

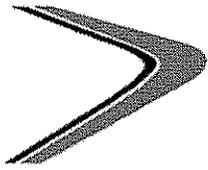
Town of Mansfield

Police Service Delivery Alternatives

Draft: May 4, 2011



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May 4, 2011

Mr. Matthew Hart
Town Manager
Town of Mansfield
4 South Eagleville Road
Mansfield, CT 06268

Dear Mr. Hart:

Management Partners and the Police Executive Research Forum are pleased to transmit this draft report on Police Service Delivery Alternatives to you. The report provides describes the methodology we used, the alternatives that were considered, and the pros and cons of each.

We appreciate the feedback from the Steering Committee and have made the few changes that were requested. We look forward to discussing this report with you and the Town Council next week and receiving their feedback.

Sincerely,

Amy Cohen Paul
Corporate Vice President

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Executive Summary

TO BE COMPLETED LATER

DRAFT

Introduction

During 2008, the Town of Mansfield initiated a community strategic plan. One of the priority vision points that resulted from the plan was centered on public safety. Specifically, the public safety vision reads,

Mansfield's public safety services—police, fire and EMS — have appropriate resources to serve the present and future needs of the community. The community emphasizes the protection of life and property, and the importance of regional partnerships, volunteering and community policing.

One of the action items articulated in the strategic plan was to commission a study to review the police service delivery system to "Ensure efficient and effective deployment to meet community demands and needs." A request for qualifications was issued by the Town and a committee of Town officials and law enforcement management interviewed those firms deemed to be best qualified. As a result, the Town contracted with Management Partners and the Police Executive Research Forum (PERF) to conduct a study of police service delivery models.

Management Partners focused on public perceptions of policing in the Town and levels of community knowledge and support for possible alternatives. PERF focused on the substance of policing alternatives. This report discusses the methodology used and the results of the analysis.

Methodology

As discussed previously, the Town of Mansfield contracted with Management Partners and PERF to conduct a study of police service delivery models for the Town.

Management Partners and PERF began this study by meeting with a steering committee consisting of the following individuals:

- Elizabeth Patterson, Mayor
- Gregory Haddad, Deputy Mayor
- Meredith Lindsey, Council member
- Matthew Hart, Town Manager
- Maria Capriola, Assistant to the Town Manager
- David Dagon, Mansfield Fire Chief
- Kevin Searles, Windsor Police Chief
- Michael Darcy, Connecticut State Police
- Hans Rhyhart, University of Connecticut Police

The steering committee provided guidance to the project and served as a sounding board throughout.

A variety of analytical tools were utilized throughout this study. Individual interviews were conducted with pertinent Town, State Police, University of Connecticut and other law enforcement agencies. In addition, a wide variety of pertinent data were analyzed from the State Police and other sources, including crime statistics, staffing and workload. In addition to staffing data, expenditure data related to various staffing and service delivery models were also examined.

Stakeholder and Community Engagement

Conducting interviews with stakeholders and soliciting community input about the policing vision for the Town was a primary component of this study. To achieve this objective, Management Partners completed the following activities:

- Conducted 20 individual interviews (in conjunction with PERF)
- Facilitated two focus groups
- Facilitated a joint meeting of the Quality of Life Committee and the Mansfield Campus-Community Partnership
- Developed an on-line survey that resided on the Town's website.

A summary of activity is provided below.

Individual Interviews

Management Partners and PERF team members interviewed each Town Council member, the Town Manager and Assistant to the Town Manager, each Steering Committee member, and other stakeholders as appropriate (including University of Connecticut staff). The goal was to identify those things that were working well with the current policing arrangement, what changes would improve the Town's policing situation, specific improvement ideas to pursue, and any other issues that were important to the individuals being interviewed. In each interview, it was stressed that the policing situation being discussed was year-round, daily coverage and that large University-related gatherings like Spring Weekend and the recent development during fall weekends were excluded from the scope of this study.

The outcome of the interviews varied greatly. Some individuals expressed satisfaction with the current policing strategy that relies almost exclusively on Troop C while others felt the current arrangement was not advantageous to the Town. Some of the individuals interviewed were very anxious to have this study explore utilizing UConn's police force to patrol at least some areas of the Town (using a contract for service), while others encouraged investigating the possibility of a regional police force.

Others expressed a desire to establish a Town Police Department. Many expressed the desire to have coverage in town 24 hours, 7 days a week.

In most cases, the individuals interviewed were complimentary about the services provided by Troop C. Many also expressed the belief that the Town was getting good value for the money they were spending. Some expressed the view that the State Police model did not allow a community to set its own policing priorities, and therefore, regardless of the quality of service, would not be the Town's first choice.

Some individuals with historical perspective remembered the past when Troop C supplemented the Town force. They reported that the combination worked very well and at least one person felt it was ideal. Those who felt that arrangement worked well expressed the belief that the Town officers really knew the Town well, and made good decisions based on their knowledge. Yet, other individuals cited friction (and clashes) between Troop C and UConn Police as well as between Troop C and Town Police. Some felt that recently the relationships had all improved.

An entirely different perspective was expressed by several individuals regarding UConn's role with respect to off-campus student's behavior (which often leads to policing needs). The sentiment expressed by some was that by instituting severe penalties for unacceptable student behavior, UConn could send the message that bad behavior would not be tolerated; thus the need for additional off-campus policing would decline.

The ideas and comments were as varied as the participants. One area of consensus seemed to emerge: most of the participants expressed the desire to have in-Town police coverage 24 hours per day, 7 days a week, 365 days a year.

Focus Groups

Results of the two focus groups were similar to those of the interviews. A complete summary is provided in Attachment A and some of the main points are highlighted below. Facilitators began by asking participants what was working well with the current situation. The strengths included the financial benefits of using Troop C, the fact that the north end gets good service because of UConn police presence as they patrol University properties, and the responsiveness of the Town Manager's office in addressing problems.

When the discussion shifted to what could be improved and ideas for doing so, many ideas were expressed. Better collaboration was mentioned often by participants and included developing an agreement with UConn to have their police serve the Town, improving communication about policing issues, improving cooperation between UConn and the State Police, and having UConn institute swift corrective action against students who create problems in the community.

Other suggestions involved specific ideas about focusing on community-oriented policing, taking a proactive approach to problem-solving, setting minimal acceptable standards for response times, and finding better solutions than simply adding "more boots on the ground." Some participants commented Troop C officers are not visible and that greater visibility is desired. Customer service issues and slow responses (or sometimes no responses to non-emergency calls) were also mentioned by some focus group participants as areas needing improvements.

Another area of concern that was addressed is whether costs will increase soon (the current funding situation requires that the Town pay 70% of the cost of a state trooper), making the program less advantageous. Other concerns about the financial viability of various policing options were expressed.

Some participants expressed the belief that landlords and UConn both have key roles to play. Suggestions were made about a wide range of consequences that the University impose to discourage students' poor behavior.

The focus group comments were helpful in identifying a policing vision for the Town and were also useful as the on-line survey was being designed.

Joint Meeting of the Quality of Life and Mansfield Campus-Community Partnership Committees

A joint committee meeting of the Quality of Life Committee and the Mansfield Campus-Community Partnership Committee was held to solicit input about the policing vision from members of these two groups. A summary of the discussion is included as Attachment B.

Committee members' input was valuable and spanned a wide range of topics. Suggestions for change included improving the feeling of safety and security among residents and students, increasing police visibility in

the community as well as on roads, and improving response times to emergency and non-emergency calls for service.

Committee members also suggested that broad community involvement and education about behavior and safety issues would be beneficial, and that an integrated approach between the Town, UConn and students could help clarify desired behaviors. Specifically, participants suggested that existing student conduct code, laws, and ordinances could be used more effectively, and added that ordinances that were being proposed by the Quality of Life Committee would require increased police staffing to enforce them.

The group also expressed a desire for the police to be engaged and knowledgeable about the Mansfield community. They indicated that special skill sets are needed to deal with residents and student issues, including communication skills. Similarly, the group felt that communication with student offenders and parents, coupled with fines or other appropriate penalties would help curtail poor behavior among students.

Resources were also addressed by the group, who indicated that flexibility is very important and that staffing and service should meet the Town's fluctuating population. Some support was expressed for a regional approach to policing, as well as cooperative/shared policing for areas of the Town that are coterminous. Some expressed a desire for specialized police services, including undercover officers to address drug issues. Others felt that joint patrols in selected areas would be beneficial.

On-Line Survey

On October 8, 2010, an on-line survey was activated on the Town's website. In the two-month period that the survey was active, 200 people responded. Although the survey was not designed to be statistically valid, it provides valuable input about the desires of respondents regarding police services. A summary of the responses to each question is provided in Attachment C and survey highlights are provided below.

Respondent Demographics

Of the 200 respondents to the survey slightly more males (56.9%) responded than did females. Respondents were fairly evenly distributed among most age groups, other than the oldest grouping, as shown in Table 1 below.

Table 1. Respondents by Age Group

Age	Percent	Number
Under 17 years	0.0	0
18 to 29 years	18.6	35
30 to 39 years	20.7	39
40 to 49 years	22.3	42
50 to 59 years	17.0	32
60 to 69 years	17.0	32
70 or older	4.3	8

The vast majority of respondents (93.2%) indicated they were currently residents of Mansfield. Table 2 shows that over 40% of respondents have lived in Mansfield for 15 or more years.

Table 2. Respondents' Length of Residency

Number of Years Living in Mansfield	Percent	Number
Less than two years	14.7	28
Three to five years	15.7	30
Six to eight years	9.4	18
Nine to eleven years	6.8	13
Twelve to fourteen years	5.8	11
Fifteen years or more	42.9	82
Not applicable	4.7	9

Additional demographic data are provided in Attachment C.

Safety and Safety-Related Concerns

Overwhelmingly, respondents reported feeling safe in Mansfield, as 95% indicated they feel safe or very safe during the day and 80% feel safe or very safe in their neighborhood after dark. As might be expected, the results of a later survey question that asked about the effectiveness of police in keeping Mansfield a safe place to live, work and play was also very positive. A total of 80.3% of respondents indicated that police are somewhat effective (50.3%) or very effective (34%) in keeping the Town safe.

When asked, "Which of the following policing issues or problems are you most concerned about in Mansfield," over 50% of respondents indicated the following three areas: burglary/robbery (60%), thefts (56.4%), and parties/noise (50.8%). Over two-thirds of respondents also expressed concerns about underage drinking (44.6%) and vandalism (41%).

When asked, "In general, how responsive are the police to the needs of the community?" the vast majority (153 individuals) indicated they are somewhat responsive (45.8%) while 34.7% indicated they are very responsive.

Police Services

When survey respondents were asked to indicate the importance (very important, somewhat important, not important) of ten police services, 82.8% rated "The ability to provide police coverage in Mansfield 24 hours a day, 7 days a week, 365 days a year," as very important. Next in importance was, "The ability to resolve major crimes (e.g., homicide, burglary, assault) in an effective manner, which was rated as very important by 80.6% of respondents. A total of 62.2% rated, "The ability to address quality of life concerns (e.g., noise, vandalism, large parties) in an effective manner," as very important. Next, 54.4% rated, "The ability to work effectively with the student body and university community," as very important; while "The ability to maintain a visible presence in the community," was rated as very important by 52.1% of respondents; and "The ability to work effectively with the public schools and UConn to help address underage drinking, teen substance abuse and related issues," was very important to 50.3% of respondents.

Experience with Police Services

A total of 62 respondents (31.8%) reported placing a call for police services in the past 12 months. Of those, almost one-third (32.3%) were very satisfied with how quickly an officer responded and slightly over one fourth (27.4%) were somewhat satisfied with the response time. Yet, 21 individuals (33.9%) indicated they were not satisfied with the response time and 4 (6.5%) indicated that an officer never responded.

Of those answering a question about the quality of service received, about half (32 individuals or 52.5%) indicated the service was, "About what I expected," while 16 respondents (26.2%) indicated that the service was worse than expected and 13 (21.3%) indicated it was better than expected. Those respondents indicating the service was worse than expected were

asked, "In what ways was the quality of service lower than expected?" The majority of comments dealt with response times or lack of follow-up.

Current and Potential Policing Arrangements

Several questions were asked about the current police services in Mansfield. When asked, "Were you aware that the Town of Mansfield contracts for police services with the State of Connecticut, the vast majority of respondents (80.1%) indicated they were aware of this arrangement. Another question informed respondents that, "Until recently, Resident State Troopers were on duty in Mansfield from 6:30 am to 2:30 am. Between 2:31 am to 6:29 am coverage to respond to a call is provided from Troop C in Tolland. Do you think it is important that Mansfield has a trooper stationed in Town 24 hours a day, 7 days a week, 365 days a year?" Slightly over two-thirds of respondents (67.7%) (130 people) indicated yes to the question. Of those, 116 or 89.9% indicated that they prefer that an officer is stationed in Town even if it would increase costs to the Town and might result in an increase in their taxes.

The vast majority of respondents (185 or 96.9%) were aware that UConn has its own police force that covers the University Campus and certain off-campus properties owned by the University.

When queried about interest in alternative police services arrangements slightly over two-thirds of the respondents (67.9%) were very interested or somewhat interested in exploring a municipal Town of Mansfield Police Department while almost two-thirds (66.5%) were very or somewhat interested in exploring an increase in the number of State Troopers stationed in Mansfield. The majority of respondents (59.7%) were not interested in exploring a contract for police services with a neighboring Town; and 46.8% were not interesting in exploring contracting for police service with UConn.

Conclusion

The interviews, focus groups, committee input and survey resulted in a community policing vision characterized by having coverage in Mansfield 24 hours a day, 7 days a week, 365 days a year. The vision requires officers that are sensitive to the unique needs of the Town who allocate their time based on the Town's priorities. Timely response to emergencies and an eventual response to non-emergencies is another characteristic of the vision.

Police Service Delivery Options

There is a consensus among Town leadership that the community needs a policing operation that can accomplish the following four key objectives.

First, local police should provide basic patrol service and prompt response to emergency and urgent calls for service. Such patrol service includes enforcement of traffic laws and officer-initiated encounters when an officer observes suspicious activity.

The second policing need expressed by Mansfield leaders is for the police to have the ability to address quality of life and off-campus issues. This includes working effectively with the University of Connecticut police force to deal with off-campus student behavior resulting in loud parties and large off-campus gatherings at student apartment complexes. Local police must also be able to work with UConn and other police agencies during Spring Weekend.

A third consensus objective is that Mansfield police practice community policing and provide a more consistent and visible presence in Mansfield's neighborhoods. Officers should be familiar with the town's neighborhoods and the people who live there. Residents should be able to know who their neighborhood officers are.

Finally, the leadership of Mansfield wants a police force that can appropriately grow to provide safety and security to the new retail, commercial and residential developments envisioned for the Town (e.g., Storrs Center and Four Corners).

This report examines five alternative models that might fulfill these needs. These include:

- Creating a Town of Mansfield standalone Police Department;
- Enhancing the Resident Trooper Program;
- Contracting with the University of Connecticut Police Department;
- Creating a regional Police Department; and
- Implementing a hybrid model.

A final alternative is for the Town to keep the existing resident trooper program "as is."

The focus of these models is on "everyday" policing although each alternative must enable the Town to respond to "special events." Mansfield police must cope with large parties adjacent to the UConn campus during good-weather fall weekends and "Spring Weekend." These events require police resources that dramatically exceed those that need to be available to provide day-to-day police service for the Town. These events require a large police presence and involve substantial overtime. The alternatives assessed in this report are designed to enhance police service during "ordinary" times and also ensure that local policing can meet the need to police the "special events."

Patrol Staffing

Patrol staffing in Mansfield is currently provided by the Connecticut State Police through their Resident Trooper Program. Current staffing is one sergeant and eight troopers. Three part-time town officers supplement the troopers. The cost of the Resident Trooper program in 2010/11 was \$806,000. In addition Mansfield budgeted \$144,950 to cover the constables, an administrative assistant and other police costs for a total Police Service budget of \$950,950.

The troopers, via the contract between the state police and state troopers union, work five nine hour days (some days are nine hours and fifteen minutes) followed by three straight days off. The Town officers each work one shift per week as follows:

- Thursday – 0600 to 1500
- Friday – 0600 to 1500
- Saturday – 1500 to 2400

The role of the Town officers is limited primarily to traffic control throughout the Town.

The troopers use a variety of shift times to provide maximum coverage for the Town. However, the five-three schedule does mean that sometimes only one trooper will be scheduled and sometimes no trooper will be scheduled. For example, the trooper assigned to work the midnight shift is scheduled to be present for five straight days followed by three days off. During those off days Mansfield's police coverage will be provided by a trooper working out of Troop C headquarters who patrols a multi-town area which includes Mansfield. When a trooper is

off for vacation, illness, training or other leave, his/her absence will not be back-filled. Coverage again will be by a headquarters trooper.

The shifts worked by troopers include:

- Day – 0630 to 1600
- Evening – 1430 to 2400
- Late Evening – 1730 to 0300
- Midnight – 2230 to 0800

When troopers work a nine hour and fifteen minute shift the time is added to the end of the shift.

Absences for vacation, illness, training, etc. result in a show-up rate of about 75%. This rate, typical for similar police deployments, results in an average coverage in Mansfield shown in Table 3. The table does not include Town officers.

Table 3. Mansfield Resident Trooper On-Duty Average Personnel Hours with 75% Show-up Rate

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun
0000	1.1	1.5	1.3	1.1	1.1	1.3	1.5
0100	1.1	1.5	1.3	1.1	1.1	1.3	1.5
0200	1.1	1.5	1.3	1.1	1.1	1.3	1.5
0300	0.6	0.6	0.4	0.2	0.2	0.4	0.6
0400	0.6	0.6	0.4	0.2	0.2	0.4	0.6
0500	0.6	0.6	0.4	0.2	0.2	0.4	0.6
0600	1.1	1.1	1.0	1.0	0.9	1.0	1.1
0700	1.9	1.7	1.7	1.9	1.9	1.9	1.9
0800	1.3	1.1	1.3	1.7	1.7	1.5	1.3
0900	1.3	1.1	1.3	1.7	1.7	1.5	1.3
1000	1.3	1.1	1.3	1.7	1.7	1.5	1.3
1100	1.3	1.1	1.3	1.7	1.7	1.5	1.3
1200	1.3	1.1	1.3	1.7	1.7	1.5	1.3
1300	1.3	1.1	1.3	1.7	1.7	1.5	1.3
1400	1.4	1.3	1.5	2.0	2.0	2.0	1.7
1500	1.9	1.9	2.3	2.8	2.8	2.4	2.3
1600	0.8	0.8	0.9	1.1	1.1	0.9	0.9
1700	1.4	1.6	1.5	1.8	2.0	1.9	1.6
1800	1.7	1.7	1.9	2.1	2.1	2.1	1.7
1900	1.7	1.7	1.9	2.1	2.1	2.1	1.7

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun
2000	1.7	1.7	1.9	2.1	2.1	2.1	1.7
2100	1.7	1.7	1.9	2.1	2.1	2.1	1.7
2200	2.0	1.9	2.0	2.2	2.3	2.3	2.1
2300	2.3	2.1	2.1	2.3	2.4	2.6	2.4

Variations occur because of the eight-day cycle that results from the five-three schedule and because the schedule provides for shift overlaps during some time periods. Also, some troopers are scheduled to switch between day and evening shifts.

Patrol Workload

There are three traditional dimensions to patrol work – calls for service response, officer initiated activity and administrative tasks. Calls for service are generated when someone in the jurisdiction requests police service by calling 911, calling a non-emergency line, or making a request in person. Self-initiated work includes those activities that the officer begins through his/her initiation of contact such as through a traffic stop or pedestrian check. Such activities may also include checks on certain locations that are of police concern. Administrative activities may include vehicle maintenance, meetings in the station or other such activities.

PERF examined one year's worth of State Police dispatch data for Mansfield (from July 1, 2009 through June 30, 2010). Table 4 below shows the ten most frequent police activity types based on the 10,564 recorded state police dispatches. These ten activity types account for 95% of all the recorded activities.

Table 4. Dispatched Activities

Activity Type	Number
Traffic Stop	3,856
Patrol Check	2,734
Assist Citizen	648
Suspicious Incident	636
Alarms	494
Traffic Service	436
Accident – No Injury	375
Disturbance	323
Administrative Service	308
Assist Another Agency	206

In some jurisdictions, citizen calls for police service make up the majority of patrol work. But in others, suburban/rural communities like Mansfield, the level of crime and disorder is relatively low and officer initiated activity may be more prevalent. In Mansfield, calls for service accounted for 30% of the dispatched incidents. Trooper initiated activity accounted for 67% of patrol work. Administrative activities accounted for 3%. The daily average number of calls for service responses was just under nine per day. Table 5 shows the five most frequent call types.

Table 5. Most Frequent Types of Calls for Service

Call Type	Number
Assist Citizen	645
Suspicious Incident	634
Alarms	494
Accident No Injury	357
Disturbance	323

Although once a trooper arrives at the location of the incident, the nature of the call may change, the general characteristic of the citizen generated calls in Mansfield are requests for service and for a trooper to deal with disorder rather than serious crime.

Usually the primary purpose of police patrol is to respond to a citizen's call for service. Although officer initiated activities often reflect good, proactive police work they depend on targets of opportunity and on officers having enough time free from calls for service. Because officers themselves decide when to make a car stop or other such activity, these actions can be deferred to times when they are not busy with calls for service. Because the calls for service workload in Mansfield is relatively light there is ample time for trooper initiated activity as reflected in the data.

Table 6 shows the distribution of calls for service over the average week from July 1, 2009 through June 30, 2010. The data represent the number of citizen generated requests for police service made by Mansfield residents to which resident troopers responded. Shaded areas are peak period of calls for service.

Table 6. Average Calls for Service Dispatches per Hour, July 1, 2009 to June 30, 2010

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0000	0.85	0.25	0.40	0.45	0.37	0.42	0.58
0100	0.50	0.35	0.15	0.25	0.17	0.29	0.54
0200	0.29	0.29	0.19	0.30	0.19	0.21	0.52
0300	0.25	0.15	0.17	0.08	0.13	0.10	0.21
0400	0.21	0.15	0.15	0.09	0.08	0.06	0.06
0500	0.10	0.06	0.08	0.13	0.12	0.08	0.12
0600	0.10	0.12	0.12	0.08	0.12	0.21	0.08
0700	0.06	0.29	0.23	0.32	0.42	0.48	0.25
0800	0.27	0.27	0.31	0.55	0.46	0.38	0.29
0900	0.27	0.40	0.48	0.51	0.40	0.40	0.25
1000	0.35	0.46	0.35	0.49	0.21	0.46	0.38
1100	0.35	0.38	0.44	0.38	0.54	0.60	0.52
1200	0.35	0.48	0.44	0.30	0.29	0.63	0.44
1300	0.25	0.46	0.48	0.47	0.60	0.40	0.42
1400	0.27	0.21	0.42	0.32	0.54	0.52	0.42
1500	0.25	0.40	0.56	0.72	0.38	0.67	0.23
1600	0.31	0.46	0.60	0.47	0.54	0.58	0.44
1700	0.31	0.44	0.71	0.43	0.58	0.63	0.54
1800	0.21	0.56	0.73	0.43	0.38	0.73	0.25
1900	0.13	0.54	0.52	0.51	0.37	0.44	0.27

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
2000	0.33	0.54	0.35	0.55	0.37	0.48	0.35
2100	0.44	0.33	0.46	0.34	0.44	0.21	0.29
2200	0.19	0.25	0.37	0.43	0.54	0.46	0.50
2300	0.21	0.17	0.35	0.36	0.33	0.75	0.75

The average number of calls for service per hour never exceeds one. Because this is an average, at times, the call workload will be higher although the very low averages at some times (0.06 hours – or 3.6 minutes – on Mondays between 0500 and 0600, for example) indicates that at times there will be no calls.

Table 7 shows the daily number of average of all dispatches during the week. It includes not only resident generated calls for service but all the recorded self initiated work performed by troopers in the Town. Again peak periods are highlighted.

Table 7. Average Dispatches per Hour, All Activity, July 1, 2009 to June 30, 2010

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0000	2.81	1.23	1.60	1.62	1.46	2.52	3.12
0100	2.15	1.48	1.17	1.28	1.29	1.94	2.04
0200	1.23	1.02	0.54	1.02	0.98	1.17	1.48
0300	0.67	0.60	0.52	0.60	0.73	1.06	1.12
0400	0.63	0.38	0.40	0.42	0.62	0.56	0.29
0500	0.33	0.38	0.25	0.49	0.33	0.50	0.27
0600	0.44	0.38	0.27	0.45	0.52	0.92	0.29
0700	0.75	0.77	0.87	0.89	2.29	2.46	0.98
0800	0.67	0.98	1.06	1.30	2.40	1.98	0.73
0900	0.62	1.21	1.08	1.51	1.75	1.29	0.88
1000	0.75	1.06	0.81	1.04	1.54	1.90	0.77
1100	1.06	1.06	0.81	1.11	2.02	1.65	1.13
1200	0.85	0.75	0.92	0.87	0.96	1.62	0.90
1300	0.65	1.12	0.81	1.25	2.21	1.46	0.81
1400	0.60	0.62	0.67	1.11	1.92	1.44	0.88
1500	0.63	0.83	0.90	1.32	1.00	1.56	0.96
1600	0.92	1.44	1.12	1.26	1.12	1.37	1.56
1700	1.23	1.27	1.46	1.26	1.52	1.37	1.81

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
1800	0.92	1.23	1.46	1.17	1.58	1.96	1.35
1900	0.77	1.31	1.17	1.25	2.00	2.44	2.04
2000	1.12	1.23	1.23	1.34	1.75	2.31	1.90
2100	1.19	1.23	1.37	1.32	1.31	1.60	2.06
2200	0.71	0.90	0.77	0.98	1.88	2.29	2.58
2300	0.94	0.98	1.08	1.42	1.46	3.25	2.73

Peak workload occurs late Friday night through early Saturday morning and late Saturday night through early Sunday morning. These are prime times for traffic stops and enforcement activities. Since many self initiated activities consume relatively short periods of time, for instance many traffic stops last for 15 to 20 minutes, officers can conduct more than one activity per hour. It should be noted that 560 (5.3%) of all dispatches took place from April 23 to 26, 2010, during Spring Weekend.

Optimal Patrol Staffing

Given the workload described above and the breakdown between calls for service and officer initiated activity, optimal patrol staffing for Mansfield should be two police officers on duty in the Town at all times. This would provide adequate back-up for officer safety, help increase police visibility and keep response times usually at a reasonable level.

Alternative One: Creating and Staffing a Town of Mansfield Police Department

Basic Parameters

Target Staffing – Two officers on duty per each of three shifts

Schedule: Five eight hour days followed by two days off to provide consistent coverage throughout the week

To maintain the two-officer minimum, each shift requires 14 person days per week (2 officers times 7 days) for a total of 42 person day per week (3 shifts per day times 14 person days per shift.)

Option One

- Staffing would include a chief of police, three sergeants and nine patrol officers. Each of the three shifts would be composed of one

sergeant (who will fill in as needed as a call responder) and three officers.

- Each shift will have 20 person days scheduled (one sergeant and three officers times five scheduled on-duty days each = 20 person days per shift).
- Applying an 80% show-up rate to the 20 scheduled person days per week result in an expected weekly per shift coverage of 16 person days. As stated above, full shift coverage requires 14 person days.
 - A show-up rate of 80% is assumed rather than the 75% used for the veteran resident state troopers because in a new department some officers likely will be at entry level and will accrue less leave time.
- Although from time to time circumstances will require backfill overtime, no routine overtime results from this option.
- Police department staffing will include 14 positions one chief of police, three sergeants (one per shift), nine patrol officers (three per shift) and one administrative assistant.

Option Two

- Staffing would include a chief of police and, per shift, one sergeant (who will fill in as needed as a call responder) and two officers.
- Based on a five-eight schedule this will generate 15 person days per week per shift (one sergeant and two officers times five scheduled on-duty days). Applying the 80% show-up rate to the 15 scheduled shifts per week result in an expected weekly per shift coverage of 12 person days. To bring staffing to the 14 person days needed per shift, two routine back fill overtime slots will be required for each shift. To provide cover for all three shifts a total of six overtime days will be needed per week.
- Police department staffing will be composed of 11 positions – one chief of police, three sergeants, six patrol officers and one administrative assistant.

Tables 8 and 9 show the personnel costs of Option 1 and Option 2.

Table 8. Estimated Salary, Fringe and Leave Costs for Option 1

Position	No.	Salary	Leave ¹	Medical Insurance ²	Fringe including Pension ³	Disability ⁴	Per Position	Total
Chief	1	\$120,000	\$15,231	\$15,082	\$23,326	\$1,351	\$174,990	\$174,990
Sergeants	3	\$83,200	\$10,560	\$15,082	\$17,805	\$935	\$127,582	\$382,745
Officers	9	\$57,200	\$7,260	\$15,082	\$12,241	\$642	\$92,425	\$831,822
Adm. Asst.	1	\$45,000	\$5,711	\$15,082	\$7,830	\$507	\$74,130	\$74,130
Total								\$1,463,687

¹Leave is based on using average an seven days of sick time plus other typical contract leave.

²Medical Insurance is based on family plan.

³Fringe includes social security, Medicare and pension.

⁴Disability includes life insurance.

Table 9. Estimated Salary, Fringe, Leave Costs and Backfill Shift Overtime for Option 2

Position	No.	Cost Per Positions	Total Cost
Chief	1	\$174,990	\$174,990
Sergeants	3	\$127,582	\$382,745
Officers	6	\$92,425	\$554,548
Adm. Asst.	1	\$74,130	\$74,130
Shift Overtime for Backfilling			\$130,141
			\$1,316,555

Table 10 shows estimated annual operating budgets for the two options.

Table 10. Estimated Annual Operating Budgets for Options 1 and 2

Mansfield Police Department	Option 1	Option 2
Salary, Leave and Fringes	\$1,463,687	\$1,186,414
Overtime 5%	\$73,184	\$65,828
Backfill Overtime	0	\$130,141
Membership Fees/Prof Dues	\$5,000	\$3,500
Uniform Maintenance	\$3,500	\$2,450
Equipment Repair	\$1,500	\$1,050
Voice Communications	\$9,000	\$6,300
Reference Books & Periodicals	\$1,000	\$700
Office Supplies	\$2,500	\$1,750

Mansfield Police Department	Option 1	Option 2
Other Program Supplies	\$2,500	\$2,500
System Support	\$1,900	\$1,900
Equipment Other	\$5,000	\$3,500
Vehicle Gas & Oil @\$2,000	\$10,000	\$10,000
Vehicle Repairs and maintenance	\$10,000	\$10,000
Total Estimated Annual Police Budget	\$1,588,772	\$1,426,033
Communications & Dispatch		
Salary, Leave and Fringes (5 Dispatchers)	\$408,806	\$408,806
Overtime 5%	\$20,440	\$20,440
Radio & Dispatch System maintenance (other costs included in police budget)	\$40,000	\$40,000
Estimated Budget	\$469,247	\$469,247
TOTAL OPERATING COSTS	\$2,058,019	\$1,895,281

Notes: Records functions would be performed by the administrative assistant and dispatchers. The chief would be the direct dispatch supervisor. The department would need to establish mutual aid and specialized service agreements (i.e., canine, SWAT, serious criminal investigations, etc.) with the State Police and with the University of Connecticut Police Department.

Other on-going costs not included in the tables above would include the expense of additional full- or part-time Town staff to support human resources and finance for a Mansfield Police Department and additional full- or part-time staff for police IT support.

Table 11 examines estimates of one time start up costs for each option.

Table 11. Mansfield Police Department Start-Up Costs for Options 1 and 2

	Unit Cost	Option 1 (13 Sworn)	Option 2 (10 Sworn)
Patrol Cars (6 for 13 sworn, 5 for 10 sworn) ¹	\$38,000	\$228,000	\$190,000
Uniforms and Officer Equipment	\$3,885	\$50,505	\$38,850
Communications/Dispatch Technology ²	\$1,500,000	\$1,500,000	\$1,500,000
Information Technology ³	\$250,000	\$250,000	\$250,000
Additional Equipment ⁴		\$12,000	\$10,000
Recruitment, selection and background investigations ⁵	\$5,000	\$65,000	\$50,000
Training ⁶	\$28,600	\$257,400	\$171,600
Transition ⁷		\$400,000	\$400,000

	Unit Cost	Option 1 (13 Sworn)	Option 2 (10 Sworn)
Sub-Total		\$2,762,905	\$2,610,450
Contingency Fund⁸	10%	\$276,291	\$261,045
Total Estimated Start-Up Costs for Stand-Alone Mansfield Police Department⁹		\$3,039,196	\$2,871,495
Facility Cost (Based on \$1,700,000 for police facility in Coventry in 2004 and CPI rate of 12.2% since 2005)		\$1,907,400	\$1,907,400
TOTAL START-UP COSTS		\$4,946,596	\$4,778,895

¹Patrol cars -- With 13 sworn positions three officers will be on patrol from time to time. Six vehicles will allow for patrol by all three and for overlap between shifts. It will also provide adequate vehicles when repair or maintenance is needed. With ten sworn officers, five vehicles will be enough for adequate coverage. Currently the Town has three police cars. Depending on their condition when a Mansfield Police Department is formed, they may reduce the need to buy some of the cars listed above. Additionally the Town may wish to consider purchase of enough vehicles to assign a take home car to each sworn member of the department. All the capital outlay is substantial, take home vehicles last much longer than police pool vehicles and cost less to maintain.

²Communications/Dispatch Technology -- If a Mansfield Police Department includes a dispatch operation for the Town, funds will be needed for transmitting and receiving equipment, tower and possibly repeaters, radio consoles and radios. Funds need to be included for a study to determine coverage areas, development of a request for proposals, procurement of frequencies, licenses and public safety answering point status, and achieving interoperability.

³Information Technology -- Funds will be needed for hardware and software for a computer aided dispatch and records management system. In-car computers should be part of this acquisition. If a decision is made to create a Mansfield Police Department without its own communication center, this cost should decrease.

⁴Additional equipment may include speed monitoring devices, traffic cones, evidence collection kits, traffic collision investigation equipment as well as other police equipment.

⁵Funds will be needed to recruitment, selection and conduct background investigations of new police employees. Costs are estimated at approximately \$5,000 per employee.

⁶Training -- Although some of the new positions will be lateral hires of currently certified State of Connecticut police officers. Other will need to attend a certified academy. It is expected that the chief and the sergeants would be lateral hires. Funds are allotted for the salaries for 26 weeks of employment while candidates are in a training status. Although the state training course is typically 22 weeks long, four extra weeks are covered for pre-course local orientation and post course acclimation before field training begins.

⁷Transition -- Funds should be provided for a phase out of the resident trooper program and overlap with a new Mansfield police department.

⁸Additional monies should be budgeted for contingencies. A factor of 10% is applied.

⁹The estimates above are based on recent costs incurred for similar expenditures by similar agencies. Some would be dependent on the outcome of competitive bidding processes such as those for vehicles, communications/dispatch and information technology.

Special Events Policing Under Alternative 1

Any policing alternative in Mansfield must have the capacity to deal with the large off campus student parties during good week-end weather in the fall and the large crowds that gather for "Spring Weekend" both on and off campus. The fall weekend parties usually center in large student-dominated apartment complexes close to campus and involve 1,500 to 3,000 people, many under the influence of alcohol. Spring Weekend, concentrated between the end of classes and final exams in April, may involve up to 15,000 people many under the influence of alcohol, many from outside the university, and, traditionally, attending a combination of on-campus sanctioned events and off-campus open air parties.

Mansfield police must be able to assemble sufficient numbers of officers for the fall parties and a large contingent of police for spring weekend. Although a local department of 13 or 10 sworn, with all sworn employees working may be able to deal with the fall parties (with back-up and support from the UConn Police Department and the State Police) much outside assistance is needed for spring weekend.

Under the current resident trooper model, support from large numbers of State Police troopers has been readily available for spring weekend, in part because they are part of the same organization as the Resident Troopers. Also, the University of Connecticut is a state institution and over the years the State Police and the UConn Police Department have developed a good working relationship and defined roles and responsibility for this recurring event.

Because Spring Weekend needs a large police presence and because it is derived from a state institution, the State Police can be expected to continue to provide personnel. However with a new agency in the mix, a Mansfield Town Police Department, roles, responsibilities and perhaps compensation would need to be renegotiated.

Alternative Two: Enhancing the Resident Trooper Program

Currently Mansfield contracts with the State of Connecticut for police service through the Resident Trooper program. In the contract the Town delegates to the Division of State Police the authority "to supervise and direct the law enforcement operations of appointed constables and police officers in the Town..." The contract places the Resident State Police supervisor in charge of all law enforcement operations of the Town. According to the contract "The Town CEO of a resident trooper town shall have reasonable, direct access to the area State Police Troop

Commander, the Resident Trooper Supervisor and Resident State Police Trooper for regular and on-going communication regarding law enforcement problems in the Town. Significant conflicts between Town police officers and constables are to be resolved through the State Police chain of command.

The Town retains the responsibility for training town officers and constables and for making final personnel decision for town officer and constable performance issues or misconduct. According to the current State Police contract, the State Police will conduct any required investigations of town officers and constables and provide recommendations to the Town.

The contract requires the Town to implement a work performance evaluation system for all of the Town's police officers or constables. There are no provisions in the contract dealing with resident trooper training, performance issues or misconduct of work performance evaluation. In essence, through the contract, the Town delegates almost all aspects of policing service to the State Police and has only "reasonable, direct access" to resident troopers and their chain of command. The contract is silent on issues of how policing priorities and levels of community engagement are to be established.

In practice the relationship between the Town and its resident troopers has been positive. Issues are addressed informally and the State Police recognize the need to work with the Town to provide responsive service.

As discussed previously, the Town is currently staffed by eight troopers and a sergeant who supervises the operation. To provide a two trooper minimum coverage around the clock as was proposed for a Mansfield Police Department, four additional troopers would be required (based on the analysis above).

The current cost to the Town for the Mansfield Resident Trooper at the 70% discount required by state law is \$806,000. (Mansfield budgets an additional \$144,950 for the three constables, the administrative assistant and other policing expenses). Resident trooper costs include salaries, fringes, training, vehicles (including fuel and maintenance) as well as other associated costs. The estimated per trooper discounted cost is approximately \$88,200.

Adding four additional troopers would increase the cost of resident troopers for Mansfield to \$1,158,800, an increase of \$352,800. The full costs of policing services would rise to \$1,303,750 based on current expenditures.

If Mansfield decides to request an expansion of the Resident Trooper program a renegotiation of the current contract will be required. The Town should consider revisions in two areas: community engagement and visibility.

A consensus emerged from interviews with Town leaders that they, and Town residents, would like to see troopers engage in enhanced informal contact with residents. There is a desire for residents to get to know the troopers that patrol their neighborhoods and for troopers to get to know neighborhood residents. Table 7, "Average Dispatches per Hour, All Activity" shows the level at which troopers engage in calls for service or self initiated activity during the prime time for community engagement – prime time is generally from 1100 to 2100 Monday through Thursday when community members tend to be most accessible. To increase community engagement by having troopers stop and talk to residents may result in a decrease in self-initiated activities. Also, to the extent that troopers spend time out of their cars in neighborhoods removed from the main roads, response time may increase and visibility may be negatively influenced.

Another issue that emerged from the interviews was the perception that the police (troopers) in Mansfield, other than the University of Connecticut Police, were not very visible. Community leaders indicated that many residents said they seldom see a trooper. This may be a result of the thin spread coverage due to the number of troopers assigned and their schedule (see Table 3 "Current Schedule: On-Duty Average Personnel Hours with 75% Show-up Rate.")

Another factor that may influence community perceptions of visibility is the troopers' patrol vehicles. The vehicles are unmarked and have low-profile light bars. Especially at night, people seeing these cars may not realize they are police vehicles. Reflective decals and high contrast paint could well lead to an increase in the perception of visibility. In new contract discussions this issue should be discussed.

Given the Town's desire for enhanced community policing another item for contract discussion might be in-service training for resident troopers on how to foster increased community engagement. Consideration should also be given to having newly assigned resident troopers attend an orientation/familiarization course dealing with the characteristics of the Town, its desired policing style and the unique problems presented by UConn. Such a course would be given prior to a new trooper taking up duties in Mansfield.

The State Police are submitting a proposal that would allow an increase in the Resident Trooper Program. Per trooper costs are expected to continue to be charged at the 70% discount rate. However, overtime expenses, when the Town requests overtime, are slated to increase to 100% of the cost (including allied fringe costs). Town leadership should continue to track such developments to maintain current information about such changes.

Special Events Policing Under Alternative 2

The additional resident troopers added under this alternative (with back-up and support from the UConn police department and other troopers) should provide adequate personnel to handle the fall weekend parties as is currently the case. Spring Weekend should continue to be policed as it is now with a large contingent of the State Police working with the UConn Police Department.

Alternative Three: Contracting with the University of Connecticut Police Department

University of Connecticut police officers conduct traffic stops as well as back-ups for Town officers and Resident Troopers when they make traffic stops in areas immediately adjacent to campus. They also respond routinely to vehicle collisions when a trooper is not immediately available. Additionally they provide other assists (47 in 2009) for various call types, often as the primary response vehicle. Typically their role is to secure the scene until a trooper is available. Examples of these calls included domestic violence, assaults and bar disturbances.

There are several options for Mansfield to contract for police services from the University. The first option would be for the UConn Police Department to police all of Mansfield, thus replacing the resident troopers. A second option is for Mansfield to contract with UConn for policing services in a limited "service area" that would include areas in the immediate vicinity of campus and in those enclaves currently surrounded by UConn property but that are not owned by the university. A third option is for Mansfield to contract with UConn for call for service response anywhere within the Town when a trooper is not available. Another option would be for the Town to contract with UConn for dispatch and holding cell services if the Town were to create a standalone Police Department.

Contracting with the UConn Police Department to replace the Resident Troopers offers little advantage to either the Town or the university. By

all accounts the troopers and UConn officers have good working relationships now and support each other as needed.

The cost of such an option would depend on the number of officers involved. Assuming the UConn Police Department would cover supervision and the direct charges would be only for the officers involved, Table 12 estimates costs for coverage as with the Town standalone model for nine officers (no backfill overtime) and for six officers (with backfill overtime). It shows estimated costs for two scenarios.

Table 12. Estimated Costs: Full Town Coverage by UConn

UConn Officers ¹	Operating Costs ²	Subtotal	Overhead @20%	Total Cost
9 @\$86,670	\$99,671	\$897,035	\$179,407	\$1,076,441
6 @\$86,670	\$113,538	\$681,226	\$136,245	\$817,471

¹Per UConn officer cost is for an officer at the mid-point of the UConn officer salary range (approximately \$53,500 per year with an estimated fringe benefit total at 62%).

²Operating costs are estimated at the same rate as for the standalone department, 15% for the total department size of 14, 31% for the 11 person department. The difference is a result of the backfill overtime required in the 11 person department.

Such an arrangement would likely have a significant impact on the core mission of UConn Police: "The mission of the University of Connecticut Police Department is to enhance the quality of life by providing a secure and safe environment through professional service to the University Community." Patrolling, responding to all calls for service originating in Mansfield and performing self initiated activities throughout the town requires a somewhat different policing style than a focus on the problems generated by the campus and the university community.

- There is no current provision for the University to supply police services at a discount as is the case with the Resident Trooper Program.
- Resident Troopers have the exclusive job of providing police service to Mansfield. University officers could have divided loyalties with their primary allegiance likely focused on the university.
- Unless the same officers were consistently assigned to work in the Town, it would be more difficult to achieve the benefits derived from gaining specific knowledge of the people and policing

problems that develop from the long term assignments troopers have.

Special Events Policing with UConn policing all of Mansfield

The addition of six to nine additional officers may allow a Town-wide UConn police force to adequately police the fall parties. They would have to rely on back-up and support from the rest of the UConn Police Department with only limited state police resources available through Troop C.

Under the current Resident Trooper model, support from large numbers of State Police troopers has been readily available for spring weekend, in part because they are part of the same organization as the resident troopers. Also, the University of Connecticut is a state institution and over the years the State Police and the UConn Police Department have developed a good working relationship and defined roles and responsibility for this recurring event.

With the State Police in a much smaller role, the large State Police presence needed for Spring Weekend might need to be renegotiated. Without Mansfield Resident Troopers the roles, responsibilities and perhaps compensation may change.

The second option, contracting for policing within a defined service area would have the advantage of increasing the presence and visibility of the troopers in parts of Mansfield outside the immediate vicinity of the campus because areas close to campus would be covered by UConn officers. Troopers would have additional time for community engagement. Response time to calls outside the service area could decrease because of troopers' greater presence in areas away from the campus. Response time in the service area could also decrease since a University officer would likely be close to the call.

The costs of this model would depend on the number of service areas. Providing coverage for one service area around the clock would require an additional four UConn officers assuming that some backfill would be required. Six officers would be needed for two service areas, again with required backfill. Table 13 provides cost estimates for this model.

Table 13. Cost Estimates: UConn Service Area Policing

UConn Officers	Operating Costs	Subtotal	Overhead @20%	Total Contract Cost	Total Cost for Police Service
4 @\$86,670	\$113,538	\$454,151	\$90,830	\$544,981	\$1,495,331
6 @\$86,670	\$113,538	\$681,226	\$136,245	\$817,471	\$1,768,421

Another advantage of a UConn service area contract is that many of the policing problems in the immediate neighborhood of the campus involve members of the University community. Having a single police agency responsible for these problems, with immediate access to both the criminal justice system and campus disciplinary processes, might enhance the ability to deal with these issues.

A service area contract would require substantial negotiation involving the Town, the State Police and UConn to develop the details of service area boundaries; jurisdictional issues; altered dispatch protocols; and costs.

Special Events Policing with UConn policing a Mansfield Service Area.

Adding four to six UConn officers would help the Resident Troopers to police the fall parties. Additional back-up would still be available from the State Police and the rest of the UConn police force. The current approach to policing spring weekend would continue with a large contingent of the state police working with the UConn Police Department.

The third option is for the Town to negotiate a contract with UConn that would have UConn officers respond to calls for service in the Town when a trooper is not available. Such times might include when troopers are on other calls, are out of the Town limits for prisoner transport or otherwise absent.

This option would require developing dispatch systems to send calls to the University communications center when no Resident Trooper is available. Rather than send the Troop C trooper whose normal patrol area includes several towns including Mansfield, a UConn officer would be dispatched. Because the UConn officer would normally be closer response time should be enhanced.

One issue that would have to be addressed is ensuring that UConn officers learn the roads of the Town so quick response occurs. Also Town

residents would need to be educated about sometimes getting a trooper in response to a call and sometimes getting a UConn officer. Another issue involves dealing with reports and appropriate allocation of crime statistics.

The costs for this third option could be on an annual basis or on a per call basis. The frequency with which UConn officers would respond to Town calls for service under this option cannot be determined from currently available data.

Special Events Policing with UConn Providing Response When a Trooper Is Not Readily Available

Under this option the methods used to police both the fall parties and Spring Weekend would be expected to remain as is.

A fourth option, coincident with a Mansfield standalone department, would be for the Town to contract with UConn for dispatching and holding cell services.

- Dispatching: Resident troopers respond to an average of nine calls for service per day and conduct an average of 20 self initiated activities for a total average of 29 dispatches actions daily. This expanded work for the UConn communication center would not seem to require adding additional UConn dispatch personnel.
 - Although the Town might save \$470,000 in dispatch personnel and annual system maintenance, it should expect to pay a projected \$100,000 annually to UConn as an apportioned cost for UConn dispatch costs including personnel, maintenance and overhead.
 - Startup costs for a Mansfield standalone Police Department to acquire communications and dispatch technology were projected at \$1,500,000. By contracting with UConn for use of their existing system most of these costs would be avoided. However, there still will be technological start up costs to establish UConn as a Public Safety Answering Point (PSAP) for the receipt of all 911 calls from Mansfield. The Town should anticipate some \$250,000 for this expense.
- Holding Facilities: In 2009, resident troopers arrested 267 people, 55 juveniles and 212 adults. Of these arrestees 179 were male and 88 were female. The most frequent arrest charges were larceny theft (64), simple assault (56) and driving under the influence (50).

Each arrestee would need to be booked into the holding facility by UConn personnel and would need supervision until transported to court. Most would probably need to be held overnight and those arrested on Friday or Saturday would need to be held for multiple days.

In some parts of the country, centralized jails charge local agencies \$125 to \$250 per person booked into the jail. Assuming a per arrestee per day charge by UConn of \$250 and with half of the arrestees held for multiple nights Mansfield could expect to pay UConn \$100,000 for prisoner holding. In addition, if expansion and/or modification of the current UConn holding area were required, Mansfield would be expected to pay for these construction costs.

Alternative 4: Regional Policing

This alternative involves creating a single police department that would provide services for two or more towns. Such agencies usually operate most effectively when the jurisdictions involved share a common boundary. Consequently the logical partners for Mansfield include Coventry, Willington, Ashford, Chaplin and the Willimantic service district.

Coventry and Willimantic currently have police departments. Coventry's police department is composed of 14 officers and five civilians and Willimantic has 41 officers and five civilians. Chaplin has police coverage by a single Resident Trooper. Willington and Ashford have coverage from the State Police from Troop C in Tolland.

Willington (population approximately 6,000), Ashford (4,400 population) and Chaplin (2,560 population) each are predominately rural-suburban without a central institution (like the University) that Mansfield has. A regional police agency involving these jurisdictions would almost certainly be based in Mansfield. Public safety costs would increase in these towns, perhaps beyond the level of enhanced benefits residents would perceive they would gain.

Both Coventry and Willimantic have higher 2009 crime rates than Mansfield. Table 14 below displays this data.

Table 14. Crime Rate Comparison between Mansfield, Coventry and Willimantic

Town	Population	2009 Total Part 1 UCR Crimes	2009 Crime Rate (UCR Part 1 Crimes per 100,000)
Mansfield	21,408	227	1,060.4
Coventry	11,884	183	1,539.9
Willimantic	17,025	593	3,483.1

Notes: The Uniform Crime Report (UCR) system tallies offenses reported to the police including murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft and arson. The population of Willimantic is that for the Willimantic service district.

The primary advantages for Mansfield of becoming a part of a regional agency – compared to creating a stand-alone police department – include cost sharing for: communications equipment, personnel and operations; a holding facility and its operations; and a police headquarters building. There would also be reduced overhead costs since administration, purchasing and other equipment and maintenance expenses would be subject to cost sharing. There would be the same cost advantages to either Coventry or Willimantic if they were part of a regional agency.

A number of key issues would have to be negotiated if Mansfield were to be part of a regional agency. The best partner for Mansfield in a regional policing arrangement would be a town that wants a policing style similar to Mansfield's.

- Willimantic has experience with the problems associated with a university and working with a university police force since Eastern Connecticut is located there. But it has a police force of 46 (41 sworn and 5 civilians) for a population of 16,346 and a crime rate over three times that of Mansfield. A regional police force composed of Mansfield and Willimantic could result in most of the resources being deployed close to Willimantic because that is the primary locus of crime and disorder problems.
- Coventry's police force with 14 sworn officers and 5 civilians (for a population of 12,288) is similar to that proposed above for a Mansfield department. Coventry has three patrol shifts each with a sergeant, two with two officers and one with three officers. Adding three patrol officers per shift to work exclusively in Mansfield could be probably accommodated with the current command structure. The additional officers would be well within the span of control of the shift sergeants (although one sergeant

currently has supervision of the dispatch operation). In Coventry the sergeants report to lieutenants who in turn report to the chief of police.

The Coventry Police Department is accredited by both Connecticut and by the international Commission on Accreditation for Law Enforcement Agencies (CALEA), which attests to its professionalism.

Costs for Mansfield to participate in a regional department would depend on the coverage model established. Table 15 below shows the estimated costs for the two models – the first with coverage provided by three patrol officers per shift and a sergeant per shift working at times to fill patrol vacancies, the second with two officers per shift, a sergeant per shift, and back fill overtime – with shared costs for command and supervisory costs and apportioned costs for other budget categories.

Table 15. Estimated Costs: Mansfield Share for Regional Department

	With 9 Patrol Officers	With 6 Patrol Officers
Salary, Leave and Fringes	\$1,147,755	\$1,000,622
Overtime-5%	\$57,388	\$50,031
Backfill Overtime	\$0	\$130,141
Membership Fees/Prof Dues	\$4,231	\$2,800
Uniform Maintenance	\$2,962	\$1,960
Equipment Repair	\$1,269	\$840
Voice Communications	\$7,615	\$5,040
Reference Books & Periodicals	\$846	\$560
Office Supplies	\$2,115	\$1,400
Other Program Supplies	\$2,115	\$2,000
System Support	\$1,900	\$1,900
Equipment Other	\$4,231	\$2,800
Vehicle Gas & Oil @\$2,000	\$8,462	\$8,000
Vehicle Repairs and maintenance	\$8,462	\$8,000
Vehicle Replacement Pool Contribution	\$21,154	\$20,000
TOTAL OPERATING EXPENSES	\$1,270,504	\$1,236,095
INDIRECT COSTS AT 10%	\$127,050	\$123,609
Total Estimated Annual Police Budget	\$1,397,554	\$1,359,704

	With 9 Patrol Officers	With 6 Patrol Officers
Communications & Dispatch		
Salary, Leave and Fringes	\$204,403	\$204,403
Overtime 5%	\$10,220	\$10,220
Radio & Dispatch System maintenance (other costs included in police budget)	\$20,000	\$20,000
Estimated Budget	\$234,623	\$234,623
TOTAL COSTS	\$1,632,178	\$1,594,328

The largest problem that Mansfield would need to overcome to establish a regional police department is development of a governance structure that would satisfy all the stakeholders. Creating protocols that guarantee coverage in Mansfield and that apportion costs would be subject to extensive negotiation. Similarly, Mansfield would need to work with regional partners to determine how best to minimize start-up costs.

An alternative to creating a regional agency would be for Mansfield to contract for police service with either Coventry or Willimantic. The Town of Coventry provided estimates of the costs of providing contract service to Mansfield. The Coventry model proposes four patrol officers per shift to provide the two officer minimum around-the-clock coverage. A detective is included and supervision, support and management are proposed on an apportioned basis. Table 16 provides estimated costs for contract coverage from Coventry.

Table 16. Estimated Costs: Full Town Coverage through Contract with Coventry

Personnel Costs ¹ Including Fringe Benefits ²	
Chief @15%	\$27,588
Administrative Assistant @20%	\$16,000
Community Services Officer @20%	\$15,300
Records Clerk @20%	\$15,500
Patrol Supervisor @25%	\$30,000
Patrol Officers -- 12 @\$110,833 ³	\$1,329,996
Detective -- 1 @\$110,833	\$110,833

Personnel Costs¹ Including Fringe Benefits²	
Total Personnel Costs	\$1,545,217
Other Annual Costs	
Overtime 13 Officers @\$4000	\$52,000
Facility Costs @25% ⁴	\$15,250
Technology ⁵	\$25,000
Total Other Costs	\$92,250
Total Estimated Year 1 Costs	\$1,637,467
Start-up	
Vehicles --2 @\$36,000 ⁶	\$72,000
Uniforms and Equipment @\$2,000	\$26,000
Total Start-Up Costs	\$98,000

¹ A contract services effort would include administrative services by the Chief of Police and Administrative Assistant. Administrative services would include all those duties normally associated with and performed by a Chief of Police to include direction, control, discipline, contract administration, budgeting and so forth. Other services performed by the Administrative Assistant would include payroll, purchasing, accreditation compliance, clerical duties and recordkeeping. Records personnel would be responsible to filing, permits, collection of fees, NCIC and COLLECT compliance and other administrative functions. The community service officer would perform a variety of duties which do not necessarily require a sworn officer. These include applicant fingerprinting, parking enforcement, car lock-outs, report-taking, etc.

²Fringe benefits include: holiday pay, FICA, Worker's Comp, Family Coverage Health Insurance, Long Term Disability, AD&D, Life Insurance, Deferred Comp, Pension and Uniforms and Equipment.

³Coventry proposes an average salary per patrol officer at \$65,686.

⁴The FY 2010/11 facilities budget for the Coventry Police Department is \$61,000.00 per year. A 25% share of this budget for the Town of Mansfield would be \$15,250.00. Coventry has expressed a willingness to explore a regional approach to a holding facility and the prisoner care and custody function along with a regional approach to property evidence and storage.

⁵Technology costs include computer work stations, computer-aided dispatch and records management software upgrades, office equipment and COLLECT license. Although these may be start-up costs, an annual cost for technology maintenance, upgrades and replacement equipment can be expected.

⁶The cost per patrol car includes emergency equipment, in-car video, defibrillators, medical equipment, in-car computers, and other emergency response equipment.

Dispatching: The Coventry Police Department currently staffs its dispatch center 24/7 by using both full- and part-time dispatchers. Although not currently a Public Safety Answering Point (PSAP) that can directly receive 911 calls, Coventry dispatches law enforcement services and coordinates with neighboring law enforcement agencies. The

Coventry Police Department also acts as an after-hours point of contact for other town agencies. The Tolland County regional PSAP provides 911 services as well as fire and EMS dispatching for an annual fee. The Town of Coventry has indicated a willingness to investigate the possibility of becoming a PSAP at its police facility. Regional services with the Town of Mansfield could be a catalyst for moving forward with this plan. There may be funding available through the Connecticut Office of Statewide Emergency Telecommunications for additional regional emergency dispatch operations.

A contract with another jurisdiction would probably not have a joint governing body as would a regional agency. Mansfield would not have direct control of how its police services would be delivered. Such control issues could be mitigated through a service level agreement or contract.

Special Events Policing Under Alternative 4: Regional and Contract Policing

A regional policing or contract services model could probably supply enough officers (many on overtime) to police the fall parties. Back-up and support would still be needed from the State Police and the UConn Police Department.

Spring Weekend would still require large police presence. The bulk of the personnel would still need to come from the State Police and the UConn Police Department. However, as with a standalone Town police department, roles, responsibilities and perhaps compensation would need to be re-negotiated.

Providing Enhanced Police Service in Mansfield: A Hybrid Model

The development of the Four Corners area and the Storrs Center complex will bring change to Mansfield. The projects will likely spur some additional development and growth in other parts of the Town. One hallmark of a full-service town is a local police department which is directed by the Town's governing body through town administration. Mansfield can begin to lay the groundwork for its own police department. There is no doubt that the Resident Trooper Program has served Mansfield well. Troopers have provided dedicated and professional service on a cost sharing basis that has been quite advantageous to the Town. But as the Town develops and grows it may determine that it wants to be served by its own department.

Each of the alternatives discussed above examined methods of expanding police coverage and visibility in Mansfield so that at least two officers/troopers are present around the clock and so that visibility is increased. In order to achieve these ends, and to prepare for future policing needs in Mansfield, the Town could implement a hybrid police model. This model retains the Resident Trooper Program but adds four full-time Town police officers (one corporal and three patrol officers). The estimated cost of this option is shown in Table 17 below.

Table 17. Estimated Cost for Hybrid Policing Model

Salary, Leave and Fringes for 4 Town officers	\$387,277
Overtime 5%	\$19,364
Membership Fees/Prof Dues	\$1,000
Uniform Maintenance	\$1,500
Equipment Repair	\$900
Voice Communications	\$3,700
Reference Books and Periodicals	\$ 400
Office Supplies	\$1,000
Other Program Supplies	\$2,500
System Support	\$1,900
Equipment Other	\$2,500
Vehicle Gas & Oil @\$2000	\$6,000
Vehicle Repairs and maintenance	\$6,000
Vehicles @\$38,000	\$76,000
Total Estimated Annual Police Budget: Corporal and 3 Officers	\$510,041
Current Total Cost for Resident Troopers and Other Police Expenses	\$950,950
Total Estimated Cost for Phase 1 Hybrid Model	\$1,460,991

Using the current facility, and hiring lateral entry officers (those already Connecticut certified), start-up costs would include uniforms and equipment and recruitment, selection and background investigations. Approximately \$45,000 should be expected for start-ups costs for this option.

This group of Town officers would be under the command of the Resident Trooper sergeant. Therefore a corporal rank is proposed as the supervisor of the Town officers. Town officers would report to the

corporal who would report to the trooper sergeant. Town officers would all work the same shift, either day shift or evening shift, to maximize their exposure to the community. Troopers would work the two remaining shifts.

Special Events Policing Under the Hybrid Model

Adding four Town officers would help the Resident Troopers police the fall parties. Additional back-up would still be available from the State Police and the rest of the UConn police force. The current approach to policing spring weekend would continue with a large contingent of the state police working with the UConn Police Department.

However, over time, the approach would change as a Mansfield Town police department took over all town policing duties. The approach to policing special events would then need to become that described earlier for a Mansfield standalone department. The local department with all sworn employees working should be able to deal with the fall parties (with back-up and support from the UConn police department and the State Police).

Spring Weekend policing would still need a large police presence. The roles and responsibilities, and perhaps compensation, on the part of the Town police, the State Police and the UConn Police Department would need to be renegotiated.

The initial group of Town officers in this hybrid model would form the nucleus of a full standalone department. Depending on the availability of resources, the first phase of implementation could be completed within 12 to 18 months. If financial resources were available the second phase could be conducted 12 to 18 months after the completion of the first phase, resulting in a full Town of Mansfield Police Department.

Space could be allocated in Storrs Center for a new police facility. Officers coming and going from such a location will enhance perceptions of visibility. Such a facility could serve as a focal point for the Town's public safety operations.

If the Town decides to implement this vision it should begin exploring creating a regional dispatch center and holding facility. Such regionalization of these functions, with careful planning and discussions, can result in cost savings and operational effectiveness for all the towns involved.

Hybrid Model Implementation Planning Steps

Tasks to implement a hybrid policing system and the transition to a full standalone Mansfield Police Department should be divided in two phases. Phase 1 would begin with the decision to adopt this model and would extend for 18 months from that point. Phase 2, creating the complete Mansfield Police Department would extend for an additional 18 to 24 months.

Phase 1 – First 18 Months

1. Establish new operating agreement with the State Police covering allocation of town officers and all operating procedures.
2. Establish budget authority, financial procedures, and allocate start up funds.
3. Develop job descriptions for the corporal and Town officer positions.
4. Create a background investigation process to be used for all police employees. Consideration should be given to hiring an outside contractor to assist in this process.
5. Recruit and select officers and corporal. Complete background checks prior to final selection.
6. Develop an orientation training plan for newly hired officers to ensure they understand the Town, its policing needs and local ordinances.
7. Begin the purchasing process for new capital items needed and for uniforms and equipment.
8. Determine new vehicle needs, purchase them and have them equipped.
9. Create/update the needed systems for police payroll, benefits administration, and personnel records keeping.
10. Begin facility planning; including option for dispatch/communication operations and holding facility.
11. Begin planning steps for radio/communication system and for transfer of public safety answering point (PSAP) for 911 calls to come to Mansfield.

Phase 2 – Beginning after Phase 1 and extending 18 to 24 months

1. Hire chief by month 21 so that he/she can lead the effort to create a complete standalone department.
 - 1.1. Develop a job description for the Chief of Police, including personal and professional characteristics.
 - 1.2. Prior to final selection, complete background investigations on the three leading candidates.
2. Among the tasks the chief should accomplish are:
 - 2.1. Develop a practical and realistic mission statement, a set of organizational values, and a vision for the future of policing in Mansfield.
 - 2.2. Complete a general order manual and design training on the policies and procedures. The general order manual may be based on one from a similar-sized, nationally accredited Connecticut agency. It should then be suitably revised for the specific circumstances of Mansfield.
 - 2.3. Develop an orientation training plan for newly hired officers, and for older officers, to ensure they understand the department's vision, mission and values; policies, procedures, regulations, the Town and its policing needs and local ordinances.
 - 2.4. Create standards for supervision and employee performance measurement to both facilitate supervisor consistency and high quality employee performance
 - 2.5. Develop and implement a set of supervisory standards
 - 2.6. Conduct introductory meetings with civic, community, and neighborhood groups and leaders to form good working relationships and to open channels for the communication of community concerns.
3. Begin facility construction.
4. Finalize and implement Communication, Holding Facility and PSAP plans according to decisions made in Phase 1.
5. Develop and implement Technology Plan to include records management system and other key technologies and information systems.

6. Establish transition/overlap plan with the State Police so that there is a period of joint patrolling and new Mansfield officers will be able to learn the Town.
7. Purchase remaining capital items, uniforms and equipment.
8. Purchase additional vehicles and have them equipped.
9. Recruit officers and sergeants. Complete background checks prior to final selection.
10. Create all needed police report formats by modifying comparable forms from a similar Connecticut agency.
11. Create education program to inform Mansfield residents of the change in police service from the State Police to the Mansfield Police Department.
12. Establish mutual aid agreements with adjacent law enforcement agencies.
13. Create memorandums of understanding with the appropriate agencies re: specialized services including, S.W.A.T., search and rescue, specialized investigations, regional task forces, and evidence processing.
14. Develop in-service training schedule for legal updates and skills refreshers.
15. Develop liaison with local fire and emergency medical service agencies.

Summary: Alternative Costs

Table 18 provides a summary of the various alternatives.

Table 18. Summary of Alternatives

	Year One Cost	Other Costs	Total Year One Costs	Start-Up Costs
Alternative One: Town of Mansfield Police Department				
Option 1: 14 Full-Time Positions	\$1,588,722	\$469,247 (Dispatch operations)	\$2,058,019	\$4,946,596
Option 2: 11 Full-Time Positions	\$1,426,044	\$469,247 (Dispatch operations)	\$1,895,280	\$4,778,895
Alternative Two: Enhancing the Resident Trooper Program				
Adding 4 troopers	\$1,158,800	\$144,950 (Current other police costs)	\$1,303,750	n/a
Alternative Three: Contracting with UConn				
Option 1: UConn contract, entire town: 9 Officers	\$1,076,441	n/a	\$1,076,441	n/a
Option 2: UConn contract, entire town: 6 Officers	\$817,471	n/a	\$817,471	n/a
Option 3: UConn contract, service area: 4 Officers	\$544,981	\$950,950 (Current total policing budget)	\$1,495,331	n/a
Option 4: UConn contract, service area: 6 Officers	\$817,471	\$950,950 (Current total policing budget)	\$1,768,421	n/a
Alternative Four: Regional Policing				
Option 1: 9 Officers assigned to Mansfield	\$1,397,050	\$234,623 (Dispatch operations)	\$1,632,178	
Option 2: 6 Officers assigned to Mansfield	\$1,359,704	\$234,623 (Dispatch operations)	\$1,592,328	

	Year One Cost	Other Costs	Total: Year One Costs	Start-Up Costs
Option 3: Contract with Coventry	\$1,637,467	n/a	\$1,637,467	\$98,000
Alternative Five: Hybrid Model				
Resident Troopers plus 4 Town Officers	\$1,460,991	n/a	\$1,460,991	n/a
Alternative Six: No Change				
8 Resident Troopers and 1 Sergeant	\$950,950	n/a	\$950,950	n/a

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Attachment A – Focus Group Summary

Town of Mansfield Police Study

Focus Group Summary

- Wednesday, October 27 – 7:00PM to 8:30PM -- Mansfield Community Center
- Thursday, October 28 – 7:00PM to 8:30PM --Mansfield Public Library, Buchanan Auditorium
- Of the 22 people participating in both focus groups, 3 were currently students at UConn

Strengths

- Troop C officers are replaced if they call in sick
- Great job at Spring Weekend, but cost is high
- North end of Town near campus gets good service because of UConn police presence as they go to other University properties
- Town benefits financially from State reimbursement
- Town Manager's office has been responsive in helping address problems
- Not paying for a chief of police because Town manager serves in this capacity
- UConn police have done good investigative work in the past
- Police do a good job of maintaining sanity

Issues

- Recent increases in student population at UConn have exacerbated student/community issues
- Proactive response versus reactive response is an issue
- Level (small numbers) of on-duty police is an issue
- After 5:00 PM calls go to Tolland police and they may or may not be available to provide timely response to Mansfield
- Former Mansfield officers were residents and well-acquainted with UConn students and neighborhood residents; they had a long-term vested interest in the community and policed with a greater level of care and concern than Troop C officers
- Large student groups/gatherings = need for police and/or emergency services
- Quality of life has deteriorated

- One participant stated that according to the Connecticut Police Chief's Association, most municipalities have a local police force and do not rely on State Police for primary service

Suggested Changes and Improvements to Police Operations

Collaboration

- Both UConn and the Town serve their own masters
- Explore the ability to have UConn police share in Town policing duties; Develop agreement with UConn to serve the Town
- Town and UConn police should have a mutual aid model similar to fire operations
- Some ordinances are not being enforced because the right data (e.g., reports of calls for service) is not being shared by the State Police with UConn
- Greater cooperative effort is needed between the Town, UConn and State Troopers
- Multi-pronged strategy needed:
 - Community policing
 - 24/7 Town police
 - University/Town/Residents/Parents/Landlords/Troop C cooperation needed
 - Improve communication between UConn and the community
 - Cooperation between UConn and State Police
 - Need to address two separate policing issues: routine calls and student/group related issues
- Institute community reporting to the University with direct and swift corrective action against problem students and those who are not part of the UConn student population.
 - Consequences should include legal remedies and involve cooperation/leadership from Office of Community Standards
 - Greater enforcement of Code of Student Conduct
 - Culture change needed to impact student behavior – changing the culture requires year-round fulltime enforcement
- Inform residents about how and when to contact

Service Delivery

- Workload does not meet Troop C staffing decisions (e.g., understaffed during high school graduation weekend)
- State Police do not patrol – only respond to calls for service
- Territorial operations – who responds to what, causes poor service delivery
- State Police dispatchers do not understand Town ordinances
- Need to break down jurisdictional issues
- Enforcement of laws needs to be taken seriously
- Specify and inform citizens about which department should be called for specific circumstances (e.g., car on lawn)
- Preference is for full-time Town police; use Troop C as back up only
- Minimal acceptable standards for police response needed – Emergency response by fire is about 10 minutes
 - Response times must be appropriate for priority of the call
 - Proactive and timely response is needed for all areas of Town
- UConn should proactively police off-campus student housing
- When sergeants or lieutenants are replaced/rotated the commitment to carrying out the Town vision of policing is lost/interrupted
- Until University administration tells UConn police chief to do something different nothing will change
 - Current UConn police have limited vision and view of responsibility
 - Administration must set vision and policy on issue of policing
- State Police contract is non-negotiable – assigned sergeant has limited flexibility

Community Policing

- A community policing focus is needed – when the Town had its own police force they solved problems proactively
- Solutions go beyond “more boots on the ground” approach needed
- Consistency in police knowledge of the Town is important; it should also be continuous and comprehensive

Organization and Staffing

- Determine the level of police services needed to rectify ongoing student problems
- Staffing flexibility is an issue – How do you staff up when you need it?

- Talk with UConn about expanding policing jurisdiction

Resources and Funding

- Determine if Mansfield receives in services what it pays; is the Resident State Trooper program a good value?
- State Resident Trooper program may be on “the chopping block” and concern that funding from State (70%) will change
 - Town needs to determine the financial viability of various policing options
 - Determine appropriate staffing level to assure proactive policing
- Policing study must factor in realities of student-related incidents and call response into the overall cost of service delivery (i.e., costs of Spring break police expense)
- Examine crime statistics to determine need
- Track all calls for service, not just reported crimes (some calls don't get made because the person knows that nothing will be done)
- Costs are high for non-reportable/non-arrest crimes – these costs must be factored into the cost of Mansfield policing

Visibility

- Town-wide police presence needed – some neighborhoods are not serviced as frequently as others (SE and SW areas of Town receive lower levels of service than those closest to the University)
- Some SW area residents and businesses do not rely on Mansfield (Troop C) services – some of these people do their own policing

Customer Service

- Troop C customer service is an issue (“Your area is a low priority”)
- Slow response time by Troop C is an issue (40 minutes to respond to a call for person with a weapon); sometimes no response at all

Landlords

- Improve rental property site control

Consequences

- Student attention grabbers/consequences for egregious behavior:
 - Immediate loss of financial aid
 - Revoke driver's license
 - Void passport
 - Void rental housing contract
 - Impound vehicle
 - Add negative reference on student/college record
 - Enforce existing laws

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Attachment B – Summary of Joint Committee Meeting

Summary of Joint Meeting of the Quality of Life Committee and the Mansfield Campus-Community Partnership

Thursday, October 28, 2010

Mansfield Public Library, Buchanan Auditorium 5:00 pm to 6:30 pm

Vision for Police and Public Safety Services

Safety

- Increase feeling of safety and security among residents and students
- Consider employing a person who is not a full officer who can assess the situation (triage) and decide on the appropriate response
- Decrease response time to routine and emergency calls
- Increase police visibility in the community and on roadways
- Safety of Town residents is top priority

Broad Community Involvement/Education

- Equal accountability by all members of the community
- Neighbors looking out for neighbors and be aware
- Educate and empower people to take some responsibility for their safety
- Educate the community that students aren't all bad
- Educate students about their responsibilities in the community
- There need to be agreement by the community about rights, responsibilities and behaviors and the political will to then carry it out
- Need an integrated approach with Town, UConn and students

Community Policing

- Desire for police to be engaged and knowledgeable about people who live in Mansfield
- Knowledge and familiarity of community by the police
- Special skill sets are needed to deal with resident and student issues
- Solution-oriented police
- Increased knowledge of community by police

Service

- Social work focus
- Responsive
- Improved response times
- Visible when you need service *and* when you don't
- Needs are different based on where you live in Town

Communication

- Minimize jurisdictional boundaries between Town and UConn
- Clear communication with student offenders and parents plus fines or other appropriate penalties
- Engagement and visibility with high school students
- Public education for students
- Establish a lawful University culture and inform students about the ramifications of not adhering to student codes of conduct

Planning, Organization, Resources

- Resources need to be addressed and applied appropriately
- Extremely flexible in terms of addressing needs
- Utilize available resources as needed (including UConn officers) – ideally there would be joint patrols in selected areas
- Define (and get consensus on) Mansfield's policing vision
- Staffing and service that meets the fluctuating population
- Assess best practices used in other similarly sized university Towns
- Regional approach to policing (Mansfield with UConn and adjacent towns)
- Cooperative/shared policing for areas of the Town that are co-terminus
- Locate a police sub-station in the growing areas and the new downtown
- Skilled police force to detect/ investigate crimes and domestic violence
- Add/increase undercover officers to address drug issues
- Ownership of the department by the Town is important

Laws and Enforcement

- Use existing student conduct code, laws and ordinances more effectively
- Ordinances proposed by the Quality of Life Committee will require increased police staffing to enforce them

Attachment C – Survey Results

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