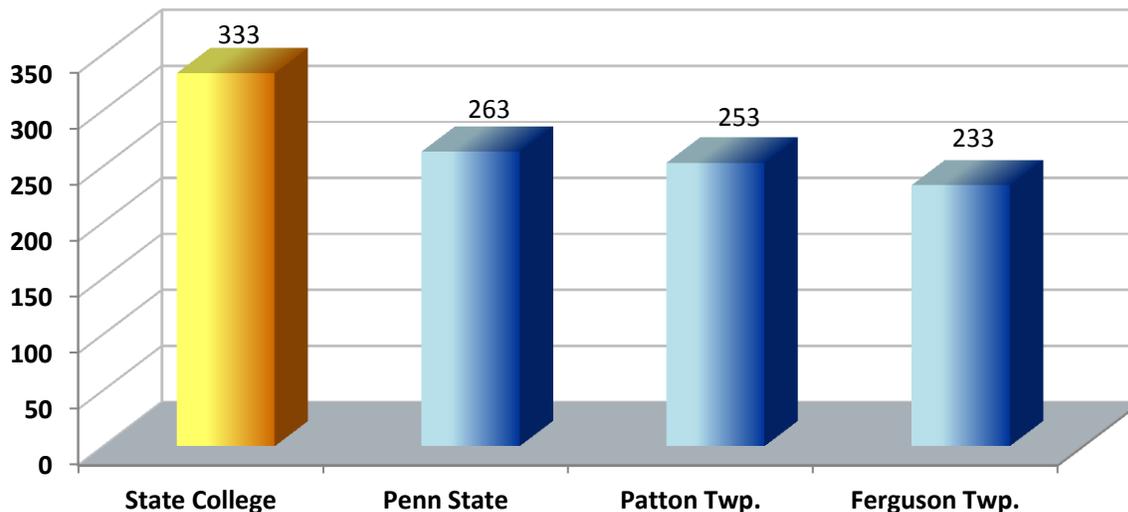
Chart 8. Total Calls for Service



Using data from the Records Management System (RMS) shared by the four Centre Region Police Departments, the total Calls for Service (CFS) was obtained for each police department for 2010 and 2011. These two years were selected since we implemented our new RMS in June 2009 so there is only two full calendar years of the new RMS that documents all CAD events as well as crime and other police incidents. From the two years of data, an annual average was determined. This average was then divided by the number of sworn police officer

personnel the agency had in 2010 and 2011 to determine the number of CFS per officer ratio. This allows for an “apples to apples” comparison between different size agencies. For this analysis, traffic stops and building checks (conducted only by Penn State Police) are not included. Traffic stops will be discussed separately later in this study. **Chart 9** shows the CFS per officer ratio for State College Police Officers is higher than the other Centre Region departments by a range of 27% to 44%.

**Chart 9. Total Calls for Service per Sworn Officer
Annual Average for 2010 and 2011
(Excludes Vehicle Stops & Building Checks)**



Reported Crime

Another way to gauge the demand for police service is the rate of crime reported. The most reliable and accepted method of assessing crime is through the Uniform Crime Report (UCR). The UCR Program provides a nationwide view of crime based on the submission of crime statistics by law enforcement agencies throughout the country.

There are many factors which will affect the type and volume of crime that occurs from place to place. Some of these factors which can be found in "*Crime in the United States*" include:

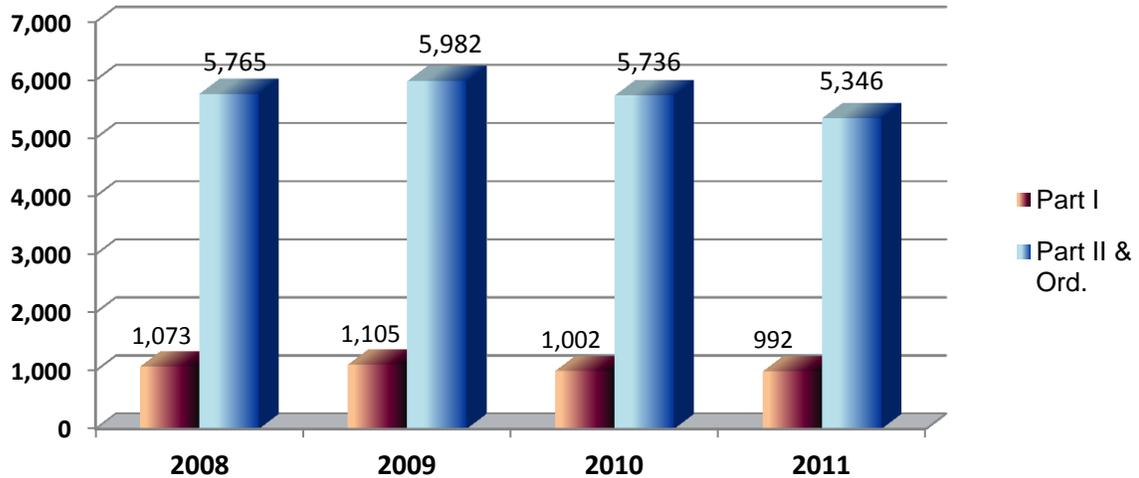
- Population density and degree of urbanization of locality and its surrounding area
- Variations in composition of the population, particularly youth concentration
- Stability of population - residents' mobility, commuting patterns and transient factors
- Modes of transportation and highway systems
- Economic conditions, including median income, destitution, and job availability
- Cultural conditions, such as educational, recreational, and religious characteristics
- Family conditions with respect to divorce and family cohesiveness
- Climate
- Effective strength of law enforcement agencies
- Administrative and investigative emphases of law enforcement
- Policies of other components of the criminal justice system (i.e., prosecutorial, judicial, correctional, and probational)
- Attitudes of citizenry toward crime
- Crime reporting practices of citizenry

To best depict total crime and to provide the most meaningful data to police administrators, the UCR Program collects a variety of data including known offenses and persons arrested by law enforcement agencies. The UCR Program collects offense information for murder and non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. These are referred to as Index Crimes and are considered among the most serious offenses. The UCR Program limits the reporting of Index Crimes to these 8 selected crime classifications as they are the crimes most likely to be reported and most likely to occur with sufficient frequency to provide an adequate basis for comparison.

In addition, there are 21 other crimes that are considered Part II offenses. Some examples of these offenses are simple assault, driving under the influence, criminal mischief, drug violations, etc. More information about the Uniform Crime Report can be found at www.fbi.gov/ucr/ucrquest.htm

Chart 10 shows Index Crimes and Part II crime reported in State College for the period 2008 thru 2011. Index Crime over the 4 year period decreased 7.5% and Part II and criminal ordinance violations decreased 7.3% over the same 4 year period. Overall, total crime reported in State College between 2008 and 2011 has decreased 7.3%.

Chart 10. State College Index Crime and Part II Crime, & Criminal Ordinance Violations Reported

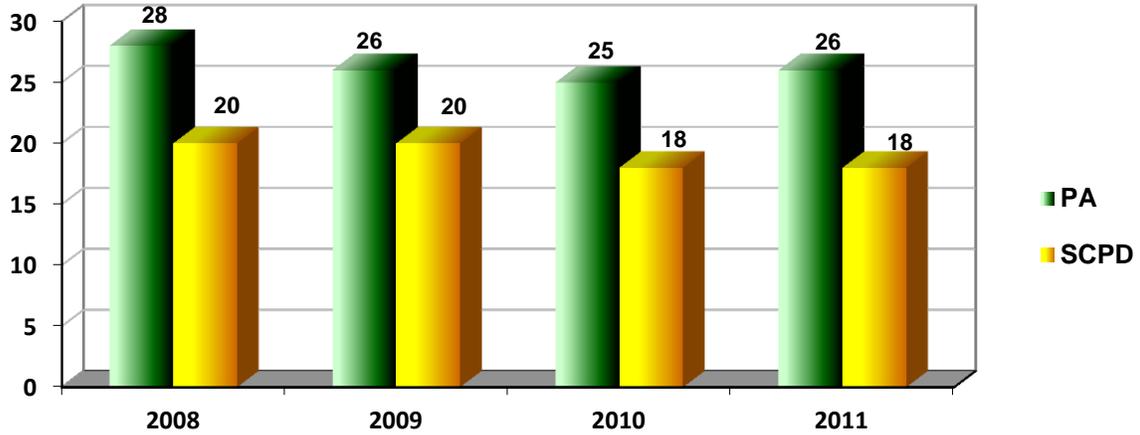


Reported Crime – Commonwealth of Pennsylvania

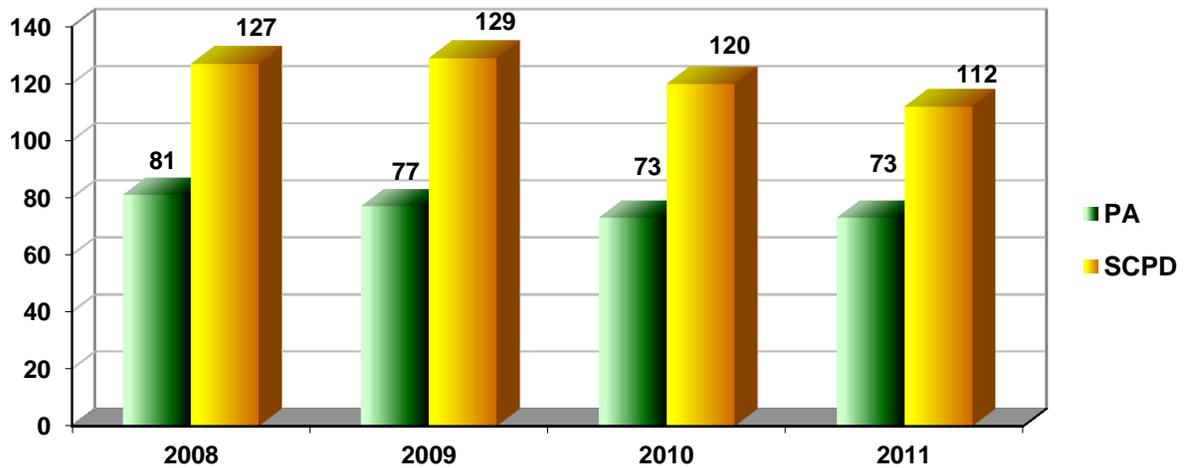
Law enforcement agencies in Pennsylvania submit their reported crime statistics to the Pennsylvania State Police who compile the UCR data. This data is reported by individual agency. Pennsylvania also completes an annual report of crime data. This annual report provides various statistical analyses including the rate of Index Crime and Part II crime reported overall in the Commonwealth of Pennsylvania per 1,000 residents. In calculating this statistic, all crime reported by Pennsylvania law enforcement agencies is aggregated. This provides the number of crimes reported per 1,000 residents in Pennsylvania.

For comparison purposes, **Chart 11** illustrates the number of Index Crimes reported for every 1,000 residents in the Commonwealth of Pennsylvania for the period 2008 through 2011 compared to the number of Index Crimes reported for every 1,000 residents in the State College Police service area for the same four year period. **Chart 12** provides the same comparison for Total Crime Reported.

**Chart 11. State College versus Pennsylvania
Index Crimes Reported per 1,000 Residents**



**Chart 12. State College versus PA
Total Crime Reported per 1,000 Residents**



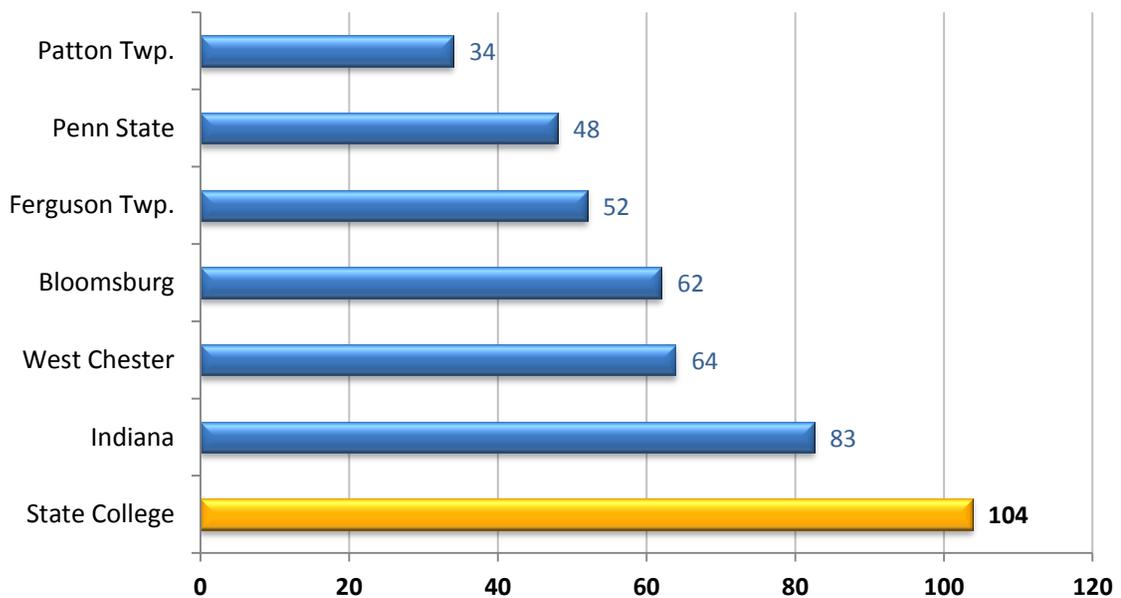
Based on this comparison, Index Crimes reported for the State College service area are significantly lower than Index Crimes reported for residents of the Commonwealth of Pennsylvania. However, Total Crime reported to State College Police Department is significantly higher when compared to all of Pennsylvania.

Reported Crime – Centre Region and Host University PD’s in PA

Another comparison that was done was the number of criminal offenses reported for other Centre Region police departments and several other host university police departments in Pennsylvania. For this comparison the following police departments were used: Ferguson Township, Patton Township, Penn State University Police, Bloomsburg, Indiana, and West Chester. In order to avoid any atypical changes in criminal offense data, four years of reported crime was collected (2008 thru 2011) and then an average was determined. The next chart is the average over those four (4) years.

Chart 13 below shows the number of criminal offenses reported per sworn police officer. State College has the highest number of criminal offenses reported per officer (104) than any of the other agencies and at least double when compared to the other Centre Region departments.

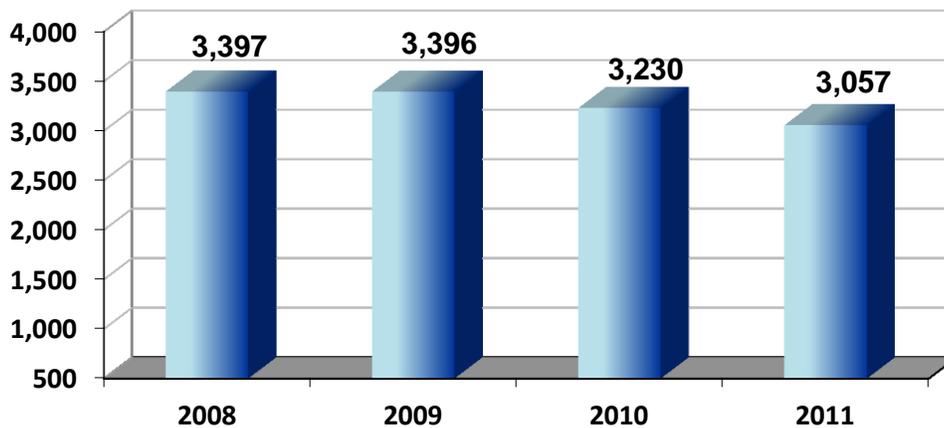
**Chart 13. Criminal Offenses per Sworn Officer
Centre Region and PA Host University PD’s**



Criminal Arrests

Another statistical measure used to determine workload or service demands is the number of persons arrested for criminal offenses. Criminal arrests occur after some level of investigation with many of the investigations being time intensive. Additionally, these cases result in court time for the arresting officer. **Chart 14** depicts the number of criminal arrests made by State College police officers for the period 2008 thru 2011.

Chart 14. State College Police Department Criminal Arrests



Criminal Arrests – Commonwealth of Pennsylvania

Like the analysis done on reported crime in the Commonwealth of Pennsylvania, the Pennsylvania State Police produce an annual report that, based on all criminal arrest data submitted by Pennsylvania law enforcement agencies, provides the number of criminal arrests per 1,000 residents in the Commonwealth of Pennsylvania.

For comparison purposes, **Chart 15** illustrates the number of criminal arrests for every 1,000 residents in the Commonwealth of Pennsylvania for the period 2008 thru 2011 compared to the number of criminal arrests for every 1,000 residents in the Borough of State College, College Township, and Harris Township. Based on this comparison, the number of criminal arrests per 1,000 residents made by State College Police officers is significantly higher than arrests made by all law enforcement officers in the Commonwealth of Pennsylvania.

Chart 15. SCPD vs. Pennsylvania Criminal Arrests per 1,000 Population

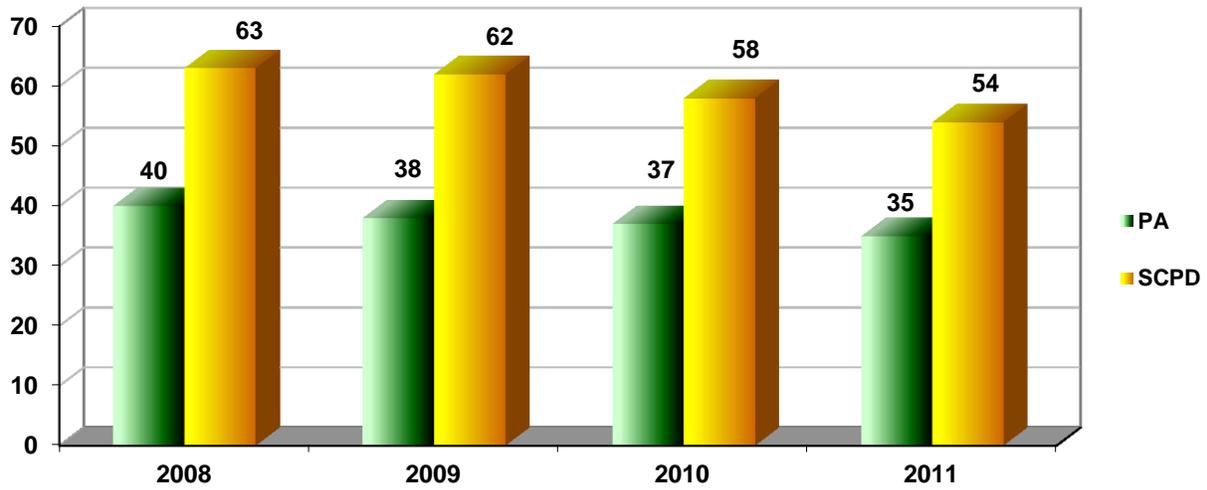
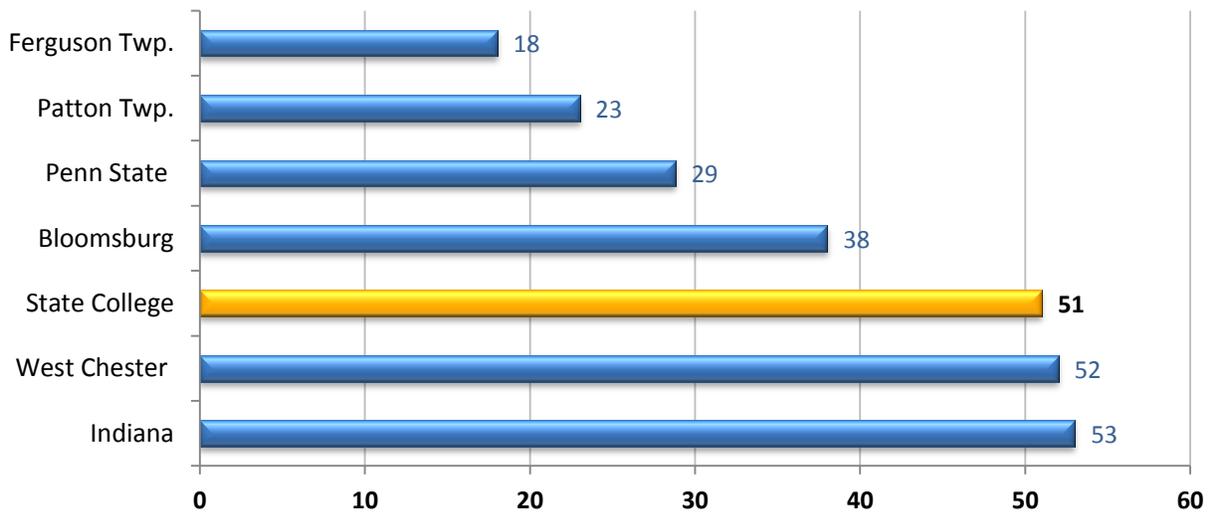


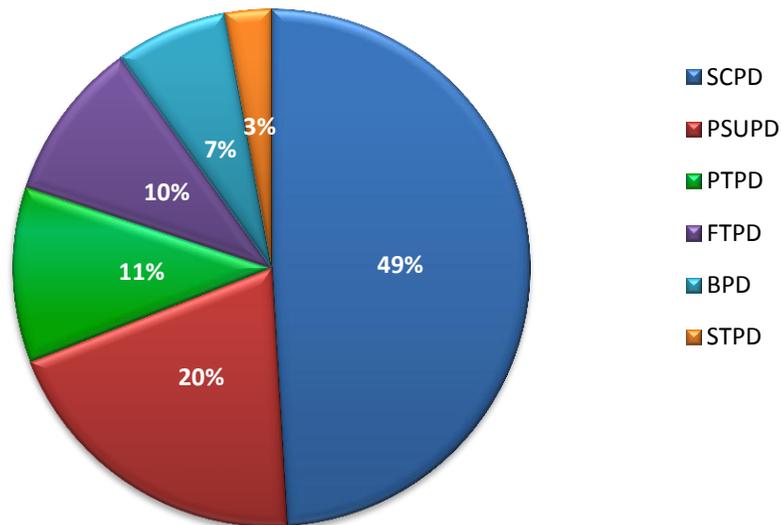
Chart 16 illustrates the number of criminal arrests made per sworn police officer. State College Police has the 3rd highest number of arrests per officer and within two (2) arrests per officer to the highest.

Chart 16. Criminal Arrests per Sworn Officer Centre Region and PA Host University PD's



The chart below shows the average percentage of persons booked at the Centre County Central Booking Center over a four year period (2008 thru 2011). Criminal bookings are done for all persons charged with a misdemeanor or felony offense. Except for retail theft, persons charged with a summary offense do not get “booked” at the Centre County Central Booking Center. During the four year period, our police department averaged 993 criminal bookings annually which accounted for 49% of the total bookings annually though we only account for 37% of the total sworn personnel in the six (6) local police agencies in Centre County.

**Chart 17. Percentage of Criminal Bookings by Police Agency
2008 thru 2011**



Traffic Enforcement

Too often, the value of traffic enforcement is overlooked or relegated to the second tier of a department's core functions. When this happens, departments pass up the many benefits that can accrue from an intelligent and proactive approach to this basic police role. Our police department makes traffic enforcement, both motor vehicles and bicycles, one of our high priority functions. Unfortunately though, given our other workload demands, this is one of the tasks that we have observed a decline over the past 5 to 6 years.

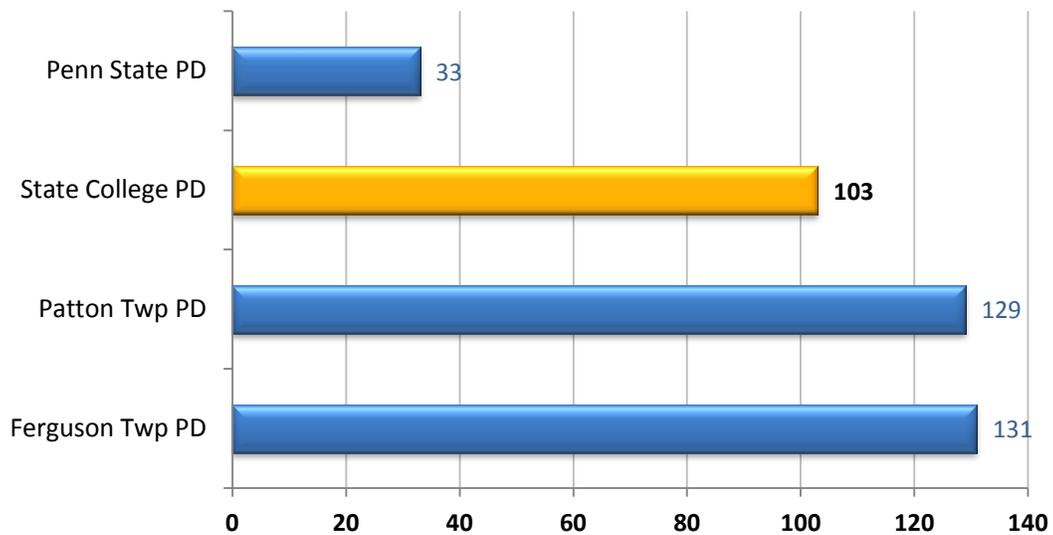
Traffic enforcement is a valuable opportunity to create a public perception of a visible and vigilant police department. In the present economy, the tendency may be to reduce traffic enforcement; however, this is actually the best time to reemphasize it. Traffic enforcement is one of the best crime-fighting tools in the police arsenal. The United States is currently a mobile society and a vehicle is involved in one way or another in most crime. There are many documented incidents in which serious crimes have been solved and criminals apprehended as the result of simple traffic stops and identifications made through the basic check of a license plate. In addition to intercepting crimes and apprehending criminals, highly visible traffic enforcement displaces crime from the community. Historically, criminals have indicated that they avoid communities where they know the police routinely make frequent traffic stops, for fear of being apprehended. Criminals will opt to take their nefarious business to a community where the police are not as focused on traffic enforcement.

Most importantly, is the danger created by persons engaged in unsafe or dangerous driving on our roadways. According to the National Highway Traffic Safety Administration, many more citizens are killed or seriously injured, and more economic damage is caused to society, by traffic crashes than from crime. If the mission of law enforcement is truly to serve and protect, then every police department has an important obligation to protect citizens from drunk drivers, road rage, distracted driving, speeding, and the other dangers on our roadway. For these reasons and more, the State College Police Department has always placed a heavy emphasis on traffic enforcement. Unfortunately this is one of the areas we have seen a decline over the years. In the past 10 years, the total number of traffic citations issued to violators decreased from 5,574 in 2002 to 3,840 in 2011, a 31% decrease.

Finally, a traffic-related issue often raised by the community relates to pedestrian safety. Despite our crash statistics involving pedestrians remaining relatively low each year considering the pedestrian population in our downtown and surrounding neighborhoods, it remains one of the most cited concerns by students and non-students alike. This is one of the policing responsibilities we are unable to focus the amount of emphasis many in the community believes is needed.

Chart 18 depicts the total number of traffic stops for both motor vehicles and bicycles on a “per officer” rate. Our police department officers conducted an average of 103 traffic stops per officer per year based on 2010 and 2011 CAD data, lower than the number of stops per officer for Ferguson Township and Patton Township Police Departments. Penn State University Police does not have to place the same emphasis on traffic stops given the unique conditions and limited vehicular traffic on campus. However, they do conduct building inspections each day throughout the campus. During 2010 and 2011, Penn State officers averaged about 6,500 building inspections annually. When our police officers were asked, the task listed most consistently (95% of officers) for having limited time to complete was traffic enforcement.

Chart 18. Motor Vehicle & Bicycle Stops per Officer/per Year – Centre Region

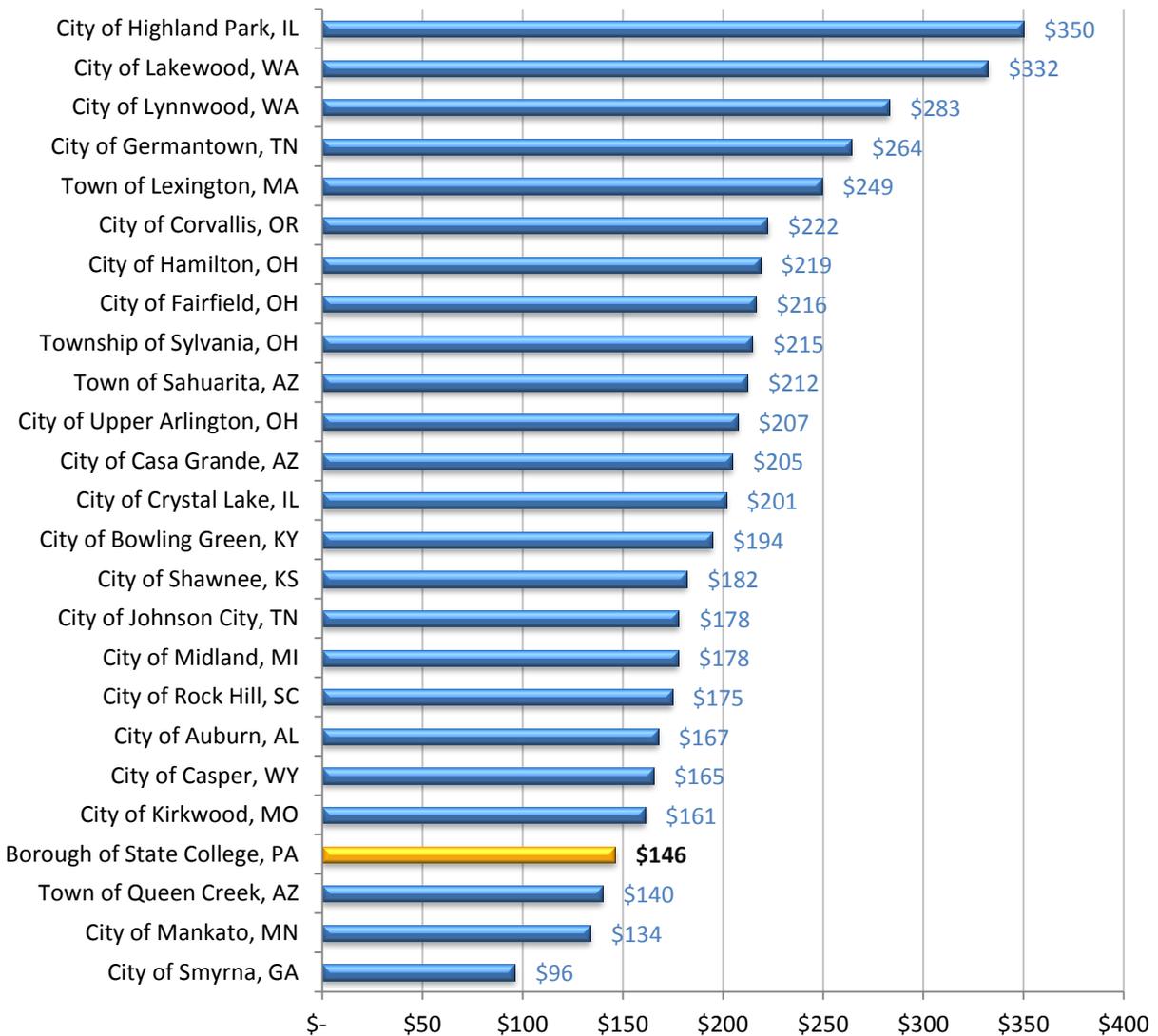


FINDING: Based on the workload or police activity, the State College Police Department is higher than most comparison agencies for Calls for Service, Total Crimes & Ordinances reported, and Criminal Arrests on a per officer basis. Also, criminal bookings at the Centre County Booking Center are proportionately higher than the other Centre County local police departments. Our police department is lower in Traffic Stops.

Costs for Police Services

In addition to the number of staff employed by the police agency, CPM collects data on police department costs. Because there is such a variation in the size of police agencies, the CPM determines the “per capita” cost to each resident for police and other government services. Using all data submitted to the CPM for all police agencies serving a population of 25,000 to 75,000, **Chart 19** it shows that the “per capita” cost for the residents served by the State College Police Department is \$146, a comparatively low per capita cost.

Chart 19. Per Capita Police Service Costs



One limitation in CPM’s data collection in determining the “per capita cost” for police services is they only collect information on police services expenses but do not include the various revenue that municipalities receive that offsets that cost of police services. Like most other aspects of municipal police services, the various revenue police agencies receive varies considerably. Each year, the Borough of State College receives a significant amount of funding that reduces the “per capita cost” of police service to our taxpayers.

Table 4 provides reimbursements received for police services in 2011. The total reimbursement was \$1,677,645. While by comparison purposes our police department’s service area had a low “per capita cost” for police services at \$146, when the revenue from fines and reimbursements for services are considered, the “per capita cost” is reduced to \$118.

Table 4. Reimbursements Received for Police Services in 2011

Source & Purpose	Amount
Violators through the Courts - Fines & Costs	701,440
Penn State University – Home Football Game Services	290,253
Federal Government – VCICM Unit	197,215
State College Area School District – SRO’s and Sporting Events	150,913
Commonwealth of PA – Lifeskills in the middle schools	59,181
Commonwealth of PA – Drug Task Force	54,254
State College Area School District – School Crossing Guards	46,474
Other Special Events	33,425
Commonwealth of PA via Centre County – STOP Grant	31,250
Citizens – Sale of Crash Reports	22,726
Federal Government – Bullet Proof Vest Program	22,400
Community Help Center – Youthful Offender Program	21,600
PA Liquor Control Board – Source Investigation Program (SIP)	16,101
Commonwealth of PA – Traffic Safety Grants	10,961
Miscellaneous Other Revenue	19,452
TOTAL REIMBURSEMENT FOR POLICE SERVICES	\$1,677,645

In addition to analyzing the cost for police services for agencies submitting data to CPM, when the 21 university communities across the country and the Centre Region and host university towns in Pennsylvania were surveyed, they were asked to provide their 2012 Police Department Budget. To be clear, the following costs for police service data is based on each police agencies 2012 budget while they data above was based on “actual” cost for 2011 that was submitted to CPM. **Chart 20** shows that the 2012 budgeted “per capita” police cost for our police department is \$165. This is in the middle of the range for the six (6) PA agencies.

Chart 20. 2012 Police Service Costs “per capita” for Centre Region and Host University PD’s in PA

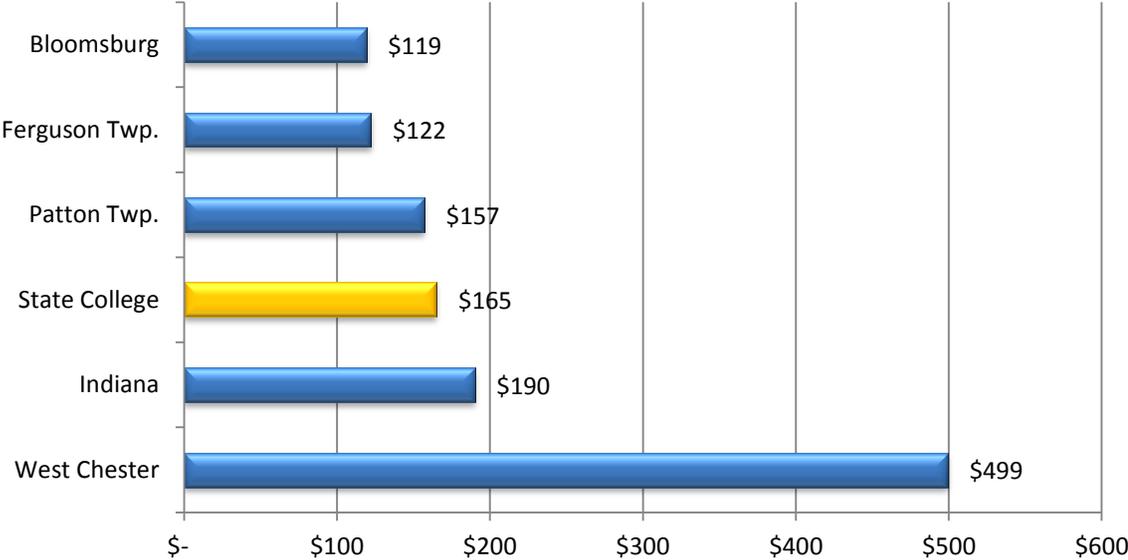
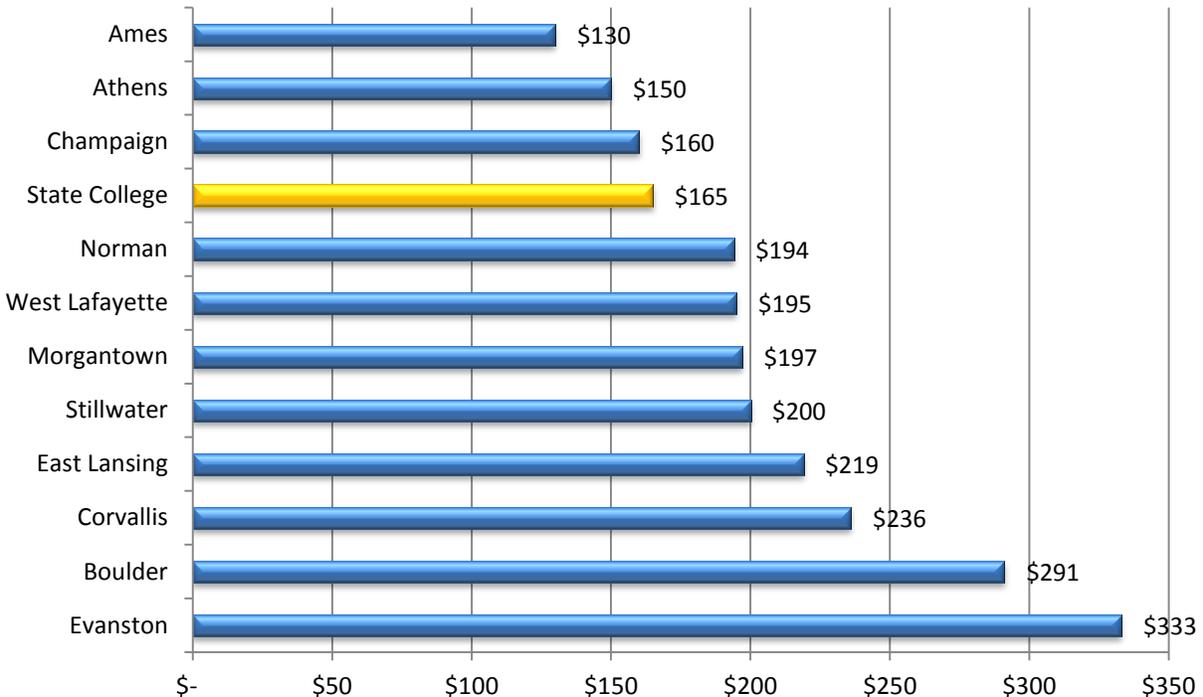


Chart 21 shows how our agency compares to the other host college communities across the United States that does not submit data to the CPM (except Corvallis, Oregon). Again, this comparison is based on 2012 budgeted “per capita” police cost which shows our police department to have a low “per capita cost based on our 2012 police budget.

Chart 21. 2012 Police Service Costs “per capita” for Other College Communities



FINDING: Based on all available comparisons including ICMA’s Center for Performance Measurement data, other PA host university communities, and other large host university communities across the country, the State College Police Department has a significantly lower “per capita” cost for police services than the majority of the agencies who submit data or were surveyed.

Police Supervision - Philosophy and Importance

In “Police Accountability and Community Policing” authors George L. Kelling, Robert Wasserman, and Hubert Williams explain that supervision of police is essential to improving the quality of police services. Typically, police administration portrays supervisors as directors who oversee workers who perform specific activities laid out in advance by management. Given the conditions of police activity, however because officers work alone, events occur in locations and

at times that make them unavailable for direct oversight, the problems citizens present to police require novel solutions, different forms of supervision are required. These forms of supervision are more akin to coaching than directing. They include teaching, reviewing, considering alternatives, training, and other similar techniques.

There are many different factors that influence the supervisory span of control. Management literature identifies various factors that cause span of control to differ among supervisors and in different organizations. For example, narrower spans of control are appropriate when the nature of work performed is complex, when organizational objectives are unclear, when tasks are uncertain, or risks are high (See **Table 5**). Other factors may also affect spans of control, such as creating supervisory positions to attract or retain workers; and promoting workers as a way to increase compensation.

Table 5. Factors Influencing Span of Control

	Narrower Span of Control	Wider Span of Control
Nature of work	Complex	Not Complex
Similarity of activities performed	Different	Similar
Clarity of organizational objectives	Not Clear	Clear
Degree of task certainty	Fuzzy	Definite Rules
Degree of risk in the work for the organization	High	Low
Degree of public scrutiny	High	Low
Supervisor's qualifications & experience	Weak	Strong
Burden of non-supervisory duties	Heavy	Light
Degree of coordination required	High	Low
Availability of staff assistance	None	Abundant
Qualifications & experience of subordinates	Weak	Strong
Geographic location of subordinates	Dispersed	Together

Source: *City of Portland Span of Control Study*, prepared for the City of Portland Audit Services Division by Public Knowledge, Inc. and The Kemp Consulting Group, June 15, 1994, p. II-3.

The State College Police Department requires a minimum of one supervisor (Lieutenant or Sergeant) to be assigned to every patrol platoon. This model has served our agency exceptionally well for more than 30 years for a variety of reasons including but not limited to increased accountability, improved communications, greater opportunities to develop officers, and reduced liability. Using the chart above, I have highlighted each factor impacting the span of control that is most relevant to our police department. Of the 12 factors, our police department falls into the narrower span of control for nine (9) factors and into the wider span of control for three (3) factors.

Our police department currently has a total of 15 supervisory and management positions. This includes six (6) sergeants, six (6) lieutenants, two (2) captains, and one Chief of Police. One Captain is assigned Assistant Chief of Police but it is not an additional management position. The 15 supervisory and management level positions represent 23% of our total sworn police officer compliment of 65. This is two (2) positions less than in 2009 when we had 17 supervisors and police managers. The reductions occurred with the retirements of Captain Leonard and Lieutenant Ohs in 2009. In addition to our police department's 65 sworn personnel, there is 12.75 non-sworn staff being supervised by a portion of the 15 supervisory/management positions. Currently, the overall span of control in the police department is 1 to 5.2

FINDING: The State College Police Department has an acceptable span of control based on the existing research but because of the 24/7/365 nature of our professional function and the need for a patrol supervisor to be on duty at all times, the police department is at the low end and it would be detrimental to reduce any further.

Community Surveys and Feedback

For five (5) years since 2007, the Borough of State College has participated in the The National Citizen Survey™ (The NCS) which is a collaborative effort between the National Research Center, Inc. (NRC) and the International City / County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvements and policy making.

The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 931 completed surveys were obtained, providing an overall response rate of 32%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The following are the 2012 results from The National Citizen Survey related to public safety. Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Most gave positive ratings of safety in the Borough of State College. More than 80% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes. Daytime sense of safety was better than nighttime safety.

Table 6. Ratings of Community & Personal Safety by Year
Percent rating “Very Safe” or “Somewhat Safe”

	2012	2011	2010	2009	2007
Safety in your neighborhood during the day	98%	99%	99%	99%	98%
Safety in your neighborhood after dark	83%	78%	83%	84%	76%
Safety in State College's downtown area during the day	97%	98%	98%	99%	96%
Safety in State College's downtown area after dark	69%	64%	69%	73%	67%
Safety from violent crime (e.g., rape, assault, robbery)	84%	82%	84%	87%	67%
Safety from property crimes (e.g., burglary, theft)	72%	70%	73%	67%	61%

All of these ratings were considered “Much Above” the national comparison as well as “Much Above” compared to other universities communities with 25,000 to 99,000 populations.

Table 7. Ratings of Public Safety Services by Year
Percent rating “Excellent” or “Good”

	2012	2011	2010	2009	2007
Police Services	81%	81%	81%	76%	80%
Crime Prevention	76%	71%	71%	68%	66%
Traffic Enforcement	65%	63%	63%	58%	63%
Emergency preparedness (services preparing the community for natural disasters or other emergency services)	65%	62%	62%	55%	N/A

	National Comparison 2012	University Communities 2012
Police Services	ABOVE	MUCH ABOVE
Crime Prevention	MUCH ABOVE	MUCH ABOVE
Traffic Enforcement	SIMILAR	ABOVE
Emergency preparedness (services preparing the community for natural disasters or other emergency services)	ABOVE	MUCH ABOVE

Other than Traffic Enforcement, residents rated Police Services, Crime Prevention and Emergency Preparedness either “Above” or “Much Above the national comparison and the comparison to other universities communities with 25,000 to 99,000 populations. Traffic Enforcement was above the university communities but was “Similar” to the national benchmark.

Table 8. Ratings of Public Safety Services by Year

	2012	2011
Had Contact with the Police Department Percent "yes"	35%	36%
Rating of Contact with the Police Department Percent "excellent" or "good"	82%	77%

	National Comparison 2012	University Communities 2012
Had Contact with the Police Department	LESS	LESS
Overall Impression of Most Recent Contact with the Police Department	ABOVE	MUCH ABOVE

In 2012, 35% of all respondents had contact with our police department within the past 12 months of the survey with 82% rating the contact either excellent or good. This overall impression of the most recent contact with the police department was “Above” the National Comparison and “Much Above” the comparison to other universities communities with 25,000 to 99,000 populations.

Finally, **Appendix “F”** includes some of the feedback received over the past three to four months from citizens regarding various service provided to them by our police officers. Of particular interest is the type of service our officers are providing that is generating the positive feedback from the public. Most often it is not as a result of a response to a crime or traffic related issue but for incidents that are part of our community-oriented services philosophy.

Accreditation Standards

Accreditation programs strive to promote quality practices in public safety services, primarily by maintaining a body of standards developed by public safety practitioners covering a wide range of contemporary public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence. The State College Police

Department, an agency committed to providing professional police services, has been accredited by the Pennsylvania Law Enforcement Accreditation Commission (PLEAC) and the Pennsylvania Chiefs of Police Association since 2008.

Accreditation is a progressive and time-proven way of helping institutions evaluate and improve their overall performance. The cornerstone of this strategy lies in the promulgation of standards containing a clear statement of professional objectives. There are many benefits to law enforcement agencies attaining accreditation status. Some of these benefits include establishing a credible framework for evaluating agency practices and procedures, reducing agency risk and exposure to lawsuits, reducing officer injury, decreasing some liability insurance expenditures, improving law enforcement – community relations, increasing employee input, interaction and confidence in the agency, enlarging the outlook and viewpoints of managers, officers and employees, identifying and highlighting the capabilities and competence of the agency, furnishing a solid foundation for the agency to build upon for further progress, providing reliable methods to improve essential management procedures, extending agency accountability to the public, enhancing planning and innovative activities by all agency personnel, developing improved methods for providing services to the community, and encouraging problem-solving activities within the agency.

Appendix G provides a list of most of the trainings our police officers have attended over the past two years that in some cases are required to continue certification as police officers, continue to develop professionally, maintain the proficiency in certain skill areas, or learn effective strategies to address community issues involving the police department. Some trainings are for particular officers or groups of officers while others are department-wide trainings.

Non-Patrol Staff Allocation

While the staffing assigned to the patrol function is the majority of the sworn officer personnel, it is necessary to have the appropriate level of sworn officers assigned to other critical functions in professional police agencies. Currently, 49 of our 65 sworn officer compliment (75%) are assigned to various patrol functions. The remaining 25% (16 sworn officers) are assigned to other functions within the police department. These functions include:

- ◆ Police Administration
 - 1 – Chief
 - 2 – Captains
- ◆ Detective Section
 - 1 – Lieutenant
 - 1 – Sergeant
 - 8 – Detectives
- ◆ Professional Standards Section
 - 1 – Lieutenant
 - 1 – Community Relations/Crime Prevention Officer
- ◆ Evidence/Property/Quartermaster
 - 1 - Sergeant

Police Administration

The State College Police Department continues to adapt to the various needs of our communities through enhanced investigative, programmatic and deployment changes to better enable it to meet community expectations and organizational responsibilities.

Upper management of the police department consisting of a Chief of Police and two Captains remains the same as it was 25 years ago and was reduced by one Captain three (3) years ago and reduced again one year ago with the elimination of Grants and Planning Director, a non-sworn position that had existed as part of the Police Administration for nearly 3 decades. Over the past 3 years, the Police Administration overall staffing has been reduced by 40%, from 5 to 3.

The inability to fill the vacated Captain position in 2009 necessitated an organizational realignment to maintain effective leadership, management accountability, and redistribution of the administrative workload. The sections or individuals that had been reporting to the Captain position that was vacated were reassigned as follows:

- ◆ Professional Standards Section to the Patrol Division Captain
- ◆ Community Service Representatives to the Professional Standards Lieutenant
- ◆ One Administrative Assistants to the Detective Division Captain
- ◆ Records Section Supervisor and Police Application Specialist to the Chief of Police

Because of financial limitations, no new sworn police officer positions have been proposed and authorized in the police department. The department's sworn compliment of 65 has remained the same for the past six (6) years. Additionally, over the past year the police department has reduced the civilian staffing level by 14%, going from 14.75 civilian employees to 12.75. The two positions eliminated were the Grants and Planning Director and one of the five records technicians. With the elimination of the Grants and Planning Director position, the various tasks assigned to that position had to be redistributed. Those tasks include all aspects of the grant function, volunteer coordinator, intern coordinator, research, and completing special projects assigned by the Chief of Police.

Detective Section

Some general indicators have been found to be helpful in gauging the proper number of detectives for the department. The first is a basic ratio of investigative personnel to total sworn personnel. While there is no established "correct" ratio, it can be generally determined if a range is too high or too low. Another indicator is the average monthly workload of each detective vis a vis the reported number of cases actively investigated annually.

Unlike the patrol function where a number of staffing metrics are accepted, there is currently no established industry standard on the number of detectives required to adequately service the investigative needs of a police department. This lack of standards stems from the many variables that directly affect the ability of a detective to successfully investigate a given case. Included in these factors are the geography and demography, the level of cases assigned to detectives, the extent and quality of the field work completed by a patrol officer prior to actual investigations, and the solvability factors of the case. The solvability factors are defined as basic facts (suspect's name, suspect's vehicle information, known associates, physical evidence, availability of witnesses, etc.) likely to provide a detective a lead(s) to resolve the case.

The State College Police Department has nine (9) detectives assigned to the Detective Section along with a Lieutenant in charge of the Detective Section. This represents 14% of the current total sworn compliment. One of the 9 detectives is also a Sergeant and is an assistant supervisor to the Lieutenant but for purposes of this analysis is counted in the 14%. Our police

department uses a workload-based model for the determination of investigative staffing requirements. Criminal investigations, to a large extent, are determined by the number of crimes and other calls for service requiring additional investigation by trained detectives.

The volume of cases deemed suitable for investigation as well as the type of cases, are the primary factors in estimating investigative workload, hence, investigative staffing requirements. Not all case types require the same commitment of resources for investigation. Clearly, in general, a homicide, death investigation, or violent crime requires more effort and time than a theft investigation. Our detectives focus in the following areas: domestic violence through the Victim Centered Intensive Case Management Unit, Juvenile detective, sexual assault, physical assaults, child abuse, proactive drug investigations, computer and cell phone forensics, electronic and video surveillance, polygraph examinations, white collar investigations, property crime (burglary and larger theft investigations), unattended and/or suspicious death investigations, furnishing alcohol to minors that results in serious injury or death, crime scene processing, response to serious injury or fatal crashes, and other investigations.

Professional Standards/Community Relations Section

This section is comprised of a Lieutenant and one community relations/crime prevention (CR/CP) officer position. The Lieutenant is responsible for both supervision and specific tasks within the police department. The Lieutenant supervises the both the CR/CP officer and the two Community Service Representatives (non-sworn positions that staff the police department's reception desk, answer telephones, and interact with the public daily). In addition to supervising the other critical functions of this position include serving as the Accreditation Manager for the department's Accreditation Program, Police Training Coordinator, Police Public Information Officer, Master Police Officer coordinator, Police Officer Recognition Program coordinator, Centre County Tactical Response Team Leader, and the department's representative to the PA Southcentral Terrorism Task Force.

The CR/CP police officer position in the department is responsible for developing and implementing programs in the community to prevent crime, promote Community Oriented Policing projects and coordinate public education. Some of the many tasks associated with this position include:

- proactively address community concerns such as alcohol abuse, identity theft, illegal drug use, juvenile crime, sexual assault, domestic violence and other topics identified by the community and the police department;
- schedule programs and/or present the following: station tours, ride-alongs, student interviews, career days, and other similar projects as assigned;
- respond to inquiries by students working on class projects and papers;
- conduct Child Passenger Safety inspections for citizens;
- manage and coordinate Centre County Kid ID, McGruff House program, Law Enforcement Day at the Nittany Mall, and other similar programs;
- chair the First 8 (F8) meetings in the Fall and as needed in the Spring;
- serve as a liaison between fraternities, sororities, & neighborhood associations;
- serve as the Department's liaison with Penn State's Office of Student Conduct;
- work with rental property managers to reduce violations in their rental properties; review police incident reports and check arrest/citation dispositions for the rental permit suspension ordinance/point assessment system;
- participate in the Nuisance Property Task Force meetings; and
- provide guidance and make recommendations as requested in the area of Crime Prevention Through Environmental Design.

Evidence/Property/Quartermaster (EPQ) Section

This section is comprised of a Sergeant and one non-sworn position that assisting about six (6) hours per day with this very important department function. The Sergeant assigned to this function is also responsible for overseeing the three (3) Traffic/Warrant Section officers. The evidence custodian position is one of the most important functions in a police agency. There have been many police department scandals over the years as a result of missing or stolen evidence or the inappropriate or illegal disposition of evidence. The evidence manager has constant access to much property that includes large sums of cash and other valuable contents. They also have regular access to illegal drugs and weapons. Having the correct police officer position is vital to the success of a police agency. It is desirable the EPQ Manager hold a supervisory rank in the police department. This is valuable for several reasons including that proven good performance of the officer, having the ability to provide guidance and direction to police officers regarding EPQ matters, and helping craft the necessary policies and protocols regarding evidence and property issues. Our department has a very effective and professional EPQ system because of having the appropriate staff and adhering to the various evidence and property procedures required of accredited agencies.

State College Police Department Staffing Needs

The majority of officers assigned to the patrol division work on 12-hour platoons assigned either to the daylight or night platoons. Daylight platoon hours are 7:00 am to 7:00 pm and night platoon hours are 7:00 pm to 7:00 am. The three (3) officers assigned to the Traffic/Warrant Section work 8-hour shifts.

The patrol work between daylight platoon and night platoon is very different and not evenly distributed. Consequently, we do not assign the same number of officers to the two primary platoons. Officers assigned to daylight handle various types of calls that are generally less urgent than those responded to by night officers. There are exceptions such as crashes with injuries, medical calls, panic alarms, etc. Many property crimes that occur overnight are reported during the daylight hours after residents awaken to find a theft or damage to their property. Daylight officers also engage in service-oriented activities such as vacation home checks, keys calls, bank escorts, visibility/enforcement in high crash locations, foot patrols downtown, at SCASD schools, Nittany Mall, etc. Daylight officers also have scheduled court appearances either at local Magisterial District Judge courtrooms or at the courthouse in Bellefonte.

Patrol officers assigned to nighttime handle a higher volume of calls and respond to calls that are often more urgent and/or pose an ongoing breach of the peace. Night officers respond to many alcohol-related type of activities and the most common calls include noise, fights, assaults, drunk driving, public drunkenness, underage consumption, public urination, open container, false ID's, and criminal mischief. Many of these incidents involve a person detained by the officer and the filing of charges which results in more processing time "per call" than the typical calls handled by daylight officers. Any incident that results in misdemeanor or felony charges requires the person to be transported to the Centre County Central Booking Center for arrest processing.

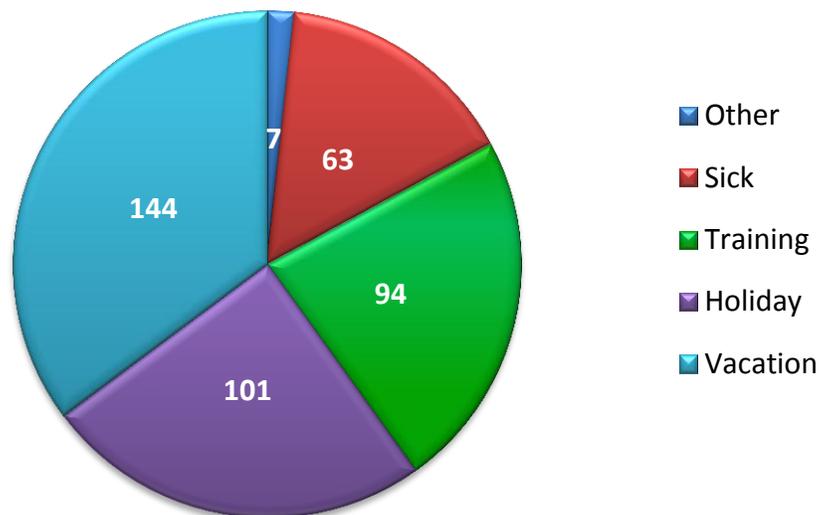
Determining the Hours Annually Available for Patrol

Once a department has determined the minimum staffing levels per shift it is possible to ascertain with some accuracy the number of patrol officers that must be assigned to meet the desired staffing level. To accomplish this, it is necessary to compute the number of hours on average an officer is available for patrol duties.

All absences or time off impact the ability of the patrol division to meet desired staffing levels. Absences of patrol officers represent time lost to the operational needs of the patrol division. The Assignment/Availability Factor can be used to determine the number of officers needed to support a specific number of positions for each platoon.

Each patrol officer is scheduled to work 2,080 hours per year. From the total scheduled work hours, you determine the average number of work hours an officer is unavailable for patrol assignment because of leave including vacation, personal, training, sick, other. As is shown in **Chart 21**, the average unavailable hours per year per officer is 409 hours.

Chart 21. 2011 Breakdown of Hours Unavailable for Patrol Assignment– Per Officer Average



With the information from **Chart 21** above, the number of hours on average an officer is unavailable for patrol or standard work duties is determined:

Total Annual Work Hours per Officer = 2,080 hours

Annual Average Unavailable Hours per Officer = 409 hours

Total Annual Available Hours per Officer = 1,671 hours

It should be noted that the calculation to determine the annual available hours for assignment does not take into account the time when officers are working but are not available for standard patrol duties because of required court appearances, accreditation tasks, maintenance tasks, and other miscellaneous down time. Consequently, the 1,671 available hours annually would be lower if this other non-patrol time was factored into this calculation.

After determining the average each patrol officer is available 1,671 hours annually for assignment, it must be determined the number of patrol positions required to be filled each platoon. The police department is responsible for deploying officers 24/7/365 and must assign officers throughout three (3) jurisdictions; Borough of State College, College Township, and Harris Township. Each of these jurisdictions has a different level of police service required with the majority of the resources committed to the Borough, followed by College Township, and then Harris Township.

The number of positions required to meet the needs of the State College Police Department for the 3 municipalities served vary from day of week and time of day. **Table 8** below shows the number of patrol officers needed to achieve the necessary patrol staffing levels. These staffing levels are based on the findings and information provided in this study including high workload demands, need for increased proactive services, improvement to response times, continued commitment to community and problem solving policing, and the community's expectations. Additionally, it is also based in part on my best "professional opinion" considering my past 20 years leading the police department.

Table 8. Patrol Officer Staffing Needs by Day and Platoon

Day of Week	Daylight Positions	Nighttime Positions	TOTAL Positions
Sunday	5	6	11
Monday	6	7	13
Tuesday	7	7	14
Wednesday	8	8	16
Thursday	8	9	17
Friday	9	10	19
Saturday	6	10	16
TOTAL	49	57	106

There are a total of 106 patrol officer positions per week. With each position covering 12 hours, this totals 1,272 hours per week and a total of 66,326 hours to cover all patrol positions for the year. In order to cover 66,326 hours in patrol for the year knowing each officer on average is available for assignment 1,671 hours, the State College Police Department requires 39.69 patrol officers. Additionally, the department's Traffic/Warrant/Special Event Unit is comprised of three (3) police officers. This 3-officer unit's primary functions include the following: Enhanced traffic enforcement, Traffic studies and analysis, special event planning, warrant service, crash report review and analysis, supervision of school crossing guards, prisoner transportation, coordination of vehicle maintenance, and other tasks. They also fill in for patrol officers as needed.

In addition to the patrol officers and traffic/warrant/special event unit officers above, the police department also has 2 ½ officers assigned as School Resource Officers (SRO's). One officer is assigned full-time during the 9-month school year to the high school, another to the two

middle schools, and a 3rd officer is assigned 20 hours per week during the school year to the Delta program as well as the Hearts and Strides programs. The State College Area School District reimbursed the Borough 100% of the officer's salary and benefits while they are assigned to the schools. In 2011, this reimbursement was **\$150,913**.

Table 9 shows our current authorized sworn compliment on the left side and the indicated sworn compliment based on this police staffing study. **The State College Police Department should strive to have an authorized sworn compliment of 69 police officers and be distributed as indicated on the left side of the following table.**

Table 9. Current and Proposed Number of Police Officers

Current	Position	Indicated
35.5	Patrol Officers	38.5
3	Traffic Officers	3
2.5	School Resource Officers	2.5
4	Patrol Lieutenants	4
4	Patrol Sergeants	4
49	TOTAL PATROL DIVISION	52
8	Detectives	8
1	Community Relations/Crime Prevention Officer	2
2	Specialized Section Lieutenants	2
2	Specialized Section Sergeants	2
2	Captains	2
1	Chief of Police	1
16	TOTAL NON-PATROL DIVISION	17
65	TOTAL SWORN POSITIONS	69

Conclusion

Currently the State College Police Department has 64 sworn officer personnel employed with funding in the 2013 proposed police department budget for 65 sworn officers. This study not only provides information to support the 65 sworn police officer positions but also indicates the need for 69 police officers.

APPENDIX A

The following police departments were sent a survey for this police staffing study. The police departments with an asterisk (*) are the agencies that responded to the survey.

Ames, Iowa

Auburn, Alabama *

Bloomington, Indiana

Bowling Green, Kentucky

Clemson, South Carolina

Corvallis, Oregon *

Evanston, Illinois *

Iowa City, Iowa

Lincoln, Nebraska

Norman, Oklahoma *

West Lafayette, Indiana *

Athens, Ohio *

Blacksburg, Virginia

Boulder, Colorado *

Champaign, Illinois *

College Station, Texas

East Lansing, Michigan *

Eugene, Oregon

Ithaca, New York

Morgantown, West Virginia *

Stillwater, Oklahoma *

Pennsylvania Host University Police Departments

Bloomsburg, Pennsylvania *

Indiana, Pennsylvania *

West Chester, Pennsylvania *

APPENDIX B

SPECIAL EVENTS

First Night

Superbowl / World Series / Stanley Cup

State Patty's Day

St. Patrick's Day

Autism Walk/Run

Blue/White weekend

Spring Graduation

Boalsburg Carnival / Memorial Day weekend events

4th of July Parade / 4th Fest Fireworks

Central PA Festival of the Arts

Last Cruise

Camp Cadet – Boys Week

Camp Cadet – Girls Week

Student Return week

7 or 8 home PSU football game weekends

APPENDIX C

Calls for Service

Court – Magisterial District Judge
Court – Central
Court – County
Delta Program
Drug Task Force
Follow-up Investigation
Incident Investigation
Processing & Transporting Prisoners
Processing Crime Scenes
Report Completion
Special Events
School Resource Officer
Traffic Control
Warrant Service

Proactive Policing

Bike Patrol
DUI Checkpoints/Safety Blitz
Community Policing Projects
Camp Cadet
D.A.R.E.
Foot Patrol - Schools
Foot Patrols
Lifeskills
Motorcycle Patrol
Selective Enforcement
Selective Enforcement – MC
Specialized Crime Prevention
Station Tours/Public Talks
Vehicle Patrol
Zero Tolerance Project

Administrative Duties

Accreditation
Evidence/Property Status
Firearms Maintenance
Front Desk
Meetings – Committee, Internal Affairs, Staff, & Other
Miscellaneous Down Time
Public Talks/Tours

Roll Call
Records
Supervisory/Administrative
Traffic Unit Duties
Training

APPENDIX D

COMMUNITY PARTNERSHIPS

State College Area School District
Centre County Women's Resource Center
CARE Partnership – Communities That Care
Downtown Improvement District, Inc.
State College Borough Neighborhood Associations
PSU – Off-campus Student Union (OCSU)
Centre County Mental Health/Intellectual Disabilities
Centre County Drug & Alcohol
Centre County Crimestoppers
Community Help Center
Centre County Youth Service Bureau
State College Tavern Association
Center for Alternatives in Community Justice
Centre County United Way
Centre County Youth Aid Panel

PROFESSIONAL PARTNERSHIPS

Penn State University Police
Ferguson Township Police
Patton Township Police
Bellefonte Borough Police
Spring Township Police
Pennsylvania State Police
Alpha Fire Company
Alpha Fire Police
Boalsburg Fire Company
Boalsburg Fire Police
Centre Region EMA
Centre Region Code Enforcement
Centre Life Link EMS
Mount Nittany Medical Center
PSU – Office of Student Conduct
Bureau of Narcotics Investigation
Criminal Justice Advisory Board
Crisis Intervention Team (CIT)
District Attorney's Office
Emergency Communications Center
Sheriff's Office
Federal Bureau of Investigations (FBI)
SC Mountains Terrorism Task Force
Pennsylvania Liquor Control Board
PA Comm. on Crime & Delinquency
PA Chiefs of Police Association

APPENDIX E

General Patrol/Detective Tasks

Victim and suspect interviews	Case follow-up
Traffic Control	Crash Reconstruction
Obtaining and Serving Subpoenas	Preparing and filing criminal charges
Prisoner Transports	Warrant Service
Magisterial District, Central, and County Court	PSU Student Conduct hearings
Monitor School Crossing Guards	Bank Escorts
Investigate towing complaints	Follow-up on anonymous tips submitted
Crime Scene Processing & Evidence Collection	Crime and Traffic analysis
Develop criminal intelligence	Landlord-tenant disputes

Proactive Enforcement Efforts

Neighborhood Enforcement & Alcohol Team (NEAT)

Pre-party contacts

Neighborhood Safety Enhancement Program (NSEP)

Downtown Safety Enhancement Program (DSEP)

Foot patrols

Bike Patrol

Assist outside agencies with criminal investigations (crime scene processing)

Surveillance at problem locations

Strategic Traffic Enforcement Program (STEP)

Checking inmate populations for criminal connections

Patrol Complaint Cards

ENRADD Speed Details

Drug Recognition Expert (DRE) services for enforcement of impaired driving

Specialized Police Services

Victim Centered Intensive Case Management (VCICM)

Sexual Assault Response Team (SART)

School Resource Officer (SRO) Program

Crash Reconstruction

Behavioral Threat Management Team (BTMT)

Centre County Tactical Response Team (CCTRT)

Centre County Crisis Negotiations Team (CNT)

Centre County Alcohol Task Force

Centre County Drug Task Force

Motorcycle Patrol

Bomb Team

Crisis Intervention Team (CIT)

Source Investigation Program (SIP)

Polygraph Operator

K9

Video and Photography

Wiretap/Electronic surveillance

Cell Phone Forensic Examiners

PA Certified Crime Scene Examiners

Master Police Officer Program

Training Instructors

Verbal Judo

Motor Carrier Safety Assistance Program (MCSAP) – Large Truck inspections

Arson Investigator

Field Training Officers

Emergency Vehicle Operator Course (EVOC) instructors

Firearms, Less Lethal, and Armorer instructors

Use of Force Instructors

First Aid/CPR/AED instructors

Community Relations/Crime Prevention Programs/Committees

Youthful Offender Program (YOP)	Community Policing Projects
Camp Cadet	Accreditation
Living in One Neighborhood (LION)	F8 – First 8 Weeks
Care Partnership – Communities That Care	TRIAD
Citizens Police Academy	Lifeskills in middle schools
Restorative Justice Steering committee	Station Tours
Public speaking to groups and classes	Child Safety Seat Checks
Media Relations	Honor Guard
Business checks	Bar Visits
Apartment Building Checks	School Checks
Vacation Home Checks	Keys calls
Ride-alongs	Community health and safety fairs
Cannabis Education Program (CEP) development and implementation	
Education/awareness efforts with fraternities/sororities	
Recruiting, interviewing, selecting, monitoring, and evaluating student interns and volunteers	
Work with Off Campus Student Union (OCSU) and student affairs	
Good Neighbor Program Development Steering Committee	
Serve on various committees (Safe Schools, F8, CIT, Borough Safety, etc.)	
Crime Prevention Through Environmental Design (CPTED)	

Maintenance

- Work scheduling
- Bike Maintenance
- Equipment maintenance and cleaning
- Shuttle patrol vehicles for service, cleaning, and calibration
- Vehicle Inventory
- Deliver and pick up mail at townships and courts
- First Aid maintenance
- Quartermaster – order, issue and track supplies and equipment

Miscellaneous Tasks

Applicant Background investigations

Specific Incident Logs (SILS) and Officer Performance Evaluations

Grant writing, monitoring, and reporting

Tasks associated with Nuisance Properties (Rental Suspension Ordinance)

Police recruiting and testing

Respond to Right to Know Law requests

Review and plan for Special events

Transient Retail Dealer (TRD) review and approval

APPENDIX F

From: [REDACTED]
Sent: Monday, November 26, 2012 8:59 AM
To: police
Subject: Commendations

To: Thomas R. King, Chief of Police

Dear Chief King,

My wife suffers from chronic depression and over the past six months or more, her self-treatment with alcohol caused her to slip into a downward spiral. Eight days ago, I was forced to make a 302 petition to get her help. I'm sure you know what a very difficult and emotional decision that can be. Before and during the process, I came into contact with Officer White and Officer Noel. I want you to know how grateful I am for their assistance. They handled the case with the utmost professionalism, courtesy and empathy. It's good to know we have officers like them in State College.

Best regards,
[REDACTED]

From: Dawn
Sent: Thursday, November 15, 2012 6:25 PM
To: King, Thomas
Subject: Memorial contributions

Hi Tom,

My father asked that you please thank your officers for their kindness and gentleness on the occasions they came to the house to help lift her up when she had fallen. Help like that allowed us to honor her wishes to remain in the family home rather than a nursing home for the last years of her life. Greg Koehle when he was on the force and your other officers always assured us that this was not a burden to them. On other occasions when emergency services were needed your officers were always the first to arrive at our home and offered a calming, caring presence until EMTs arrived. We are blessed to have you as a leader in our community who supports services like this that make our community a wonderful place to live.

Thanks,

Dawn

From: Rick
Sent: Saturday, November 10, 2012 12:50 PM
To: police
Subject: Thank You!

Chief King,

I would like to thank and recognize the efforts of two officers who responded in the early morning of 11/10/12. I reported my daughter Ashley missing and the two officers were very responsive, extremely helpful and most important very understanding of my panic state. After about an hour of searching in the rain at 5 o'clock in the am, she contacted me was safe and was staying with a friend nearby. You should be proud to have these two individuals of such high caliber who demonstrated professionalism, courtesy, empathy and service on your police force.

Please thank them and commend them!

Sincerely,

Richard

From: Deannine [REDACTED]
Sent: Sunday, October 07, 2012 2:10 PM
To: scpcstaff@googlegroups.com; King, Thomas
Subject: Re: [scpcstaff] fire drill

Today's fire drill went off exceptionally well, and all the children got there and back safe and sound. I heard numerous people commenting on great it was that we did this ... and how they have never heard of the church having a fire drill before. I was so pleased it went well. Many thanks go out to a lot of people for helping make it successful. We had a nice police officer helping us crossing Allen Street thanks to Tom King. :-) He was great and got a lot of "high fives."

I just wanted all of you to know it went well.

Deannine

From: Suzanne H.
Sent: Tuesday, October 02, 2012 1:51 PM
To: police
Subject: Comment

My husband and I recently attended a baby car seat safety check at Stockers Chevrolet in State College. We wanted to let you know that we found Joseph Zuffuto very helpful, knowledgeable, and patient. Our first grandchild was just born, and we wanted to make sure that we were doing everything right to keep her safe when she is traveling with us.

This is a very valuable service offered by the State College Police Department. I hope they continue to offer it in the future. Thanks again!

Suzanne H.

From: Josh
Sent: Tuesday, July 24, 2012 9:59 PM
To: King, Thomas
Subject: Thank you - 12 Jul 12 - Black Bear

Good Evening Chief King,

I called into your office last week with this message, and the madam on the phone suggested I email it to you as well:

I'd like to thank all of the officers who helped control the black bear on campus on the evening of Thursday, July 12th. Despite having lived in State College for the past 3 years, I haven't had many interactions with the State College Police Department. I was incredibly impressed by the professionalism, cool-mindedness, and politeness that your officers demonstrated while handling the situation.

It makes me feel proud and safer to be a resident of State College knowing that the police department here is comprised of men and women who understand the important balance between friendliness and seriousness when dealing with the general public. Throughout the incident, your officers maintained respectful communication between themselves and all the onlookers in the growing crowd. Thank you all for your time, training, and commitments you give to keep our community safe. Best wishes for a great summer!

Sincerely,

Josh
Schreyer Honors College Scholar
The Pennsylvania State University

Sent: Thursday, August 02, 2012 5:27 PM
To: Police Sworn Personnel
Cc: Fountaine, Tom
Subject: Department Compliment

All Sworn Personnel,
Ron Quinn, the executive director of Housing Transitions, Inc. (Centre House) stopped to see me today. His purpose of coming in was to ask me to pass along to all officers how much he appreciates not only all you do for his agency but the manner in which you all respond to their requests and the individuals seeking temporary housing. He explained that there have been many times where officers have responded and you always handled the individuals with respect and dignity. He said we are always calm when they have a rare volatile situation and respond so well. He has also noticed how well officers interact with persons with apparent MHID issues. He just wanted me and the entire department to be aware of his appreciation. I assured Mr. Quinn I would pass this onto all officers. Thanks to everyone. Once again, great work.

Chief King

Sent: Monday, July 23, 2012 5:03 PM
To: police
Subject: Thank you!

Dear Chief King,

Hooray for the State College Police! I was remiss in not getting the officer's name, she was female, in a patrol car on Fairmount avenue West, near Atherton Street in the 400 block, at about 11:00-11:30 AM. She was watching for violators on the "right turn only" sign on Fairmount / Atherton intersection. I was outside looking for our cat, whom the children had inadvertently let out of the house several minutes earlier without our knowledge. I mentioned to the officer in passing that I saw a lot of violators there, and I was glad she was there. I also told her that we were looking for our Siamese cat, and asked if she had seen one running around. I didn't expect her to do anything about it, as the police have more important things to do than look for lost cats. She did take my name and cell phone number just in case, and mentioned she had a cat too.

I continued walking around the block calling out our cat's name. About 5 minutes later, my phone rang, and it was the officer, who had found our cat! She had gotten out of her patrol car and walked around, just to look. I came up the street and she was holding our little Siamese cat.

This gesture was very kind, and means a great deal to my 3 and 6 year old children, and my wife and myself. I wish I had noted her name, but I am hopeful that you can figure out who she was, and let her know that we really appreciate her actions today. It's a small thing in the larger world of law enforcement, but a big thing to our family. I can't imagine explaining to my kids that the cat was lost, or worse, killed in the street.

Thanks again,

Jeffrey (resident/family of Holmes-Foster neighborhood)

APPENDIX G

TRAININGS

Winter Firearms Shoot

Crisis Intervention Team Initial course

Crisis Intervention Team Refresher course

Sexual Violence Against Women Training Institute

Leadership Tactics

Armorer Course

Vehicle Equipment Regulations

Annual in-service (32 hours)

Tactical Response Team

Drug Recognition Expert

CAPS – Interactive/scenario based firearms shooting course

Investigative Strategies for Missing and Abducted Children

Firearms Simulations

Moving Target Firearms

M4 Rifle and Shotgun Course

First Aid / CPR/ AED annual recertification

Social Media

Motor Carrier Safety Awareness Program (MCSAP) – Heavy Truck inspections

Long Gun Reduced Light Instructor Course

Post Blast School

Emergency Vehicle Operation Course (EVOC) recertification

Motor Vehicle Investigation

Incident Command Operations Section Course

Arson Investigators Conference

Stewards of Children – Darkness to Light

International Police Mountain Bike Course

Evidence Collection

Cell Phone Forensics
Child Advocacy Conference
Polygraph Operator Course
Bomb Technician Recertification
Pre-employment Background Investigations
Critical Policy – Risk Management
Defensive Tactics
Less Lethal Course (OC Spray and Bean Bag Gun)
Crisis Negotiators Quarterly Training
Introductory Police Supervision Course
Crowd Control and Active Shooter
Crime Prevention Symposium
Field Training Officer (Initial and Refresher)
PLCB Conference – Reduce underage and dangerous drinking