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Administrative Study

FINAL

Bethlehem Town Police Department

Albany County, New York

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New York State Division of Criminal Justice Services
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OFFICE OF PUBLIC SAFETY



Staffing Analysis

Town of Bethlehem Police Department
Bethlehem, New York

**STAFFING ANALYSIS OF
THE TOWN OF BETHLEHEM POLICE DEPARTMENT
BETHLEHEM, NEW YORK**

January, 2007

ACKNOWLEDGMENTS

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I. Preface

The Nature of Administrative Studies

Emergencies of the day frequently prevent police administrators from giving adequate attention to the areas of planning and research. Accelerating changes in today's world create unusual pressures on law enforcement agencies and increase the need for flexibility in their management and organization.

The New York State Division of Criminal Justice Services (DCJS) sponsors several programs to help public officials meet the many challenges that they now confront. One service in particular, the Administrative Studies Program, offers administrative assistance and in-depth studies to local law enforcement agencies as well as to municipalities exploring the possibility of establishing a police department.

The purpose of the studies is to provide the assistance necessary to aid administrators in combining new ideas, concepts and methods with a professional and objective analysis of local realities. The studies focus on immediate needs and incorporate both historical data and emerging trends. The studies give decision-makers an impartial look at their police department from the perspective of an outside agency.

Two types of services are offered: Staff Consultations and Formal Studies.

1. Staff Consultations

Staff consultations are conducted through informal discussions between department officials and Office of Public Safety staff. Consultations are typically conducted over the phone or through correspondence that documents the research requested. Staff consultations seldom involve the preparation of a detailed report.

2. Formal Studies

Formal studies focus on issues of special interest to a particular agency. Program consultants and/or staff conduct field visits and prepare written reports with documented findings and specific recommendations for the chief executive officer to consider.

A formal study might address one or more of the following functions: Patrol; Investigation; Training; Records System; Feasibility of forming a department; Personnel Systems; Rules of Conduct; Consolidation and/or Joint Services; Organization; Community Relations; Staffing; Mission, Goals and Objectives; Evidence; Booking Procedures; Equipment; and Patrol Sector Design. Other areas may also be explored in accordance with the wishes of the agency head.

The Division of Criminal Justice Services (DCJS) contracts with law enforcement professionals and/or assigns experienced staff to conduct the necessary research and propose appropriate recommendations. Draft reports are then reviewed by staff of the Office of Public Safety prior to release. The Office of Public Safety does not charge localities for the preparation of these studies.

Finally, it is important to note that an administrative study is not an end in itself; the report merely documents a professional assessment of the need for change where such a need exists. Consequently, the value of the study is directly proportional to the attention given to its recommendations in terms of evaluation, implementation and periodic review. The Office of Public Safety will provide technical assistance upon request to facilitate the successful implementation of its recommendations.

Enabling Authority

The New York State Division of Criminal Justice Services (DCJS) was created by law on September 1, 1972. It has five major components: The Office of Public Safety, the Office of Identification Services, the Office of Funding and Program Assistance, the Office of Justice Systems Analysis, and the Office of Administration and Information Services.

DCJS conducts administrative studies pursuant to the authority granted by the New York State Executive Law. Article 35, section 837, subdivision 5, states that the Division shall:

"Conduct studies and analyses of the administration or operations of any criminal justice agency when requested by the head of such agency and make the results thereof available for the benefit of such agency."

Responsibility for conducting these studies has been assigned to the Office of Public Safety (OPS).

Disclaimer

Most of the information, recommendations and suggestions contained in this report are based upon an analysis of data compiled and supplied by the Town of Bethlehem Police Department. The analysis is thus directly related to the reliability and validity of the information provided. Accordingly, the Office of Public Safety cannot guarantee the accuracy of all submitted data.

II. Executive Summary

The following is a summary of the findings and recommendations made pursuant to the Division of Criminal Justice Service's analysis. The recommendations are supported by detailed explanations in the body of the report.

Findings

1. On April 14, 2006, the NYS Division of Criminal Justice Services, Office of Public Safety, entered into an agreement with Chief of Police Louis Corsi to conduct a staffing analysis of the Town of Bethlehem Police Department.
2. The Police Department provided several types of data for analysis, and the program consultant subsequently conducted an on-site visit to interview appropriate personnel on September 19, 2006. The department provided updated information for the final analysis.
3. The Police Department is staffed by: one (1) Chief of Police, one (1) Deputy Chief of Police, two (2) Lieutenants, one (1) Administrative Sergeant, five (5) Uniformed Patrol Sergeants, twenty-three (23) Uniformed Patrol Officers, four (4) Detectives, one (1) School Resource Officer, and one (1) D.A.R.E. Officer. All sworn positions are full time.

The department also employs one (1) Communications Supervisor, thirteen (13) Telecommunicators, two (2) full-time Animal Control Officers, three (3) full-time Records Clerks, and one (1) full-time Secretary to the Chief.

The Patrol Division currently has three (3) tours of duty: A-Line (11pm - 7am), B-Line (7am - 3pm), and C-Line (3pm - 11pm). All sworn officers assigned to the Patrol Division work a 5 days on, 2 days off schedule.

4. Calls for service within the Town of Bethlehem are received directly at Police Headquarters via 911. The Bethlehem Police Department provides telecommunication and dispatching service 24/7/365.
5. The Bethlehem Police Department is the primary law enforcement agency for the Town of Bethlehem. Neither the Albany County Sheriff's Office nor New York State Police have satellite stations in the Town of Bethlehem or

assign a unit to patrol the town. Back-up assistance from these agencies is oftentimes unreliable. However, all three departments do assist each other on the basis of availability. Additionally, the City of Albany Police Department can be called upon to assist on an emergency basis.

Recommendations

1. Recommend the Town of Bethlehem Police Department increase the number of full-time Police Officers *minimally* by six (6).
2. Recommend the Town of Bethlehem Police Department create a full-time Traffic Safety Unit within the Patrol Division.
3. Recommend the Town of Bethlehem Police Department maintain the current Patrol Supervision staffing.
4. Recommend the Town of Bethlehem Police Department increase the number of Criminal Investigators within the Detective Office to a total of five (5).
5. Recommend the Town of Bethlehem Police Department fill the vacancy of the Detective Sergeant position and maintain a total of five (5) members assigned to the Detective Office, *including* the Detective Sergeant.

III. Introduction

Task and Methodology

DCJS received a written request from The Town of Bethlehem Chief of Police Louis Corsi asking the Office of Public Safety to assess the staffing and deployment needs of his agency. In accordance with DCJS procedures, Chief Corsi subsequently signed an agreement that outlined the conditions under which the study would be conducted. The agreement assured OPS of the agency's complete cooperation during the course of the study. It also gave OPS staff and consultants the authority to examine all relevant documents and to meet with appropriate members of the Department.

The OPS program consultant subsequently visited The Town of Bethlehem Police Department on September 19, 2006 to interview Chief Corsi and other department members to obtain a first-hand understanding of key staffing issues. The consultant toured the Department's facilities, and toured the jurisdiction patrolled by the Police Department. The OPS program consultant had additional contact with Chief Corsi and Deputy Chief Beebe while preparing this report to confirm and/or update the data collected.

The analysis that follows is based upon the expertise of the Office of Public Safety program consultant in conjunction with the use of established formulas that analyze reported agency activity. The validity of all recommendations pertaining to patrol staffing levels is heavily dependent upon the quality of the data provided by the Town of Bethlehem Police Department.

The Town of Bethlehem

Established in 1793, The Town of Bethlehem is located in Albany County along the western shore of the Hudson River. Along with the Hudson River, the City of Albany, the Towns of Guilderland, New Scotland, and Coeyman Town border the Town of Bethlehem. The Town is comprised of approximately fifty-two (52) square miles and runs 8.3 miles long north to south. Bethlehem has a mix of residential, commercial, industrial, and rural areas. The most recent population estimate (7/1/2005 – U.S. Census Bureau) indicates there are approximately 32,903 residents. Services provided within the Town are police, fire, EMS, public works, and schools. The Town owns its own reservoir, which is located in an adjoining

town. However, water is purchased from the City of Albany during peak demand. Additionally, the Town has wells located in an aquifer under the Hudson River. The Town also maintains its own Sewage Treatment Facility.

The Town of Bethlehem has approximately 173 miles of roadway within its borders. Major highways include Rt. 9W, Rt. 32, Rt. 85, Rt. 144, and Rt. 443 (Delaware Ave.). The New York State Thruway also traverses through the Town.

A full-time Town Supervisor and four part-time Town Board members govern the Town of Bethlehem. The Supervisor is elected to office for two-year terms. Town Board members are elected to office for four-year terms. The Town fiscal year is Jan 1 – December 31. The 2006 budget for the Town of Bethlehem is \$36,072,000.

The 2000 Census figures shows the ethnic population of the Town to be 94.7% White, 2.3% Black or African American, 0.2% American Indian and Alaskan Native, 1.7% Asian, 1.2% Other Races, and 1.7% Hispanic or Latino (of any race). The Town has an aging population with 58% over age 55. This has caused a higher demand for senior living communities. The household median income is \$63,169. The median family income is \$77,211.

The Town of Bethlehem maintains a wide array of housing types including high-end homes, condominiums, senior living communities, town homes, and apartment complexes. The Town has been dubbed as being the fastest growing community in the immediate Albany area. The 2000 Census indicates the Town has 8,495 single-family, owner-occupied homes. The median value of these homes is \$143,700. The average rate per \$1,000 for school tax is \$18.00 and \$8.00 for county/town taxes.

Within the Town of Bethlehem there are multiple commercial shopping plazas, one of which includes a Wal-Mart Superstore. There are fourteen (14) banks and five (5) parks within the Town. The Town has a rural/industrial area that runs along the Hudson River. Barge traffic is still prevalent along the river and helps the local industries. Some of the larger employers include GE Plastics, Owens Corning, and the Public Service Enterprise Group (PSEG). PSEG operates the Bethlehem Energy Center (BEC), a 750-megawatt combined-cycle plant powered by natural gas. CSX operates the largest rail-sorting yard in the northeast within the Town of Bethlehem.

There are a total of four (4) school districts within the Town of Bethlehem.

Two of these districts do not have any buildings or facilities within the Town. The remaining two districts have buildings within the Town and provide academic services for the community. These two districts are Bethlehem Central School District and Ravina Coeymans Selkirk Central School District. There are a total of seven (7) school buildings within the Town of Bethlehem. Five of these buildings are at the elementary level, serving grades kindergarten through five. One building is a middle school with grades six through eight. The high school has grades nine through twelve.

Within the Town of Bethlehem are seven (7) hamlets. They are Slingerlands, Elsmere, Delmar, Glenmont, South Bethlehem, Jericho, and North Bethlehem. Each hamlet has its own distinct characteristics but do not have individual governing bodies.

Five separate fire districts provide service to the Town of Bethlehem. They are North Bethlehem, Selkirk, Delmar, Elsmere, and Slingerlands. In addition, G.E. Plastics maintains a private fire service. The Bethlehem Volunteer Ambulance and the Delmar Fire District provide Emergency Medical Service (EMS). The Town of Bethlehem contracts with the Albany County Sheriff's Office for paramedic service.

The Town of Bethlehem also features the following characteristics:

- 22 Churches of various denominations
- 3 Establishments for overnight lodging
- 26 Medical facilities (none with in-patient or emergency departments)
- 6 Fraternal clubs
- No marinas but one is proposed as part of a larger project with residential units, commercial shops, as well as an aquarium.
- Several proposed construction projects with significant growth potential

There are a number of community events that draw a large number of spectators throughout the year. In addition to school events, the Flea Market, Fireman's Fair, and Riverfest name just a few.

The Town of Bethlehem Police Department

The Town of Bethlehem Police Department is located at 447 Delaware Avenue, Town of Bethlehem, Albany County, New York. The Police Department shares an old school building (circa 1926) with the Town Hall. The first floor accommodates a complaint desk and dispatch area, squad room, booking area with provisions for fingerprinting and photographing suspects, breath test equipment, and work stations with computers for patrol officers to use. The first floor also has office space for the Chief of Police and his staff. The Family Services Office is located on the second floor. Department records are maintained at the police department in a storage area. Parking for police vehicles and personnel is in the rear of the Municipal Building. Access to the Department is controlled by punch code or key.

The Department patrols over 173 miles of roadway and a total area of approximately 52 square miles. Major highways include Rt. 9W, Rt. 32, Rt. 85, Rt. 144, and Rt. 443 (Delaware Ave.). The New York State Thruway also traverses through the town.

The Department provides twenty-four (24) hour, seven (7) days per week law enforcement coverage for its Town residents and visitors.

The 2006 Police Department Budget is \$5,393,700, which is 14.95% of the Town's municipal budget of \$36,072,000. The fiscal year is January through December.

The Department is authorized to have forty-four (44) sworn personnel but currently maintains forty-two (42) positions. The department roster includes: One (1) Chief of Police, one (1) Deputy Chief of Police, two (2) Lieutenants, one (1) Administrative Sergeant, five (5) Uniformed Patrol Sergeants, twenty-three (23) Uniformed Patrol Officers, five (5) Detectives in the Detective Office, two (2) Detective in the Family Services Unit, one (1) School Resource Officer, one (1) D.A.R.E. Officer. There are no part-time sworn personnel.

Four (4) sworn members are out of service due to long-term illness or injury including; one (1) Detective in the Family Services Unit, One (1) Detective in the Detective Office, and two (2) Uniformed Patrol Officers. In effect, this leaves the department with twenty-one (21) Uniformed Patrol Officers, four (4) Detectives in the Detective Office and one (1) Detective in the Family Services Unit.

The Department also has two (2) full-time civilian Animal Control Officers, three (3) full-time Records Clerks, one (1) full-time Secretary to the Chief, fourteen (14) full-time Communications Dispatchers, including one (1) Dispatcher Supervisor, five (5) permanent part-time School Crossing Guards and one (1) fill-in School Crossing Guard.

All full-time personnel work a 5-day on – 2 day off, 40-hour workweek. The Administrative staff, including the Chief, Deputy Chief, Lieutenants, and Administrative Sergeant work Monday – Friday.

The Department schedules three eight-hour shifts, 24/7 for its uniformed patrol officers. Patrol Division work shifts are defined as A-line (2300-0700 hours), B-line (0700-1500 hours), and C-line (1500-2300 hours). A-line has one (1) permanent Sergeant and five (5) Patrol Officers. B-line has one (1) permanent Sergeant and eight (8) Patrol Officers, two of which serve as Traffic Enforcement Officers as staffing permits. C-line has one (1) permanent Sergeant and seven (7) Patrol Officers. Two Patrol Division Sergeants work swing shifts. One swing Sergeant works 2 C-lines and 3 B-lines. The second swing Sergeant works 1 C-line, 2 B-lines, and 2 A-lines.

The Department has a minimum staffing requirement of four sworn members. A Sergeant can be included in the four (i.e. 1 Sergeant, 3 Patrol Officers). However, a Sergeant is not assigned to a patrol zone. If a shift is staffed with two Sergeants on a given day, one of the two working Sergeants would typically be assigned to administrative duties inside the police department. Each shift is permitted two (2) Patrol Officers off on any given day. However, more than two officers are allowed off if overtime is not created.

The Bethlehem Police Department divides the Town into four (4) patrol zones. One officer is assigned to each zone unless only three officers are working. In this case, the three officers would split the duties of the four patrol zones.

The Department has several marked fleet vehicles including:

- Twelve (12) marked Ford Crown Victoria sedans
- Two (2) marked Chevrolet Tahoe SUV's (one 4WD, one 2WD)
- One (1) Forensic vehicle (Type III ambulance)
- One (1) Command Post vehicle
- Two (2) Animal Control vans

The Department also has eleven (11) unmarked vehicles that are used by Administrative Staff, Detectives, the Family Services Detective, and the D.A.R.E. Officer. Unmarked vehicles consist of:

- Four (4) Chevrolet Impalas
- Three (3) Chevrolet Luminas
- One (1) Oldsmobile Cutlass
- Three (3) Ford Crown Victoria sedans

In addition, the Department has two (2) speed enforcement trailers and one (1) storage trailer. Vehicles are purchased off of State contract. Fleet maintenance is performed by the Town Highway Department.

In 2005 the Police Department reported 1352 Criminal Offenses. There were 640 adult and 57 juvenile Penal Law arrests resulting in 1,267 individual charges. The most common felonies were burglary and larceny while the most common misdemeanor and violation offenses were criminal mischief and simple assaults. There were 7,012 Uniform Traffic Tickets and 394 parking tickets issued.

In addition to enforcing criminal and Vehicle and Traffic laws, the Police Department also enforces Town Ordinances. In 2005, Officers took action on 45 Town Ordinance violations and 375 parking violations, with 394 parking tickets issued.

Calls for service are broken down by "Incidents" and "Quick Calls." An "Incident" is a request for service from a citizen, typically generated through a call to 911. A "Quick Call" is officer-generated activity. In 2005, the Police Department recorded 21,649 "Incidents" and 26,198 "Quick Calls," making the total calls for service 47,847 for the year.

The Department has its own communications and dispatching system, which provides 24/7 emergency dispatch service for police, fire, and EMS. Nine-eleven (911) calls are received at the Bethlehem Police Department. The Communications Center has direct link switching capabilities to re-route emergency calls to neighboring public safety providers if needed. In addition to handling "walk-in" complaints 24/7 at the Police Department front window, Communications dispatchers also provide dispatching service for other municipal departments after normal business hours.

The Department has no holding cell. Patrol Officers are responsible for

transporting prisoners to and from jail. Department protocol requires two (2) officers for every transport. The Albany County Jail is located in the Town of Colonie, approximately twelve (12) miles from the Town of Bethlehem. Juveniles are transported to a variety of facilities depending on Family Court placement. Often times such facilities are located outside Albany County.

The Town has two full-time Animal Control Officers but when they are not on duty, police officers respond to the complaint. If removal is necessary, an ACO may be called in. However, police officers will oftentimes handle the transport of dogs to a shelter.

The Bethlehem Police Department offers ongoing Community Relations Programs, such as Neighborhood Watch, Operation ID, School Resource Officer, and D.A.R.E. Members from the Police Department routinely provide presentations to various community groups, businesses, and special interest populations on a variety of subjects.

The Patrol Division enhances child passenger safety by maintaining a monthly permanent fitting station for child safety seats. Patrol officers respond to all Fire and EMS calls and are trained First Responders. Officers have Automated External Defibrillators (AED) available to use when needed. Patrol Officers provide house check service for residents who are away, business checks during the overnight hours, and vehicle lockout service.

The Bethlehem Police Department maintains a proactive approach to traffic enforcement. The Department has two designated Traffic Safety Officers that carry out a variety of traffic enforcement activities. As staffing permits, these officers participate in programs such as:

- Commercial Vehicle Enforcement
- Buckle Up New York
- STOP D.W.I.
- Operation Safe Stop
- Strategic Traffic Enforcement (S.T.E.P. Grant)

In response to citizen complaints, Traffic Safety Officers conduct traffic studies and provide special attention by monitoring roadways of concern. The Department has two radar trailers that are used to advise motorists of their vehicle speed. Traffic Safety Officers also facilitate Mock D.W.I. crashes and Driver Education presentations at the High School as well as Senior Driver Programs.

Although bordered by the Hudson River on the east and Normans Kill Creek on the north, the Bethlehem Police Department has no watercraft or S.C.U.B.A. team. The Police Department relies on the Fire Service and Albany County Sheriff's Office for water rescue assistance. The Police Department does not have its own S.W.A.T. team but does have Crisis Negotiators in the event such expertise is needed.

Despite having the largest rail-sorting yard in the northeast, CSX Police have limited availability for law enforcement service. The Bethlehem Police Department is the primary responder to the yard for criminal investigations and emergency incidents.

IV. Staffing Analysis

Patrol Division

The allocation of staff is a critical issue in any law enforcement agency. By far, the largest part of a police department budget consists of personnel costs.

Patrol is the most fundamental of all law enforcement operations. Uniformed police officers assigned to conspicuous patrol vehicles provide the basic services for which the police department was established. The patrol force seeks to prevent criminal activity by creating the appearance of omnipresence, thus generating the impression that offenders will be immediately apprehended.

Patrol responsibility is not limited to the prevention of crimes and the apprehension of offenders. The patrol force is also a service unit, providing assistance and emergency care in the event of injury, sickness, loss of property, or even citizen inconvenience. Uniformed officers are usually the first, and sometimes the only contact the public has with the Police Department. The importance of adequate staffing, deployment, supervision and training for patrol can hardly be overemphasized.

An exact means for determining the optimum number of officers to be allocated to the law enforcement function has yet to be developed. Among the reasons for this is the fact that no precise method exists for determining the optimum number of staff-hours necessary for preventive patrol coverage as compared with the personnel necessary for handling investigations of offenses and incidents, inspectional services, and other activities that can be measured with some degree of exactness. Nevertheless, an equitable distribution of enforcement strength by time and area can be achieved with reasonable precision.

Two steps are required to achieve this objective. The first task is to identify the number of patrol posts required. Once that is done, the specific staffing requirements can be calculated.

Determining the Necessary Number of Patrol Posts

The Formula

Two variables largely determine the number of officers who are necessary to staff the patrol force adequately: the number of calls for service for a given period of time (from which the number of patrol posts can be identified), and the average length of time that each officer is available for duty on a yearly basis.

Utilizing a formula developed by the International Association of Chiefs of Police [IACP], the following steps are taken.

1. The total calls for service for each tour of duty are obtained for the previous year. A call for service is not limited to a complaint in the department's record system. Rather, it includes any instance in which an officer is dispatched to provide service or initiates activity (for example, a traffic stop).
2. The 12-month total is multiplied by the average time required to respond to a call for service and complete the preliminary investigation. This provides the number of hours per year spent in handling calls for service. Previous studies have shown that the average time required to respond and investigate adequately at the preliminary level by members of a patrol force is 30 to 45 minutes (.50 to .75 hours), depending on the nature of the jurisdiction. In the Town of Bethlehem, the lower figure of 30 minutes is used given that approximately 85% of the time, the *response* time to calls for service is made *within* 15 minutes. This provides for an additional 15 minutes or better to handle the assignment.
3. The hours per year in calls for service are multiplied by three. This number is a "buffer" factor to account for the time spent on preventive patrol, directed patrol, inspectional services, report writing, vehicle servicing, personal needs, etc. This step provides the total patrol hours.
4. The total hours are then divided by 2,920, the number of hours necessary to staff one post on one 8-hour shift for one year (8 hours x 365 = 2,920). The quotient equals the minimum number of patrol posts needed for the particular tour of duty.

Applying the Patrol Post Formula to the Town of Bethlehem

The first activity in the analysis is to apply the formula, just described in step one, utilizing twelve months of calls for service data for 2005 broken out by patrol shifts. As stated earlier, the Bethlehem Police Department recorded 21,649 "Incidents" and 26,198 "Quick Calls," making the total calls for service 47,847 for the year 2005. The initial use of these numbers by the consultant appeared to skew the results towards an unrealistic determination of appropriate staffing.

Therefore, the consultant reviewed the data provided and determined that it would be prudent to adjust the reported "Quick Calls" by eliminating the number of Property Checks, Directed Traffic Details, and Parking Violations. All other "Quick Call" category types were included. These three category types were selected for elimination in that they mirror the type of preventive patrol activity that the IACP formula accommodates for in the "buffer" factor described above in step 3. The elimination of these three categories reduced the total number of "Quick Calls" to 11,209 calls. Adding this adjusted figure to the reported Incidents (21,649), the total calls for service used for the purposes of this study is 32,858. The table below describes the total calls for service by shift.

Shift	Total Calls for Service - 2005
11 to 7	5,099
7 to 3	15,218
3 to 11	12,541

Next the number of calls for service is multiplied by .50 hours to get the average time expended by officers on calls over the year.

Shift	Approximate Time Expended (Hours)
11 to 7	2,549
7 to 3	7,609
3 to 11	6,270

These time-on-call figures are then converted (x 3) to total time expended by including the buffer activities and time for routine and/or directed patrol activity.

Shift	Projected Time Expended (Hours)
11 to 7	7,647
7 to 3	22,827
3 to 11	18,810

These numbers are then divided by 2,920 hours, which represents the total hours required to fill an eight-hour post for one year (365 days x 8 hours = 2,920 hours/year).

Shift	Minimum Posts Needed	Adjusted
11 to 7	2.61	3
7 to 3	7.82	8
3 to 11	6.44	6

Patrol Staffing Requirements

The Formula

Once the total number of patrol posts for each tour of duty is determined, the next step is to ascertain the number of staff needed to fill these posts adequately.

This coverage cannot be achieved by simply assigning one officer for each post. Consideration must be given to those factors that make an officer unavailable for duty. These factors include regular days off, vacations, sick leave, personal leave, holidays and other factors, which affect an officer's availability for patrol duty.

The potential available hours for each officer are 365 days a year of eight-hour tours of duty, or 2,920 hours (365 x 8). From department records, an average figure is determined for each factor specified in the preceding paragraph. The total of these averages will show the average number of hours in a year that each officer is unavailable for duty. This figure is then subtracted from 2,920 potential hours to give the hours actually available in a year. The hours available are divided into 2,920 hours and the quotient is the **Assignment/Availability Factor**. Multiplying

the number of posts needed by this factor will determine the number of officers necessary to staff the required number of posts.

Applying the Patrol Staffing Formula to the Town of Bethlehem

The following data concerning the number of days **not available** comes from the Town of Bethlehem Police Department.

Factor	Average Number of Days	x 8 = Staff Hours
Regular Days Off	104	832
Vacation	18.5	148
Personal Leave	4	32
Sick/Injury	5	40
Military Leave	1.5	12
Holidays	0	0
Compensatory Time	10	80
Training	10	80
Other	2	16
Total	155	1240

The resulting figure represents the average number of hours that an officer is **not available** for duty each year. When this number is subtracted from the potential staff year of 2,920 staff hours (365 days x 8 hours), the difference represents the total number of hours that an officer **is available** for duty.

Potential Yearly Hours	Average Unavailable Yearly Hours	Average Available Yearly Hours
2,920	- 1,240	= 1,680

The potential 2,920 hours in a staff-year is then divided by the total hours available per year to calculate the assignment/availability factor. This factor is

used to determine the total number of personnel needed to fill the number of patrol posts required by the workload of the agency.

Total Hours in Staff Year	Hours Available	Assignment / Availability Factor
2,920	÷ 1,680	= 1.74

The calculations indicate that **1.74** sworn personnel are required to fill each of the patrol posts determined previously.

The following chart combines the **1.74** assignment/availability factor with the number of patrol posts required using a **30-minute** preliminary investigation time factor.

Shift	Posts Required	Assignment/ Availability Factor	= Number of Police Officers	Actual Number of Police Officers Required
11 to 7	3	1.74	5.22	5
7 to 3	8	1.74	13.92	14
3 to 11	6	1.74	10.44	10

This amounts to 29 full-time uniformed patrol personnel required to respond to calls for service. This figure does not include the Chief, Deputy Chief, Lieutenants, Sergeants, Detectives, or Patrol Officers providing specialized services such as D.A.R.E. or School Resource. This is the recommended *minimum* number of uniformed police officers established by the application of the formulas as being necessary to staff the Town of Bethlehem Police Department **to respond to calls for service.**

Presently, the Department has a minimum staffing requirement of four (4) sworn officers per shift. This may include one (1) Sergeant and three (3) Patrol Officers. Sergeants are not however assigned to a patrol zone. Each shift may allow two (2) Patrol Officers to be off at a time. The Department will allow more than two if overtime is not created.

Experience has shown that if officers are not able to respond to calls for service in a timely manner, the residents of a community may become apathetic

and crime may be under-reported. If the Town adopts the recommendations contained in this report, it may experience an increase in the amount of calls for service because the police will be more accessible to the public.

Crime reduction is due to aggressive patrol, response to calls for service or non-criminal matters, quality of life issues, and follow-up investigations. One must consider the area to be served in square miles, demographics, social-economics, characteristics, response time, patrol units available, frequency of preventative patrol and decrease of overtime. The importance of adequate staffing, deployment, supervision and training for patrol can hardly be overemphasized. The safety of the residents of the Town of Bethlehem would further improve with the increase of Police Department personnel, as would the safety of the police.

The demand placed upon the police during the year because of community events curtails police response to calls for service of a criminal and non-criminal nature. Investigation of quality of life issues in a timely manner builds confidence of its citizens in the police department. The lack of presence and availability from the Albany County Sheriff's Office and New York State Police compound this fact for the Bethlehem Police Department.

RECOMMENDATION

Patrol Staffing

Recommend the Town of Bethlehem Police Department increase the number of full-time Police Officers *minimally* by six (6).

This recommendation is a direct result of the analysis of response activity provided by the Department. As stated earlier, the number of officers assigned to patrol does not include the Chief, Deputy Chief, Lieutenants, Sergeants, Detectives, or officers providing specialized services such as the D.A.R.E. Officer or School Resource Officer.

The Department currently has twenty-four (24) Patrol Officers on its roster assigned to the Patrol Division. Two (2) of these officers are out of service on long-term injury and/or illness. One (1) of these officers is slated for promotion to Detective in November. These current conditions further reduce the number of Patrol Officers the Department has available to respond to calls for service by three (3) officers. Also, the Department has two designated Traffic Safety Officers

which are utilized as staffing permits. Maintaining a continued reduction in staffing will undoubtedly have a negative impact on the Department's overtime budget as well as perpetuate a decline in the quality of service provided.

It is important to note that an increase to twenty-nine (29) Patrol Officers should be considered the *minimum* number to maintain the level of service that the Department currently provides. It does not address the continuing growth that the community is experiencing. It is paramount that the Department plan and prepare for such growth in order to maintain the level of service currently provided.

RECOMMENDATION

Traffic Safety Unit

Recommend the Town of Bethlehem Police Department create a full-time Traffic Safety Unit within the Patrol Division.

As stated above, the Department has two designated Traffic Safety Officers which are utilized as staffing permits. However, one cannot discount the invaluable service that aggressive traffic enforcement provides for the community. As a whole, the Department made over 8,400 motor vehicle traffic stops and issued over 7,000 traffic tickets in 2005. This is an extraordinary accomplishment and demonstrates the Department's commitment towards traffic safety initiatives.

Given adequate staffing, the Department would best serve the community by establishing a permanent and full-time Traffic Safety Unit, staffed minimally by the two designated officers, to continue the essential function of traffic safety. The continuous enforcement of traffic violations provides an omnipresence of police throughout the community. Such a presence further aids in the reduction of more serious criminal activity.

RECOMMENDATION

Patrol Supervision Staffing Requirements

Recommend the Town of Bethlehem Police Department maintain the current Patrol Supervision staffing.

The Patrol Division's three shifts are immediately supervised by five (5) Sergeants. Three Sergeants are permanently assigned to respective shifts while the remaining two work swing shifts as relief supervisors.

It is imperative that Police Departments maintain a continued presence of patrol supervisory staff for a variety of reasons. Supervisors maintain discipline and provide guidance and training for subordinate officers.

Although the current Patrol Division supervisory configuration tends to work for the Department, future circumstances may dictate a change in the Department's organizational structure. In such an event, the Department may wish to consider adding a sixth Sergeant to the Patrol Division. Such an addition would permanently assign two (2) Sergeants to each shift thereby eliminating the necessity for the current relief Sergeants to work swing hours. The Department could take advantage of overlapping days when two Sergeants are present by assigning administrative responsibilities to assist the command staff with the myriad of tasks required to effectively lead the Department.

RECOMMENDATION

Criminal Investigation Staffing Requirements

Recommend the Town of Bethlehem Police Department increase the number of Criminal Investigators within the Detective Office to a total of five (5).

Criminal investigation is one of the most important police responses to a problem of crime in any given community. The preliminary investigation is that initial action taken by the uniform patrol in response to a crime that has occurred. It is aimed at determining who the offender is, what happened, who witnessed it, and what physical evidence is present. The basic facts about the crime are collected during the preliminary investigation.

The follow-up investigation is the basic responsibility of a Police Department's Investigative Staff. It is the responsibility of a Police Department's Investigators to carry on with the preliminary investigations forwarded by the Patrol Division so that case closure can be accomplished.

Criminal Investigators are assigned cases that require in-depth review.

Additionally, Investigators must often liaison with a variety of resources not normally accessible to Patrol Officers. The basic premise of forwarding a case to the Investigative Staff is to reduce the time a Patrol Officer spends away from the patrol function.

The International Association of Chiefs of Police (IACP) recommends that 10% of the Department staffing be Criminal Investigators. The Department must take into consideration the types of crime, closeout rate, recovery of stolen property, length of investigation and follow-up. An investigator's duties include not just the investigation, but periodic contact with the victim(s) on the progress of the case.

The Bethlehem Police Department currently has three (3) Detectives assigned to the Detective Office. Detectives assigned to other units, such as the Family Services Unit (FSU), should not be considered as part of the Detective Office. Members assigned to the Family Services Unit have their own job tasks and areas of responsibilities that are distinctly different from those of the Detective Office. Principally, the Family Services Unit handles matters involving juveniles which are a completely separate area of expertise that require continuous attention.

Considering the number of calls for service the Department handles as a whole, the annual Detective caseload, as well as the IACP 10% recommendation, the community would best be served by adequately staffing the Police Department's Detective Office with a total of five (5) Detectives. This would be inclusive of any supervisory personnel assigned to the unit (*see next recommendation*).

The expansion to five (5) Detectives should provide seamless transition of case assignments from the Patrol Division to the Detective Office. The community would also benefit from a more immediate follow-up response from Detectives. Additionally, on-call burnout would be lessened by establishing a greater pool of Detectives to share in the responsibility of being on stand-by during off-duty hours.

RECOMMENDATION

Criminal Investigation Supervision

Recommend the Town of Bethlehem Police Department fill the vacancy of the Detective Sergeant position and maintain a total of five (5) members assigned to the Detective Office, including the Detective Sergeant.

The presence of first-line supervisors within important Police Department subdivisions, such as the Detective Office, is crucial to ensuring compliance with Department policies and in making decisions during critical situations; e.g., major crime scenes and case investigation direction.

As stated earlier under the Patrol Staffing Supervision section, Investigative Staff also require supervision. There are numerous tasks within a Police Department's Criminal Investigative Division that necessitate direct supervision. Primarily, Investigative Supervisors are responsible for case management. This is the task of reviewing cases forwarded by the Patrol Division, assigning cases to the appropriate Detective, and monitoring investigative efforts and providing direction as necessary. Additionally, Detective Supervisors are responsible for maintaining discipline within the unit and the continuous training of subordinate staff. It is important to note that Detective Supervisors may also provide investigative assistance as necessary to help alleviate the investigative caseload.

The Bethlehem Police Department's current practice of having the Support Services Lieutenant assign cases to Detectives provides limited supervision to a critical service unit. Supervision of criminal investigations requires full-time attention in real time. Under the current organizational structure, the Support Services Lieutenant has a host of other administrative tasks to handle which are not related to the Detective Office. The Lieutenant may not be aware of problems or concerns that require immediate attention or re-direction until days later. This exposes the Department to greater risk of liability.

In addition to supervising the Detective Office, the Detective Sergeant would also assist with case investigations as needed thereby establishing the position as a working supervisor and not solely relegated to supervisory tasks.

Summary of Recommendations

1. Recommend the Town of Bethlehem Police Department increase the number of full-time Police Officers *minimally* by six (6).
2. Recommend the Town of Bethlehem Police Department create a full-time Traffic Safety Unit within the Patrol Division.
3. Recommend the Town of Bethlehem Police Department maintain the current Patrol Supervision staffing.
4. Recommend the Town of Bethlehem Police Department increase the number of Criminal Investigators within the Detective Office to a total of five (5).
5. Recommend the Town of Bethlehem Police Department fill the vacancy of the Detective Sergeant position and maintain a total of five (5) members assigned to the Detective Office, *including* the Detective Sergeant.

V. Conclusion

The objective of this report is to give decision-makers an impartial look at their police department from the perspective of an outside agency.

Officials reading the report should be aware that the recommendations made herein are professional opinions on our part. We do not purport to understand all the intricacies involved in the administration of the Town of Bethlehem Police Department, and we are not familiar with the personalities or abilities of individual officers.

Officials should also be aware that staffing analysis is not an exact science. Our judgments and subsequent recommendations are based on generally accepted principles. We nevertheless believe that this report provides a sound basis for discussion at the local level.

The recommendations made in this report are meant only to enhance what OPS already considers to be a professional law enforcement agency.

VI. APPENDICES

- Appendix A - Administrative Check List
- Appendix B - Present Organizational Chart for the Town of Bethlehem Police Department
- Appendix C - Table of Patrol Division – Calls for Service, 2001-2005
Town of Bethlehem Police Department
- Appendix D - Table of Crimes Reported, 2001-2005
Part I and Part II Offenses
- Appendix E - Table of Criminal Arrest Activity, 2001-2005
Traffic/Parking Enforcement Arrest Activity, 2001-2005

APPENDIX A



OFFICE OF PUBLIC SAFETY

Administrative Studies Program

Administrative Study Checklist

Name of Department: Bethlehem Police Department	
Person Completing Survey: Chief Louis Corsi	Phone N ^o : 518-439-9973
Municipal Information	
Type: <input type="checkbox"/> City <input checked="" type="checkbox"/> Town <input type="checkbox"/> Village <input type="checkbox"/> County <input type="checkbox"/> Other	
Population: 1980 - 24,296 1990 - 27,552 2000 - 31,304	
Square Miles of Area: 52	Miles of Roadway: 173 Town Highways
Major Highways [list]: Rt. 9W, Rt. 144, Rt. 85, Rt. 32, NYS Thruway, Del. Ave	
Topography: <input type="checkbox"/> Mountains <input checked="" type="checkbox"/> Flat <input type="checkbox"/> Lakes <input checked="" type="checkbox"/> Hilly <input type="checkbox"/> Rivers	
General Description of Area: <input type="checkbox"/> Commercial <input type="checkbox"/> Residential <input checked="" type="checkbox"/> Both	
Tax Rate per \$1,000: School - \$18.00 Property - \$8.00	Dates of Fiscal Year: Jan 1st-Dec. 31st
Police Department Information	
List Current Budget and the Four Preceding Years:	
Year <u>02</u> Total budget: 3,849,200	Year <u>05</u> Total budget: 5,097,300
Year <u>03</u> Total budget: 4,250,050	Year <u>06</u> Total budget: 5,393,700
Year <u>04</u> Total budget: 4,803,390	
List amount allocated to overtime and amount expended for the current year and the four preceding years:	
Year <u>02</u> Overtime allocation: 350,000	Amount expended: 354,666.46
Year <u>03</u> Overtime allocation: 350,000	Amount expended: 371,780.34
Year <u>04</u> Overtime allocation: 615,000	Amount expended: 493,994.53
Year <u>05</u> Overtime allocation: 400,000	Amount expended: 413,918.56
Year <u>06</u> Overtime allocation: 400,000	Amount expended: 131,536.97 TO DATE

List Salary: Chief- 86,936.00 Deputy Chief- 81,856 Captain- N/A
 Lieutenant- 76,777 Sergeant- 69,260 Senior Police Officer- 59,653
 Senior Dispatcher- 51,817 Senior Clerk Typist- 34,864 PT Police Officer- N/A

List budgeted amount for part-time police officers and amount expended for the current year and the four preceding years: N/A

Year__ PT Allocation:	Amount Expended:

Number of Sworn Personnel: Full Time- 41 Part Time- 0

Number of Civilian Personnel: Full Time- 19 Part Time- 6

Number & Ranks of Officers Assigned to Uniform Patrol:

Captain- Lieutenant- Sergeant- 5 Police Officer- 23
 Other(specify)-

Do supervisors routinely answer calls for service? NO If "YES", what % of time ____

Average Number of Patrols Deployed per Shift:

Nights- 5 Days- 5 Afternoons- 5

Work Schedule Cycle: 5-2 4-2 5-3 Other

Are Shifts Rotated: Yes No Describe Rotation:

Number & Rank of Personnel Assigned to Criminal Investigation Function:

Captain-	Average salary:	Lieutenant-	Average salary:
Sergeant-	Average salary:	Detective- 3	Average salary: 64,403

Average Caseload per Investigator:
40

What Work Shifts are Investigators Assigned: 08-16 ans 13-21

Communications

How is Desk/Dispatch Staffed? Sworn Officer Civilian #FT #PT

Is Police Station Staffed 24hrs? Yes No

If No, Who Dispatches for Department?

Additional Personnel

List Number, Rank and Function of all other Personnel:

Animal Control Officers - 2 - handle all animal related calls
Clerk Typists - 2 - Assigned to the Records Office
Secretary to the Chief - 1 - Assigned to the Chiefs Office
Crossing Guards - 6 - Assigned to crosswalks during school hours

Departmental Workload

List total calls for service on each work shift for the last calendar year or the previous 12 months (please note this months started): 01/01/05 - 12/31/05

Nights- 9511

Days- 26,328

Afternoons- 18,490

Note: A call for service is defined as any complaint or request to which an officer is dispatched. It includes any activity generated by an officer while on patrol, including traffic stops, which necessitates the officer calling out of service. Includes multiple officer responses (each response equals one call for service). It does not include administrative activity such as station house errands etc.

Additional Information Needed

1. Department Policy Manual
2. Collective Bargaining Agreement
3. Department Organizational Chart
4. Roster of personnel specifying assignments
5. Map of jurisdiction
6. Charts or printouts that documents calls for service, time spent on calls, two-unit calls, traffic stops or any other data that would document the workload of the agency.

Staffing Levels Information

In determining staffing levels, OPS will first ascertain the necessary number of posts required, based on the department's call for service workload. Once the number of posts has been determined, the total number of officers required to fill these posts must be computed. This is accomplished by calculating the Assignment/Availability Factor.

In order to complete the Assignment/Availability Factor, we need the following information. From your department records determine for all sworn personnel the average number of staff-hours per officer taken from normal duty during the past 12 months for each of the following factors:

	Number of Days	Number of Hrs.
Regular Days Off	104	x8 hrs. = 832.00 = Average 2.5 days
Vacation	768	x8 hrs. = 6144.00 = Average 18.7 days
Personal Leave	150	x8 hrs. = 1207.25 = Average 3.7 days
Sick/Injury	1496	x8 hrs. = 11,970.25 = Average 36 days
Military Leave	82	x8 hrs. = 656.00 = Average 2 days
Holidays	12	x8 hrs. = 96.00 = Average 2.3 days
Compensatory Time	435	x8 hrs. = 3483.75 = Average 10.6 days
Court Time (on duty)		x8 hrs. =
Training	341	x8 hrs. = 3445 = Average 10.5 days
Other	020.00	x8 hrs. = 160.00 = Average 3.9 days
Totals		x8 hrs. =

Note: This is a determination of average **per officer**. As an example, if your department has 15 sworn personnel and they use a total of 279 vacation days, the average per person would be 18.6 days (279 days/15 persons = 18.6 days). To change the average number of days to hours, multiply by 8 to get 148.8.

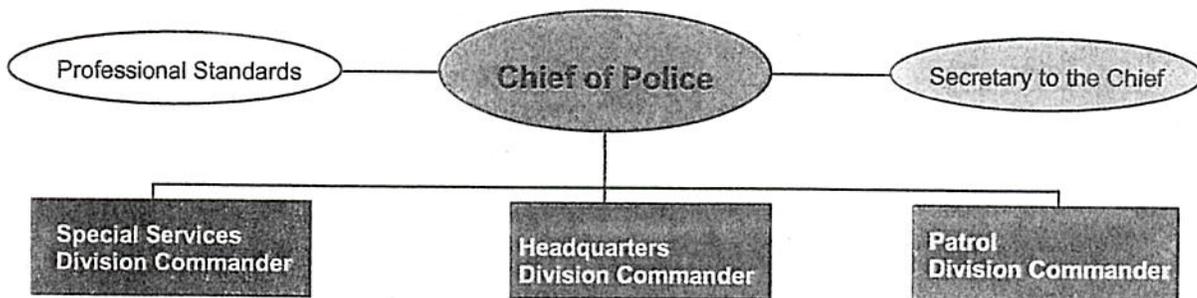
Mail to:

Division of Criminal Justice Services
Office of Public Safety
Administrative Studies Program
4 Tower Place
Albany, New York 12203-3702

H:\USERS\Digman\ADMIN.STUDY.CHECKLIST

APPENDIX B

**Bethlehem Police Department
2006**



Detective Office

Criminal Investigations
Forensics
Property & Evidence Control

Family Services

Juvenile Investigations
School Resource Officers
D.A.R.E.
Educational Programs
Cyber Crimes
Crime Prevention
Domestic Violence Intervention
Liaison to Town Services
Crime Victims

Communications

Communications Supervisor
Telecommunicators
P.S.A.P.
E-911 Coordination

Animal Control Services

Records

Administrative Sergeant

F.O.I.L. requests
Sex Offender Registry
Hardcopy & Electronic Records
Field Operations Unit
NYSPIN
Pistol Permits & Licenses

Training

Grant Management
Purchasing
Radio Systems
Police Computer Systems
Project Management
Quartermaster
Agency Inventory
Fleet Management
Crime Analysis & Statistical Research
Annual Report
Planning & Research

Accreditation Compliance

Public Information
Patrol Sergeants
Patrol Officers
Traffic Safety
Satellite Patrol
Warrants
Selective Enforcement
Crossing Guards

APPENDIX C

Appendix C

Town of Bethlehem Police Department

Patrol Division – Calls for Service 2001-2005

	2001	2002	2003	2004	2005
Calls for Service (Incidents)	23,307	21,803	22,848	20,975	21,649
Patrol Activity (Quick Calls)	22,973	22,331	24,172	26,646	26,198
Totals	46,280	44,134	47,020	47,621	47,847

APPENDIX D

Appendix D

Town of Bethlehem Police Department

Part I and Part II Offenses

2001-2005

Part I Offenses

	2001	2002	2003	2004	2005
Murder/Attempted Murder	0	0	0	2	0
Negligent Manslaughter	0	0	0	0	0
Rape	0	2	2	1	3
Forcible	2	2	2	1	3
Attempted	0	0	0	0	0
Robbery	4	8	7	5	3
Handgun	0	0	0	0	1
Other Firearm	0	2	3	2	0
Knife-Cutting Instrument	0	0	0	2	0
Dangerous Weapon	0	1	0	1	0
Strong-arm	4	5	4	0	2
Assault	16	16	15	14	17
Handgun	0	0	0	0	0
Other Firearm	1	1	0	0	0
Knife-Cutting Instrument	6	2	4	5	5
Dangerous Weapon	7	7	6	4	3
Strong-arm	2	6	5	14	2
Burglary	120	108	84	86	85
Forcible Entry	92	87	69	73	79
No Forced Entry	15	8	7	7	4
Attempted Entry	13	13	8	6	2
Larceny	440	471	394	411	397
\$200 and Over	145	148	153	127	143
\$50 to \$200	116	117	76	109	100
Under \$50	179	206	165	175	154
Motor Vehicle Theft	7	18	16	9	20
Automobiles	7	18	14	9	1
Trucks-Buses	0	0	0	0	0
Other Motor Vehicles	0	0	2	0	19
TOTALS	589	623	518	528	525

Appendix D

Town of Bethlehem Police Department

Part I and Part II Offenses 2001-2005

Part II Offenses

	2001	2002	2003	2004	2005
Arson	0	5	3	0	2
Kidnapping/Imprisonment	1	4	2	1	1
Sale or Possession of Controlled Substances	77	87	204	74	67
Possession of a Dangerous Weapon	7	7	9	10	10
Sex Offenses	15	21	14	16	9
Extortion	0	0	1	0	0
Forgery/Counterfeiting	14	12	11	15	18
Prostitution	0	1	0	0	0
Sale or Possession of Stolen Property	4	14	16	14	13
Coercion	0	0	1	0	0
Criminal Mischief	261	220	177	166	235
Fraud	15	18	20	21	30
Offenses Regarding Public Order	0	0	1	0	0
Embezzlement	1	1	0	0	2
Simple Assault	98	51	55	58	150
Family Offenses	1	0	0	1	2
DWI-Alcohol or Drugs	93	110	126	81	88
Unauthorized Use of a Vehicle	2	2	2	2	6
Liquor Law Violations	6	3	0	0	0
Disorderly Conduct	5	1	3	5	3
Loitering	0	0	0	0	0
Other Offenses	361	391	384	257	191
TOTALS	967	955	952	721	827

APPENDIX E

Appendix E

Town of Bethlehem Police Department

Criminal Arrest and Traffic/Parking Enforcement Activity 2001-2005

Criminal Arrest Activity

	2001	2002	2003	2004	2005
Adult Criminal Arrests	432	473	549	426	640
Number of Adult Charges	661	813	1,090	816	1,210

Traffic/Parking Enforcement Arrest Activity

	2001	2002	2003	2004	2005
Motor Vehicle Stops	7,659	7,399	8,762	8,930	8,431
Total Traffic Tickets Issued	7,646	6,258	8,133	7,385	7,012
Alcohol/Drug Traffic Arrests	98	110	135	183	194
Seatbelt/Child Restraint Violations	1,456	872	1,160	1,047	867
Parking/Warning Tickets	757	536	448	348	394

TOWN OF BETHLEHEM

Albany County - New York

OFFICE OF THE SUPERVISOR

445 DELAWARE AVENUE
DELMAR, NEW YORK 12054

(518) 439-4955 x1164

Fax: (518) 439-1699

Email: tegan@townofbethlehem.org



Theresa L. Egan
Town Supervisor

February 23, 2007

Mr. John R. Digman
New York State Division of Criminal Justice Services
4 Tower Pl.
Albany, NY 12203-3764

Re: Town of Bethlehem Report

Dear Mr. Digman:

As you are aware, my office attempted to reach you several times to discuss the "draft" report and to advise that we wanted to meet with you prior to finalization of the report. We wanted to discuss with you factors that might influence your calculation of staffing levels for our department and evaluation of service levels, among other things. In the "draft" report you included in your "Conclusion" the following language:

"As an alternative to the creation of all these positions, Town officials may wish to closely examine the services currently being provided and attempt to determine which of them might be eliminated without causing a major impact on the community, as well as which services may be able to be accomplished by other agencies or civilians in a more economical manner. By exploring and implementing options such as these, officials can reduce the number of new police officers recommended, with the cost being the reduction in services. OPS is available to assist the Town and the Police Department in the exploration of these options. The study that was conducted for the Police Department was limited in its scope to an evaluation of staffing and our recommendations were based on these findings. OPS encourages Town officials to contact our agency if we can be of further assistance."

In any event, disregarding our requests, you have apparently issued a "Final" DCJS Administrative Study which inexplicably omits the above referenced substantive language from the conclusion.

Page Two
February 23, 2007

Further, it was only after I had a telephone discussion with you about the issuance of a "Final" report, that I learned an "agreement" had been signed by Chief Corsi and that among other things, the Town was permitted to submit written comments and have such comments appended to the final report.

I previously requested that you rescind the final report until we had an opportunity to meet to discuss the substance of the report and conclusions, but you have denied such request.

I again request that you contact me to set up a meeting to discuss your findings as well as "...to assist the Town and the Police Department in the exploration of these options," specifically services, service levels and performance of functions by others.

In the event you refuse to meet, and inasmuch as I was not aware until recently written comments would be accepted by DCJS and appended to the final report, as Supervisor of the Town, I request that minimally we be afforded that opportunity at this time.

I look forward to your reply. Thank you for your consideration.

Sincerely,

Theresa L. Egan

Cc: Town Board
James Potter, Esq.
Chief Louis Corsi
IMac