



VILLAGE OF DOBBS FERRY BOARD OF TRUSTEES
WORKSHOP MEETING AGENDA

MEETING DATE: February 27, 2024
AGENDA ITEM SECTION: Presentations
AGENDA ITEM NO. : 1
AGENDA ITEM: Police Staffing
ITEM BACKUP DOCUMENTATION: 1. Dobbs Ferry Police Department presentation on personnel and staffing

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DOBBS FERRY POLICE DEPARTMENT

PERSONNEL AND STAFFING:

ADDRESSING CURRENT AND FUTURE NEEDS OF THE VILLAGE OF DOBBS FERRY

BACKGROUND

- The Village of Dobbs Ferry is one of six villages located in the Town of Greenburgh and is approximately 2.4 square miles. The five other villages in Greenburgh are Tarrytown, Irvington, Elmsford, Ardsley, and Hastings-on-Hudson. There are approximately 11,541 residents who call Dobbs Ferry home.
- The Village of Dobbs Ferry has its own police department, which provides protection 24 hours a day, seven days a week.
- The Dobbs Ferry Police Department has an authorized strength of 27 Police Officers.

DOBBS FERRY POLICE DEPARTMENT MAKE-UP

- The police department provides patrol coverage in the following manner:
 - Two tour rotation comprised of police officers who either work 7am-3pm or 3pm-11pm. The officers work a 4 on and 2 off schedule which rotates weekly through the two tour rotation. This "Scooter Shift," has three Sergeants assigned to provide supervision and nine Police Officers to cover patrol.
 - One tour rotation comprised of police officers who work a steady midnight shift. The shift hours are 11pm-7am. This midnight shift has two Sergeants assigned to provide supervision and four Police Officers to cover patrol.
 - This schedule ensures that provided no officer is off, there is one officer assigned to each of the two sectors of the village, with one supervisor floating on patrol and one officer inside HQ acting as a desk officer.
 - Additionally, there are two officers assigned to a dedicated Traffic Unit. These officers work a rotating shift of 7am to 3pm and 3pm to 11pm, Monday through Friday. Their schedule rotates weekly between these two shifts. When the patrol division is below minimum manpower, the traffic officer will fall into patrol and will not perform traffic enforcement.

The background of the slide features a dark, starry night sky. Overlaid on this are several concentric circles in shades of red and blue. The circles are semi-transparent, allowing the night sky and a faint silhouette of a building at the bottom to be visible. The title 'GREENBURGH VILLAGE POPULATION COMPARISONS' is centered in white, uppercase letters.

GREENBURGH VILLAGE POPULATION COMPARISONS

- Population for Ardsley is 5,079
- Population for Tarrytown is 11,860
- Population for Irvington is 6,652
- Population for Elmsford is 5,239
- Population for Hastings-on-Hudson is 8,590
- Population for Dobbs Ferry is 11,541
- Above information taken from <https://www.census.gov/>

AGENCY COMPARISON

- Tarrytown – 34 Officers
- Irvington – 23 Officers
- Elmsford – 22 Officers
- Ardsley – 20 Officers
- Hastings-on-Hudson – 21 Officers
- Dobbs Ferry – 27 Officers

AN ICMA CENTER FOR PUBLIC SAFETY MANAGEMENT WHITE PAPER

- An analysis of police department staffing:
 - How many officers do you really need?
 - What is the ICMA? – International City/County Management Association which is 100 years old, non-profit professional association of local government administrators and managers, with approximately 9000 members located in 32 countries.
- James McCabe - is an Associate Professor of Criminal Justice at Sacred Heart University. He is also the Chair of the Criminal Justice Department and Director of the Graduate Program. He is a 21-year veteran of the New York City Police Department. During his NYPD career, he held numerous assignments including the Commander of the Office of Labor Relations, the Commander of the Training Bureau and Police Academy, the 110th Precinct, as well as numerous other operational and managerial assignments. His research interests include police organizational behavior, police-community interactions and how the dynamics of quality-of-life enforcement affects crime levels and community safety.

STAFFING MODELS

- Five Common Methods Used in the U.S.
- 1 - Crime Trends/Levels
- 2 – Per-Capita Approach
- 3 – Minimum Manning Levels
- 4 – Authorized/Budgeted Levels
- 5 – Workload Based Models (Least Commonly Used)

CRIME TRENDS/LEVELS

- Early 20th Century, this became the benchmark for establishing police staffing.
- Inefficient approach to staffing.
- More crime, more cops.
- Less crime, less cops.
- This model essentially provides incentives for poor performance and disincentives for good performance.

PER-CAPITA APPROACH

- Officer to population ratio.
- General rule of thumb is 2.5 officers per 1,000 residents.
- Easy to understand and apply, equally inefficient and unreliable.

MINIMUM MANNING LEVELS

- Generally determined on predetermined minimum-manning levels, using past practice, policy, supervisory judgement, or a combination of all three.
- Typically set a hard and soft minimum, where hard minimums cannot be broken without calling in overtime coverage.
- Dobbs Ferry has historically been broken into two sectors, requiring an officer assigned to each, with one officer assigned to HQ for communication and dispatching duties. (Hard minimum, contractually locked)

AUTHORIZED/BUDGETED APPROACH

- Municipality predetermines a specific level of staffing which fits in the budget of the community.
- What can I afford model versus an actual community needs.
- Fairly common approach that places the determination in the budgeting process.
- Fairly simple where the previous year's budget is examined in context with current financial situation.
- Inefficient as staffing decisions can be politicized or predicated on artificial figures.
- The ability of a community to pay for services in previous years or a change in political administrations is not a sound foundation to use when making police staffing decisions.

WORKLOAD BASED

- Staffing decisions are made on the actual workload.
- ICMA is a strong advocate of this model.
- Least commonly used.
- Relies on actual levels of demand for police services and matches the demand with the supply of police resources.
- Shortcoming is that this model relies almost exclusively on demand through 911 calls and ignores all other elements of community demands.
- In order to overcome this, workload demands should be modeled and then placed in context with other operational demands facing the agency.
- This model requires complex data analysis that is beyond the capacity of most police agencies but nonetheless offers the most accurate and reliable predictor of police staffing levels.

WORK LOAD AND POLICE STAFFING

- For a detailed workload analysis, we use two four-week sample periods. Typically the first period is August, or summer, and the second period is February, or winter. Each and every call dispatched is identified in these periods. The calls are then isolated and the amount of time on each call is calculated.
- Additionally, we looked at the actual amount of officers assigned to patrol during these periods.
- The collection of time “workload” and actual officers working presents a more thorough picture of actual demands placed on the workforce.
- As a result, workload is the critical determinate of police staffing.

RULE OF 60 GUIDELINES

- General guideline is that the “Rule of 60” is applied to evaluate police department staffing levels. Three critical variables.
- 1. Approximately 60 percent of the total number of sworn officers should be assigned to patrol function.
- 2. The average workload for patrol staffing should not exceed 60 percent.
- 3. The Total Service Time (officer-minutes) should not exceed a factor of 60.

SATURATION INDEX

- Workload versus Discretionary Time
- No more than 60 percent of patrol time should be spent committed to calls for service.
- The remaining 40 percent is discretionary time which allows officers to be able to address community concerns, ie. traffic control, quality of life issues and be available for serious emergencies. The remaining 40 percent does not mean break time or off of patrol.
- This ratio between dedicated time for calls for service versus discretionary time is referred to the Saturation Index (SI).
- An SI greater than 60 indicates patrol is reactive and overburdened with CFS and workload demands.

FEBRUARY MANPOWER COMPARISON

February Manpower				
Days	T1	T2	T3	
1	2	2	3	
2	2	3	3	
3	2	3	2	
4	2	3	2	
5	2	3	2	
6	2	3	2	
7	2	4	2	
8	2	4	2	
9	2	3	2	
10	2	3	3	
11	2	4	2	
12	2	2	2	
13	2	2	2	
14	2	2	2	
15	2	4	2	
16	2	4	2	
17	2	3	2	
18	2	3	2	
19	2	2	3	
20	2	2	2	
21	2	3	3	
22	2	3	2	
23	2	4	2	
24	2	3	2	
25	2	4	2	
26	2	2	2	
27	2	2	2	
28	2	3	3	
Total:	56	83	62	
Average	2	2.96	2.21	

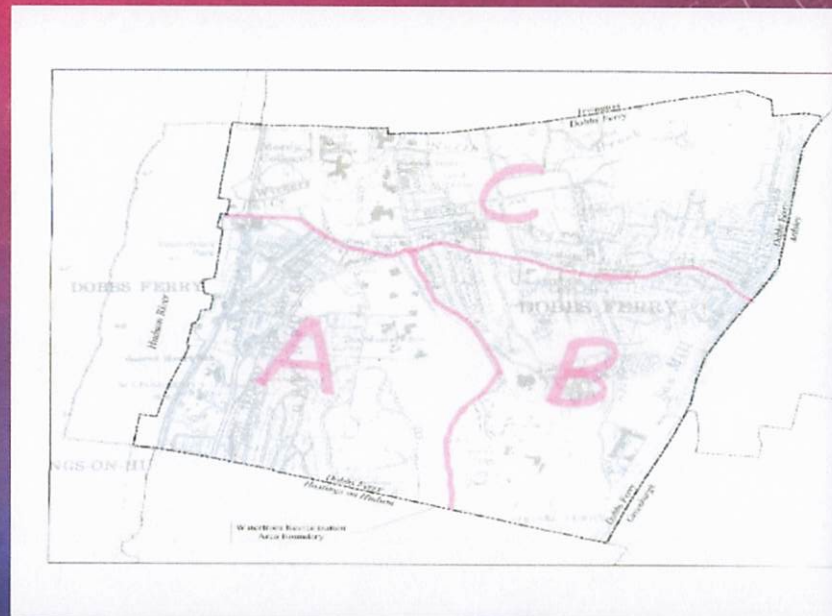
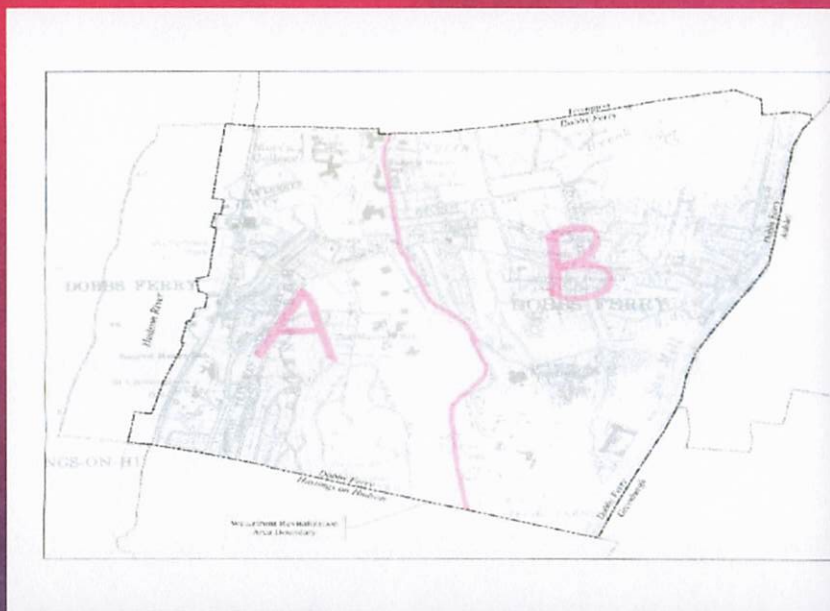
February 2022				
Time	Total Time	60%	Staff Needed	
7:00	6.07	10.11	14	
8:00	3.22	5.36	8	
9:00	6.25	10.41	14	
10:00	8.38	13.96	19	
11:00	9.38	15.63	21	
12:00	11.13	18.55	25	
13:00	14.34	23.9	32	
14:00	14.56	24.26	33	
15:00	11.13	18.55	25	
16:00	6.58	10.9	15	
17:00	14.13	23.55	32	
18:00	7	11.66	16	
19:00	5.45	9.08	13	
20:00	7.05	11.75	16	
21:00	5.23	8.71	12	
22:00	1.45	2.41	4	
23:00	4.29	7.15	10	
0:00:00	4.06	6.76	10	
1:00	4.17	6.95	10	
2:00	0.4	0.66	1	
3:00	2.41	4.01	6	
4:00	3.37	5.61	8	
5:00	1.44	2.4	4	
6:00	0.14	0.23	1	

AUGUST MANPOWER COMPARISON

August Deployed Manpower				
Days	T1	T2	T3	
1	2	3	3	
2	2	3	3	
3	2	3	2	
4	2	3	2	
5	2	3	2	
6	2	2	2	
7	2	2	2	
8	2	2	2	
9	2	3	3	
10	2	3	2	
11	2	3	2	
12	2	3	2	
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18	2	3	2	
19	2	2	2	
20	2	2	2	
21	2	2	2	
22	2	3	2	
23	3	5	2	
24	2	4	3	
25	2	4	2	
26	2	2	2	
27	2	2	2	
28	2	2	2	
29	2	3	4	
30	2	3	4	
31	2	3	3	
Total:	63	86	71	
Average	2.03	2.77	2.29	

August 2022					
Time	Total Time	60%	Staff		
7:00	3.16	5.26	7		
8:00	1.44	0.24	4		
9:00	1.47	2.45	4		
10:00	2.52	4.2	6		
11:00	4.31	7.18	10		
12:00	5.33	8.83	12		
13:00	5.4	9	12		
14:00	3.04	5.06	7		
15:00	3.38	5.63	8		
16:00	1.37	2.28	4		
17:00	2.4	4	6		
18:00	3.28	5.46	8		
19:00	4.37	7.28	10		
20:00	4.33	7.21	10		
21:00	2.47	4.11	6		
22:00	4.33	7.21	10		
23:00	6.08	10.13	14		
0:00	3.08	5.13	7		
1:00	2.59	4.31	6		
2:00	1.3	2.16	3		
3:00	0.34	0.56	1		
4:00	3.18	5.3	8		
5:00	0.41	0.68	1		
6:00	0.36	0.6	1		

CURRENT PATROL SECTOR/POTENTIAL PATROL SECTOR



FUTURE NEEDS OF THE AGENCY

- It is my recommendation that the Village of Dobbs Ferry prepares to address the future growth of the village by increasing the current staffing of the Police Department.
- In order to properly staff three sectors in the village and to achieve the 60% saturation rate, we would require three additional police officer positions, assigned to the scooter chart.

The background is a gradient from red on the left to blue on the right. It features numerous out-of-focus circular light spots (bokeh) in various sizes and colors. On the left side, there are several concentric circular lines and arcs, some of which are part of larger circular patterns that resemble radar or target interfaces. These patterns include numerical markings and small arrows.

THANK YOU!

MANUEL R. GUEVARA

CHIEF OF POLICE