



Syracuse University Project Advance Public Affairs 101  
Schalmont High School



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# Administrative Study

Town of Rotterdam Police Department  
Schenectady County, New York

January 2016

Schalmont High School  
1 Sabre Drive  
Schenectady, New York 12306

**ADMINISTRATIVE STUDY OF  
THE TOWN OF ROTTERDAM POLICE DEPARTMENT  
ROTTERDAM, NEW YORK**

**JANUARY 2016**

## **ACKNOWLEDGEMENTS**

The Schalmont High School Syracuse University Project Advance Public Affairs 101 class would like to thank Deputy Chief William Manikas, Detective Patrick Farry, and the members of the Rotterdam Police Department for their cooperation during the course of this study. This report could not have been completed without their assistance.

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# **I. Preface**

## **The Nature of Administrative Studies**

Today emergencies often hinder police administrators from focusing on planning and research. Administrative studies are used to help manage and organize law enforcement agencies.

The Schalmont High School's Syracuse University Project Advance Public Affairs 101 class worked on a staffing analysis of the Rotterdam Police Department. This analysis allows the class to assist the police department.

The class' studies provide the necessary information for the department to propose new policies. The studies allow key players to see their police department from a different view.

One type of service was offered: Staff Consultations.

### **Staff Consultations**

This administrative study was created through the use of staff consultations. Staff consultations are conducted through personal communications with department officials. These consultations are typically phone interviews or through correspondence that documents the research requested.

### **Disclaimer**

The data gathered in the study has been supplied by the Town of Rotterdam Police Department. Therefore, any recommendations or suggestions made are based off of the analysis of the information supplied. The Syracuse University Project Advance Public Affairs 101 class cannot guarantee accuracy of the data compiled.

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## II. Executive Summary

The following is a summary of the analysis and recommendations made by the Syracuse University Project Advance Public Affairs 101 class. Detailed explanations are contained in the following body of the report.

### **Findings**

1. In October 2015, the Syracuse University Project Advance Public Affairs 101 class entered into an agreement with Town Supervisor Harold Buffardi to conduct a staffing analysis of the Town of Rotterdam Police Department.
2. The Rotterdam Police Department provided several types of data for the analysis. An interview with Deputy Chief William Manikas occurred on October 15, 2015, and two interviews with Detective Patrick Farry occurred on December 3, 2015 and December 4, 2015. The department provided more information for the final analysis during and after the initial interviews.
3. The Police Department is staffed by: one (1) Chief of Police, one (1) Deputy Chief, two (2) lieutenants, six (6) sergeants, five (5) investigators, two (2) School Resource Officers, and twenty-four (24) patrol officers to respond for calls for service over three (3) eight (8) hour shifts.

The Police Department currently has three (3) shifts: Shift 1 (0700-1500 hours), Shift 2 (1500-2300 hours), and Shift 3 (2300-0700 hours). While most of the sworn personnel have steady assignments on one of these shifts, one investigator works a “swing shift,” covering for anticipated absences on various shifts. Other than those assigned to the swing shifts, sworn personnel work five days on and two days off. Therefore, they have the same days off each week.

4. Calls for service within the Town of Rotterdam are received at the Central Dispatch. The center receives and dispatches police, fire, and EMS calls for the Town of Rotterdam.

## **Recommendations**

1. The Rotterdam Police Department should hire nine (9) additional police officers.
2. The Rotterdam Police Department should hire two (2) new clerical staff.

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## **III. Introduction**

### **Task and Methodology**

Syracuse University Public Affairs 101 class received a request from the Town Supervisor, Mr. Buffardi, to complete a staffing analysis for the Rotterdam Police Department. William Manikas, Deputy Chief, and Detective Patrick Farry, Schalmont Central School District School Resource Officer provided information to the class. Online sources and personal communications helped collect data needed to update this year's Administrative Study.

Deputy Chief William Manikas came to Schalmont High School to talk to the Syracuse University's Public Affairs 101 class on October 15, 2015 to supply information about the Rotterdam Police Department. Another personal communication from Detective Farry occurred on December 3, 2015 and December 4, 2015, to include more updates on this topic. These two members of the Rotterdam Police Department confirmed the information the class found from various websites, databases, and personal communications.

The analysis that follows is based on the information Syracuse University Public Affairs 101 class collected from officers of the Rotterdam Police Department, who are experts on this subject. The validity of all recommendations pertaining to patrol staffing levels is heavily dependent upon the quality of the data provided by the Town of Rotterdam Police Department.

## **The Town of Rotterdam**

The Town of Rotterdam is located in the southwest corner of Schenectady County. Rotterdam is bordered by the City of Schenectady to the east, the Town of Princetown to the west, and the Town of Glenville to the north. The Town comprises 37 square miles of land area. Major transportation routes within the Town include the New York State Thruway (I-90) and Interstates 890 and 88. Additionally, New York State routes 5S, 7, 106, 146, 158, 159, 160, and 406 also pass through the Town. There are approximately 180 miles of roadways in the Town. Services provided by the Town include emergency services (police, fire, and EMS), highway maintenance, and public works.

The Town of Rotterdam is governed by a Town Council consisting of a Town Supervisor, a Deputy Supervisor, and three Council Members. The Supervisor serves a two-year term, and three Council Members' terms are four years. The Town fiscal year is January 1st through December 31st, with a town budget of \$22,503,244 in 2014, and \$22,440,244 in 2015.

The 2010 Census figures shows the ethnic population of the Town to be (93.0%) Caucasian, (1.5%) Black or African American, (.2%) American Indian and Alaska Native, (1.2%) Asian, and (2.5%) Hispanic. The household median income is \$58,577.

The Town has 11,226 family dwellings. The average tax rate per \$1000 is as follows: Schalmont School District - \$19.98829 per thousand; Mohonasen School District - \$17.254071 per thousand; County and Town - \$11.227854 per thousand. Property values of homes in the Town of Rotterdam range from approximately \$65,000 to \$975,000. The median value of one, two, and three family homes, rural residences, and multiple residence properties is \$174,103.

Within the Town there are approximately 675 businesses. The major industries, by number of employees, are retail, manufacturing, finance (to include insurance, real estate, rental and leasing), and construction. The Rotterdam Square Mall is the largest retail center in the Town. Major employers include the Golub Corporation (owners of Price Chopper Supermarkets), and General Electric, which is partially located in the Town. Most of the industrial and retail businesses are

located in the eastern portion of the Town, with the western portion being more rural. Several train tracks run through the Town and derailments requiring emergency services response are not uncommon.

The Town has two school districts within its borders - Mohonasen and Schalmont. The Mohonasen School District has two (2) elementary schools, one (1) middle school, and one (1) high school located within the Town. The Schalmont School District has one (1) elementary school, one (1) middle school, and one (1) high school. The Town has eight (8) parks. There are a total of eighteen (18) churches within the Town. Major community events include the Memorial Day parade, Flag Day parade, church/Italian festa, OLQP Festa, a three day church sponsored event with carnival style rides and vendors, GE events, 5K runs, and officers are at all Schalmont and Mohonasen school football games.

### **The Town of Rotterdam Police Department**

The Town of Rotterdam Police Department is located on 101 Princetown Road Rotterdam, NY 12306.

The Rotterdam Police Department has a cooperative relationship with the New York State Police Department. The Police Department participates in interagency task forces such as the Albany Crime Analysis Center. This task force provides real-time analysis, criminal intelligence and other relevant information to enhance the capacity of law enforcement within the Capital District to reduce Part I Crime within their respective communities.

The Department patrols approximately 180 miles of streets and roads within its service area of 37 square miles, including Interstates 890, 88, 90 and several major state routes. The Department provides twenty-four hour, seven days a week law enforcement coverage to its town residents.

The 2016 Police Department budget is \$5,976,250 (including a \$360,000 overtime allotment), which is 26.4% of the Town's municipal budget of 22.67 million dollars.

The Police Department has a current authorized strength of forty-one (41) sworn employees. The Department's current actual strength is: one (1) Chief of Police, one (1) Deputy Chief, two (2) lieutenants, six (6) sergeants, five (5) investigators, two (2) School Resource Officers, and twenty-four (24) police officers. The Department has (3) full time non-sworn personnel, including a chief secretary and two record clerks.

The Town has a residency requirement for its police officers stating that the sworn personnel can move within thirty miles of Police Headquarters after being a member of service for five (5) years.

The Town of Rotterdam Police Department is organized into three major components: the Office of the Chief, the Uniform Division and the Detective Division. A Deputy Chief reports directly to the Chief of Police and handles most of the administrative functions for the Department. The Uniform Division is commanded by a lieutenant and the Detective Division is commanded by a lieutenant.

The Uniform Division consists of a records clerk, an animal control officer, and six (6) sergeants. Communications (UCC) is housed on Hamburg Street, available for the entire county, not just Rotterdam.

The Detective Division consists of one (1) lieutenant and five (5) detectives.

The Department has 21 vehicles in its fleet. These include thirteen (13) patrol cars, six (6) unmarked cars, and two (2) trailers for radar and child safety identification. The Chief, Deputy Chief, and the Detective Lieutenant have personally assigned vehicles. Each of the four command officers have a "take home car."

In 2015, the Rotterdam Police Department handled 54,922 calls for service, including self-initiated actions. The most common felony arrest was for credit card fraud, and the most common misdemeanor arrest was for petit larceny. In 2014, the Department handled 51,325 calls for service, and reported 917 part I crimes and 477 part II crimes. The most common felony arrest for 2014 was for burglary, and the most common misdemeanor arrest was for petit larceny. Additionally, the

agency issued 3,262 traffic citations, parking tickets, and municipal code tickets total.

The Town is divided into three patrol zones: Zone 1 covers the eastern portion of the Town, Zone 2 covers the central portion of the Town, and Zone 3 covers the western portion of the Town. Zone 3 is the largest but has the least amount of calls for service whereas Zone 1 and 2 are more commercialized.

The Rotterdam Police Department takes pride in providing excellent community service to the citizens it serves, as it engages in many activities that other departments have been forced to curtail or discontinue due to limited resources. Every employee the class spoke with, highlighted the agency's reputation for service and the part they play in ensuring that this tradition continues.

### **Previous Administrative Study**

In 2007, the Rotterdam Police Department, under the leadership of Chief James Hamilton, requested an Administrative Study from the Department of Criminal Justice Services. That study contains three (3) recommendations. The recommendations of the previous study are listed below.

1. The DCJS recommends the Rotterdam Police Department should create between 3 and 5 additional police officer positions. The Department's Administration may also want to consider adjusting staffing on each shift to coincide with workload, using the most recent calls for service data in making that determination.
2. The DCJS recommends, where possible, given their additional duties, the requirements to handle walk-in requests from the community, and the need for personal service breaks, two dispatchers should be scheduled to work each shift.
3. The DCJS recommends if consolidation of Communications personnel at the county level occurs, the Rotterdam Police Department should come up with a plan to insure all of the ancillary duties performed by their dispatchers are covered, and the cost of such coverage should be considered in the decision making process for such consolidation.

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## **IV. Staffing Analysis**

### **Uniform Division**

The allocation of staff is an important problem in any law enforcement organization. A police department budget mainly consists of personnel costs.

Patrol is the basic part of all law enforcement operations. Officers assigned to patrol vehicles provide the fundamental 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 apprehended immediately.

Patrol obligations are not limited to the prevention of crimes and the apprehension of offenders. The patrol force is also a service unit that provides 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 deployment, staffing, supervision and training for patrol can hardly be exaggerated.

An exact means for determining the best number of officers to be divided throughout the law enforcement function has not yet been established. Nevertheless, a fair distribution of manpower by time and area can be completed with reasonable accuracy.

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

## Determining the Necessary Number of Patrol Posts

### The Formula

Two variables greatly 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 an annual basis.

Using a formula developed by the International Association of Chiefs of Police (IACP), the following steps are taken. The formula is a “rule of thumb” that provides an estimate of the number of officers required for a patrol duty.

1. The total calls for service for each tour of duty are obtained from departmental records for the previous year.
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 approximately 30 minutes in most departments. If the actual average response time is known, that figure would be used instead. In the case of Rotterdam, the actual average response time has been calculated by the agency at 26 minutes, or .43 hours.
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 ( $8 \text{ hours} \times 365 = 2,920$ ). The quotient equals the minimum number of patrol posts needed for the particular tour of duty.

### Applying the Formula to the Town of Rotterdam

The first step in the analysis is to apply the formula described in step one, utilizing twelve months of calls for service data for 2014 broken out by patrol shifts.

The data provided for calls for service in 2014 were adjusted to include self-initiated activity and multiple officer responses (each officer response constitutes one call for service) over three (3) tours of duty, 24/7.

Shift	Total Calls for Service
11 to 7	10, 145
7 to 3	10, 112
3 to 11	19, 417

Next the number of calls for service is multiplied by .43 hours to get the average time expended by officers on calls over the year.

Shift	Approximate Time Expended (Hours)
11 to 7	4,362.35
7 to 3	4,348.16
3 to 11	8,349.31

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

<b>Shift</b>	<b>Projected Time Expended (Hours)</b>
<b>11 to 7</b>	<b>13,087.05</b>
<b>7 to 3</b>	<b>13,044.48</b>
<b>3 to 11</b>	<b>25,047.93</b>

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).

<b>Shift</b>	<b>Minimum Posts Needed</b>	<b>Adjusted</b>
<b>11 to 7</b>	<b>4.48</b>	<b>4</b>
<b>7 to 3</b>	<b>4.46</b>	<b>4</b>
<b>3 to 11</b>	<b>8.57</b>	<b>9</b>

### **Patrol Staffing Requirements**

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

This coverage cannot be accomplished by simply assigning one officer for each post. Consideration must be given to those factors which 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.

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

<b>Factor</b>	<b>Average Number of Days</b>	<b>x 8 = Staff Hours</b>
<b>Regular Days Off</b>	<b>104.00</b>	<b>832.00</b>
<b>Vacation</b>	<b>17.90</b>	<b>143.20</b>
<b>Personal Leave</b>	<b>5.00</b>	<b>40.00</b>
<b>Sick/Injury</b>	<b>9.78</b>	<b>78.24</b>
<b>Military Leave</b>	<b>1.10</b>	<b>8.80</b>
<b>Holidays</b>	<b>19.00</b>	<b>152.00</b>
<b>Training</b>	<b>7.75</b>	<b>62.00</b>
<b>Compensatory Time</b>	<b>7.81</b>	<b>62.48</b>
<b>Other</b>	<b>1.46</b>	<b>11.68</b>
<b>Total</b>	<b>173.80</b>	<b>1390.40</b>

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	-1,390	=1,530

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	÷1,530	=1.9

The calculations indicate that 1.9 sworn personnel are required to fill each of the patrol posts determined previously.

The following chart combines the 1.9 assignment/availability factor with the number of patrol posts required using a **26-minute** preliminary investigation time factor.

Shift	Posts Required	Assignment/ Availability Factor	= Number of Police Officers	Actual Number of Police Officers Required
11 to 7	4	1.9	7.6	8
7 to 3	4	1.9	7.6	8
3 to 11	9	1.9	17.1	17

This amounts to 33 patrol officers required to respond to calls for service. This figure does not include supervisory personnel. 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 Rotterdam Police Department **to respond to calls for service.**

As mentioned in the Introduction, the Police Department currently has twenty-four (24) police officers. Not all of these officers are dedicated to answering calls for service. Two are assigned as school resource officers.

The patrol force is deployed across three shifts - 7 to 3 (First Shift), 3 to 11 (Second Shift), 11 to 7 (Third Shift). The vast majority of the officers are assigned a steady shift, but a few officers on the day and afternoon shift work what the agency refers to as a “swing shift”. These officers rotate between the shifts as needed to fill vacancies. All officers work a 5-2 work week, with the same days off each week. Work shifts and days off are bid on once a year, by seniority.

The officers report 15 minutes prior to the beginning of their shift for “muster time”, or roll call. In exchange, they are provided with 5 additional compensatory days off to be taken at their discretion.

The jurisdiction is divided into three Patrol Zones. The collective bargaining agreement has a minimum staffing clause, and the minimum number of sergeants, officers, and dispatchers for each shift is indicated therein. The calendar

year is divided into two periods - October 1 through March 31 and April 1 through September 30 - with different staffing requirements for each. This contract clause also outlines the procedures to be followed to request time off and arrange for personnel to cover vacancies on overtime.

How officers are deployed, including to specialized functions, is management's prerogative, and the Syracuse University Public Affairs 101 class is not in a position to question such deployment decisions. The agency appears to be understaffed according to the recommendations derived from applying the staffing formula to the agency's workload. The formula suggests that a total of 33 officers be devoted to answering calls of service. The agency currently has 24 officers so assigned. The Department appears to be keeping up with workload, and the personnel pride themselves on providing exceptional customer service. Additionally, the minimum staffing clause to a degree mitigates the requirement to compensate for applying the assignment availability factor, since once vacancies drop to a certain level for whatever reason, the Department is required by contract to backfill, using overtime if necessary. However, strictly comparing workload to available resources and assuming that specialized assignments such as School Resource Officers and detectives will continue to be staffed at current levels, the Department should create additional police officers positions.

By far the afternoon (Second) shift has the greatest workload - 48.5% of the total. However, 33.3% of the officer resources are assigned to this shift. During the annual shift bidding process, management might want to insure that staffing on each shift is in proportion to that shift's workload, using the most recent data available, and make adjustments if necessary.

## **Recommendation**

The Rotterdam Police Department should create between seven (7) and nine (9) additional police officer positions. The Department's Administration may also want to consider adjusting the staffing on each shift to coincide with workload, using the most recent calls for service data in making that determination.

## **Supervision**

The Rotterdam Police Department has two (2) lieutenants and six (6) sergeants. The one lieutenant serves as the Detective Division Commander, and his responsibilities will be discussed later in this report. One of the lieutenants is responsible for the Uniform Division.

The sergeants are assigned to the Uniform Division on all three patrol shifts. Two sergeants are assigned to each of the three shifts.

The supervisory deployment appears to be working for the agency, and since the contractual minimum staffing clause applies to sergeants as well, there is always adequate on-duty supervision at any given time.

## **Other Organizational Components**

### **Detective Division**

The Rotterdam Police Department has a Detective Division, commanded by a lieutenant, Lt. Brown.

Officers are responsible for conducting preliminary investigations. However, every reported crime that does not result in an arrest during the preliminary investigation is assigned to the Detective Division for follow-up, and agency policy requires that every victim be re-contacted by an investigator, regardless of the severity of the crime or the presence (or lack) of solvability factors. This is but one example of the reasons the Department has such a strong reputation for community service.

The International Association of Chiefs of Police (IACP) recommends that 10% of the department staffing be investigators. The Department must take into consideration the types of crime, close-out rate, recovery of stolen property, length of investigation and follow up. The Rotterdam Police Department has five (5) full-time investigators, which is 12.2% of their sworn strength - slightly above the IACP recommendation.

Assignment to investigator is by appointed of the Chief - it is not a tested-for position. However, investigators are paid more than officers, and have certain job rights after 18 months in the assignment.

Five (5) investigators are assigned to criminal investigations - two on the First Shift, two on the Second Shift, and one working a split shift. A rotational on call schedule is currently in place where investigators can be reached at any hour of the day.

The Detective Division logged over one thousand (1,000) cases in 2015. In addition, as mentioned above, every victim of a crime receives a follow-up call from one of its investigators, whether or not there are any leads to follow-up.

All investigators are trained as evidence technicians, and one has training to process crime scenes. The Detective Division will investigate all types of crimes, including homicides and narcotics offenses, although given the relatively small size of the agency, it does not use its own officers for undercover work. When needed, undercover officers are supplied by the State Police C-NET Unit.

The agency's two School Resource Officers (SROS) are also assigned to this Unit, and provide services to the two school districts located in the Town. The majority of their time is spent in the middle and high schools.

The Detective Division has several classification by which they close cases. The more common ones are closed by: Arrest, Exceptional Clearance, Unfounded, Victim Refuses to Cooperate, and Investigation. The last classification, Investigation, basically means that all investigative avenues have been exhausted and therefore investigative activities for a particular case are suspended. These

cases, while technically closed in the records management system, remain open and will be revised if new information comes to the attention of the agency.

See Appendix E for clearance rates.

Given that staffing in the Detective Division is above the IACP recommended level, and taking note of the discretionary extra services that the Detective Division provides, the Syracuse University Public Affairs 101 class is not recommending any changes to staffing of this organizational component. Should the agency decide to increase its complement of police officers, in lieu of hiring additional officers, the Administration may consider adjusting the ratio of officers to investigators. Unlike the Uniform Division, the Detective Division has no contractually obligated minimum staffing requirements.

### **Communications**

Prior to the switch over to a Central Dispatch system in December 2014 all clerical duties were performed by three civilian employees and eleven full time dispatchers. Since the conversion to the Central Dispatch System the clerical duties have been performed by police officers and the three remaining clerical staff.

### **Recommendations**

Where possible, given their additional duties, the requirements to handle walk-in requests from the community, and the need for personal service breaks, we recommend two clerical workers should be scheduled to work the first and second shift.

### **Labor/Management Relations**

The status of labor / management relations within the Rotterdam Police Department appears to be very good. The current collective bargaining agreement expired December 31, 2015. A new contract must be negotiated.

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## **V. Conclusion**

The objective of this report is to give decision makers an impartial look at the Rotterdam Police Department from the perspective of an outside source.

Officials reading this 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 Rotterdam Police Department, and we are not familiar with the personalities or abilities of individual officers.

Officials should be aware that staffing analysis is not an exact science. Our judgements 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.

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## **VI. APPENDICES**

- Appendix A- Administrative Check List
- Appendix B- Map of the Town of Rotterdam Police Department Patrol Areas
- Appendix C- Part I and Part II Crimes 2012-2015
- Appendix D- Ticket/Citation Information 2012-2015
- Appendix E- Detective Division Information 2012-2015
- Appendix F- Organizational Chart for the Town of Rotterdam Police Department

# APPENDIX A

# Administrative Study Checklist

Name of Department: Rotterdam Police Department

Person Completing Survey: Deputy Chief William Manikas

Phone No: 518-355-7739

## Municipal Information

Type:       City       Town       Village       County       Other

Population: 29, 652

Square Miles of Area: 37

Miles of Roadway: 180

Major Highways [list]: I-890, I-90, I-88, Rt. 158, 159, 5S, 146, 337, 160, 406, 106

Topography:    Mountains       Flat       Lakes       Hilly       Rivers

General Description of Area:       Comercial       Residential       Both

Tax Rate per \$1,000: 11.23

Dates of Fiscal Year: Jan 1 - Dec 31

## Police Department Information

List Current Budget and Four Preceding Years:

Year 11 Total budget: 5, 720, 470

Year 14 Total budget: 6, 268, 925

Year 12 Total budget: 5, 485, 305

Year 15 Total budget: 6, 057, 171

Year 13 Total budget: 5, 491, 785

List Salary:

Chief: \$136,309

Deputy Chief: \$120,429

Captain: NA

Lieutenant: \$101,543

Sergeant: \$91,025

Police Officer: \$78,152

Dispatcher: NA

PT Police Officer: NA

Number of Sworn Personnel: Full Time: 41 Part Time: NA		
Number of Civilian Personnel: Full Time: 3 Part Time: NA		
Number & Ranks of Officers Assigned to Uniform Patrol: Captain: 0 Lieutenant: 2 Sergeant: 6 Police Officer: 24 Other (specify): 2 School Resource Officers		
Do supervisors routinely answer calls for service? <u>Yes</u> If "YES", what % of time <u>10-15%</u>		
Average Number of Patrols Deployed per Shift: Nights: 6 Days: 7 Afternoons: 10		
Work Schedule Cycle: <input checked="" type="checkbox"/> 5-2 <input type="checkbox"/> 4-2 <input type="checkbox"/> 5-3 <input type="checkbox"/> Other		
Are Shifts Rotated: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number & Rank of Personnel Assigned to Criminal Investigation Function: Lieutenant: 1 Average Salary: \$101,543 Detective: 5 Average Salary: \$84,788		
Average Caseload per Investigator: 200		
What Work Shifts are Investigators Assigned: Days 7-3 Afternoons 3-11 Split Shift 11-7		
<b>Communications</b>		
How is Desk Staffed? <input type="checkbox"/> Sworn Officer <input checked="" type="checkbox"/> Civilian #FT: 2 #PT:		
Is Police Station Staffed 24 Hrs? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
If No, Who Dispatched for the Department? The Central County Dispatch System		
<b>Additional Personnel</b>		
List Number, Rank and Function of all other Personnel: 1 civilian confidential secretary 2 civilian records clerks 1 civilian custodian		
<b>Departmental Workload</b>		
List total calls for service on each work shift for the last calendar year or the previous 12 months (please note this month's started): Nights: 10145 Days: 10112 Afternoons: 19417		

Nights: 10145

Days: 10112

Afternoons: 19417

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, such as a traffic stop, which necessitates the officer calling out of service. It also 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 document 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

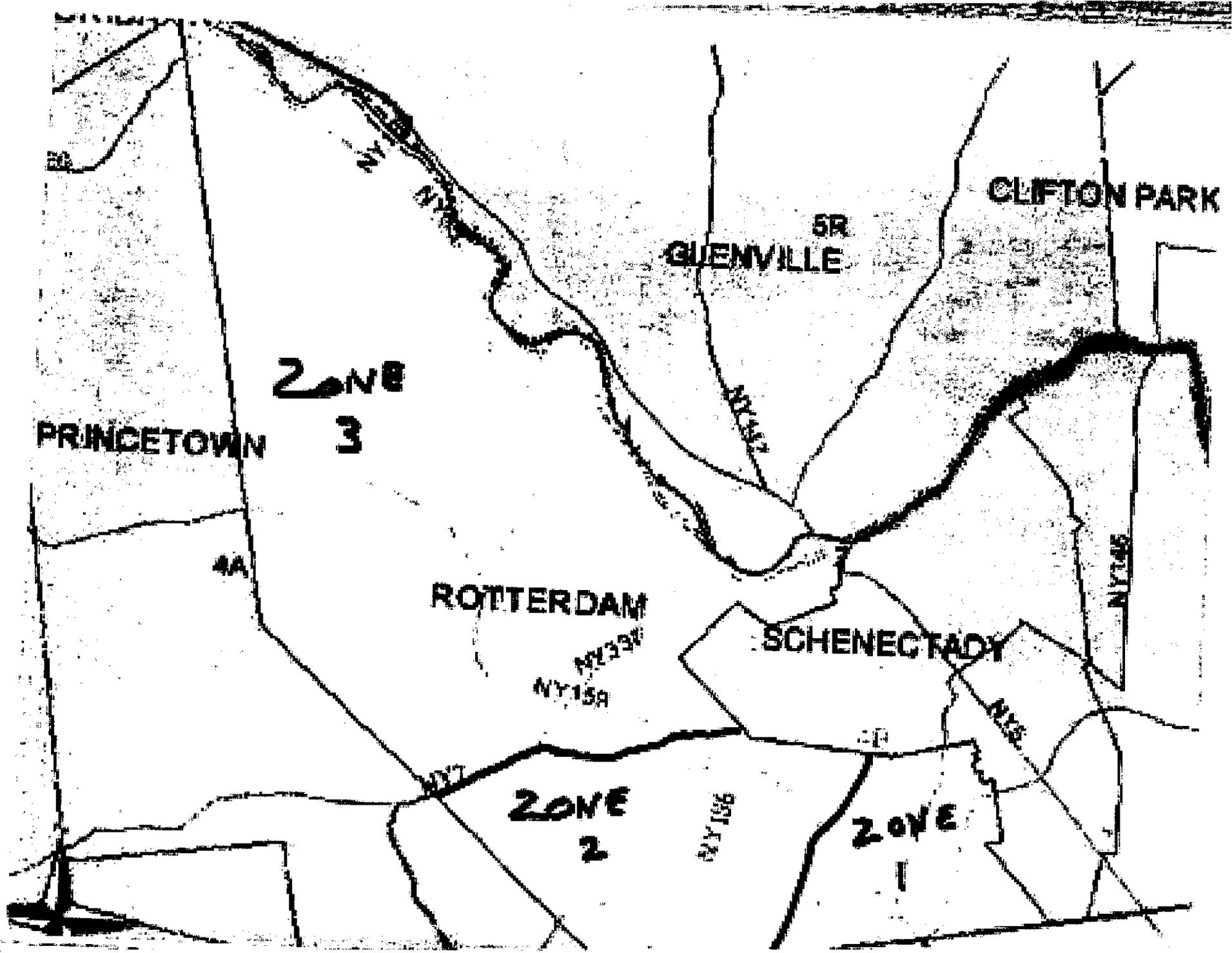
In determining staffing levels, the Syracuse University Public Affairs 101 class used IACP's format to first ascertain the necessary number of posts required, based on the department's call for service workload. Once the number of posts has been determined, the total number of officers required to fill these posts must be computed. This is accomplished by calculating the Assignment/Availability Factor.

In order to determine the Assignment/Availability Factor, we need the following information. From your department records, determined 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 Hours
Regular Days Off: 104.00		x8 hrs. = 832.00
Vacation: 17.9		x8 hrs. = 143.20
Personal Leave: 5.00		x8 hrs. = 40.00
Sick/Injury: 9.78		x8 hrs. = 78.24
Military leave: 1.10		x8 hrs. = 8.80
Holidays: 19.00		x8 hrs. = 152.00
Compensatory Time: 7.81		x8 hrs. = 62.48
Court Time (on duty): not kept		x8 hrs. = not kept
Training: 7.75		x8 hrs. = 62.00
Other: 1.46		x8 hrs. = 11.68
Totals: 173.80		x8 hrs. = 1390.40

Note: The total denotes the average number of hours annually that an officer is **not available** for duty. 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). To convert the average number of days to hours, multiply by 8 to get 148.8.

## APPENDIX B



CLIFTON PARK

5R  
QUENVILLE

ZONE  
3

PRINCETOWN

4A

ROTTERDAM

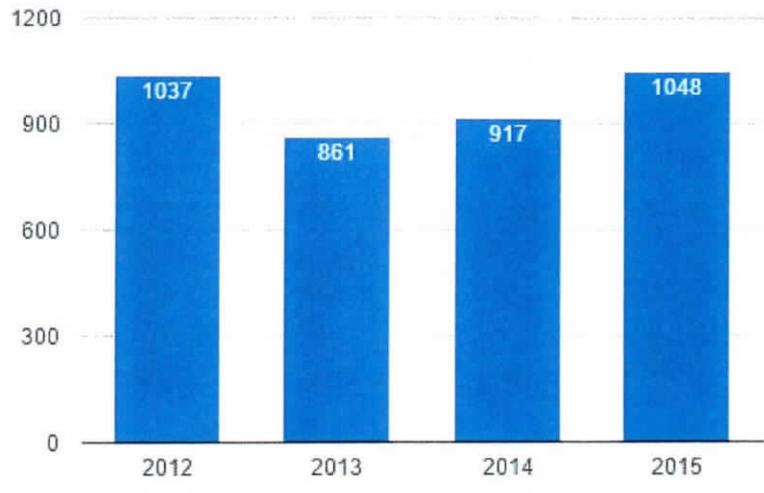
SCHENECTADY

ZONE  
2

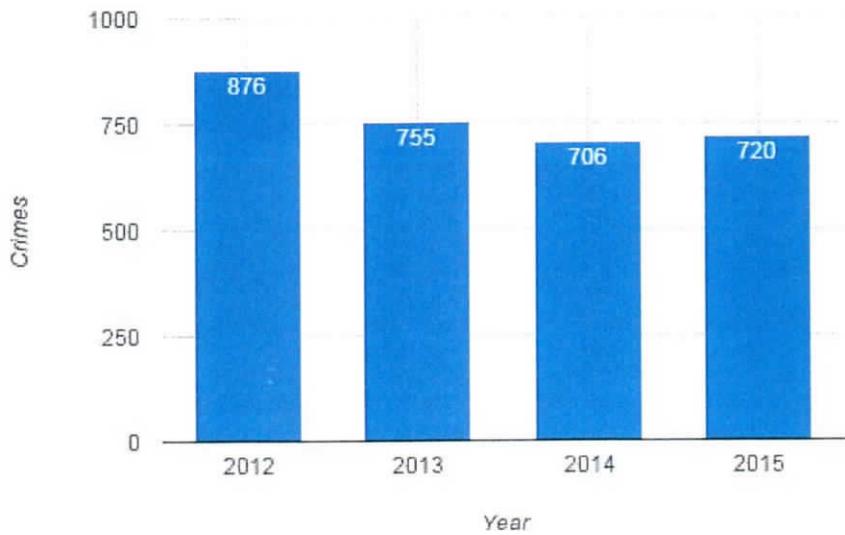
ZONE  
1

## APPENDIX C

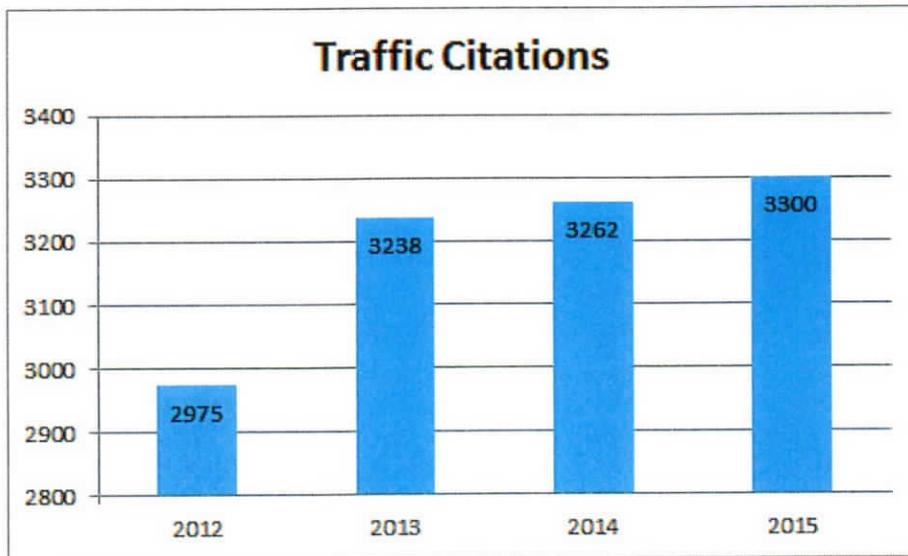
### Part I Crimes



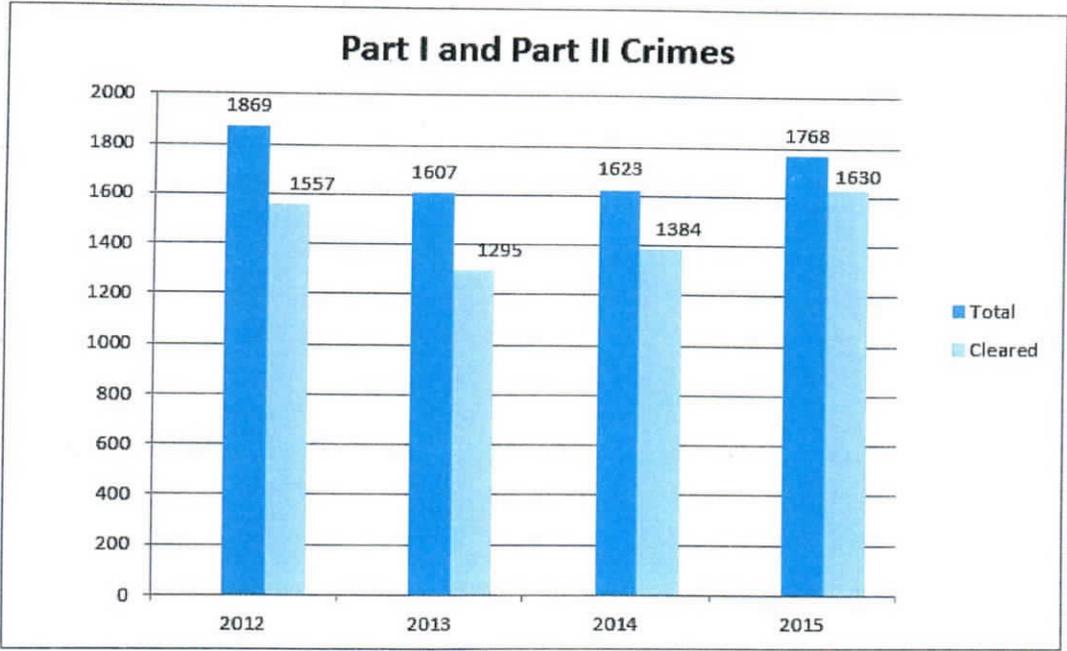
### Part II Crimes



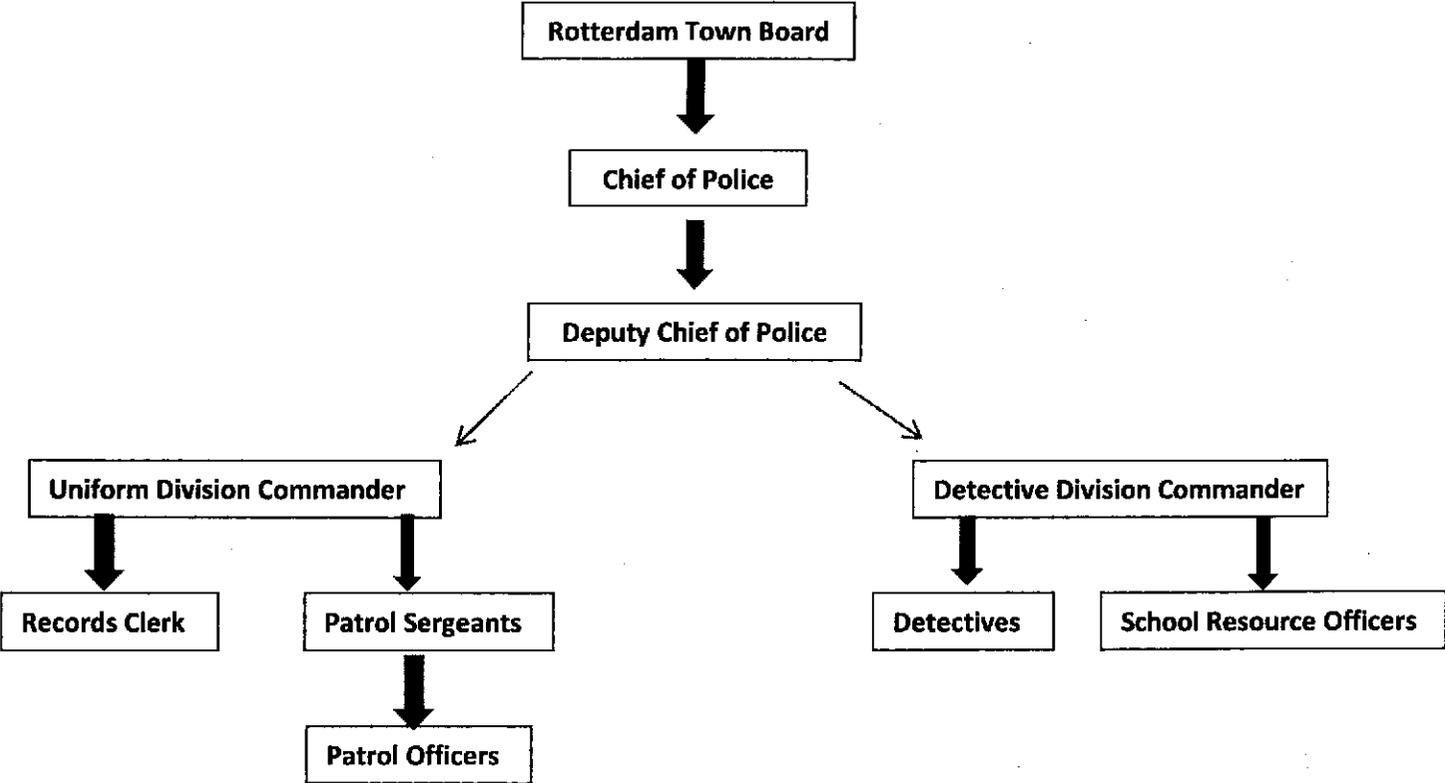
## APPENDIX D



# APPENDIX E



# APPENDIX F





**WELCOME**

**THE PROBLEM OF INCREASING CRIME IN  
ROTTERDAM**

# PROBLEM STATEMENT

Increasing crime rates in Rotterdam, NY jeopardizes our businesses and residents' property and safety.



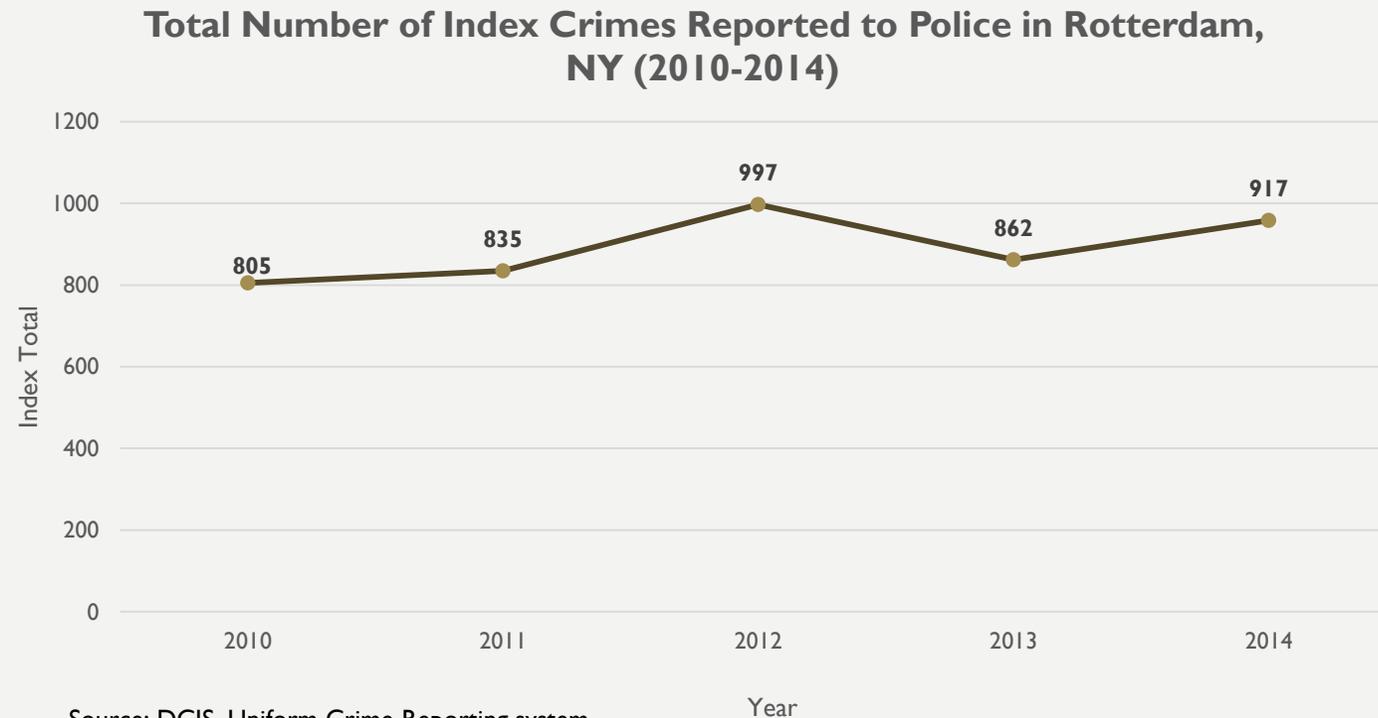
# NEGATIVE IMPACTS ON THE TOWN

- Increasing crime rates affects residents' personal safety.
- Business are being negatively affected.
  - Businesses are being robbed.
- Home owners' property is at risk.
  - Residents' private property is being stolen.

# EVIDENCE

- The total number of index crimes in New York State decreased at an average rate of 2.33%.

- (Source: DCJS, Uniform Crime Reporting system)



- However, the total number of index crimes in the Town of Rotterdam increased at an average rate of 4%.

On October 21, 2015, an armed robbery occurred at the Quik Stop on Main Street in Rotterdam Junction. (News10)



On January 6, 2016, Zachary J. Dennis, robbed the Trustco Bank in Rotterdam, NY. (TimesUnion)

**“We cannot provide the level of service that is required and that people expect and demand”**

(W. Manikas, personal communication, October 15, 2015).

## Calls for Service in Rotterdam, NY

Year	Calls for Service
2014	51,325
2015	54,922

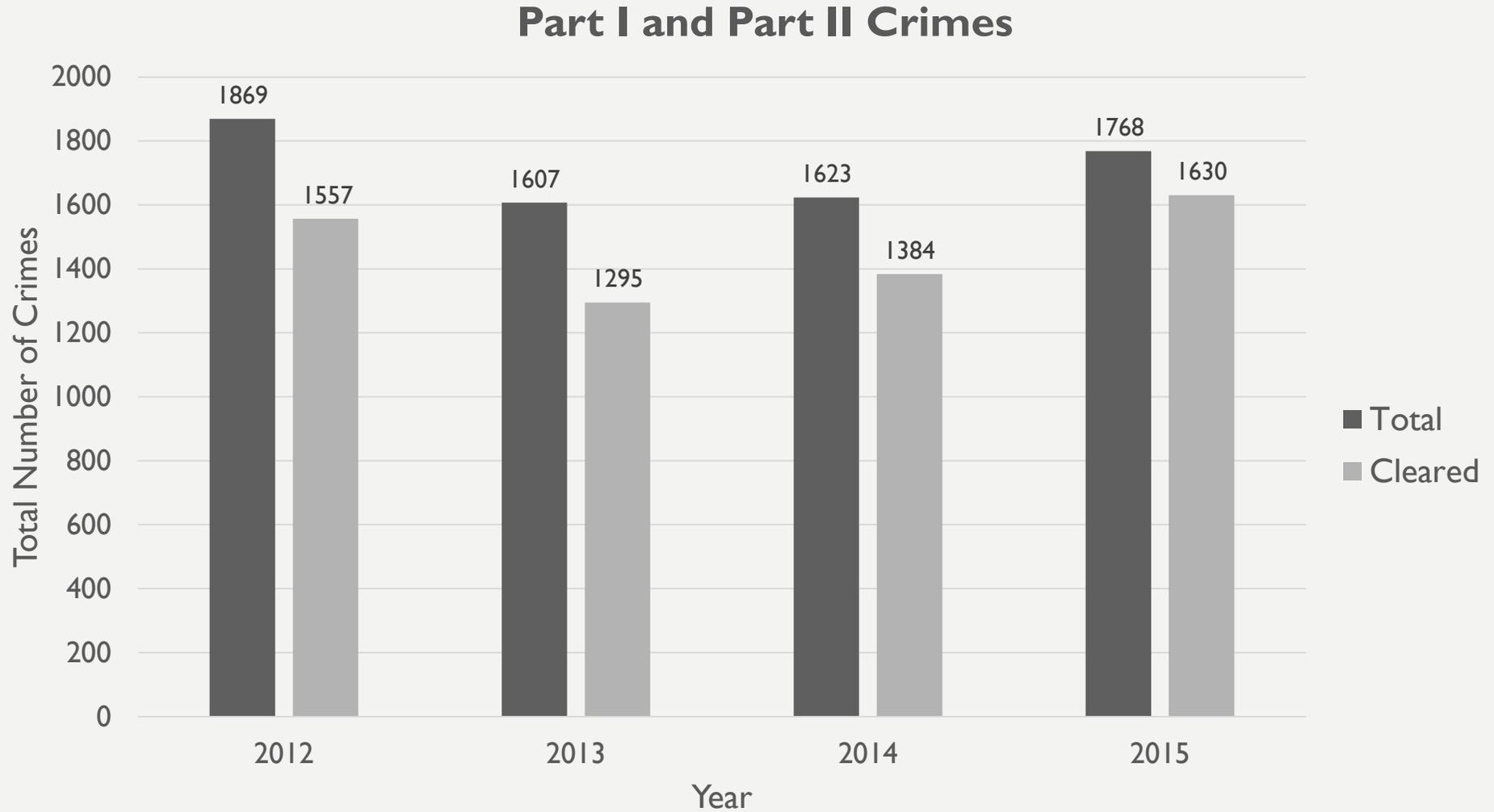
- Calls for service have increased 7.01% from 2014 to 2015.
- Deputy Chief, William Manikas stated, “Calls for service are directly related to crime” (W. Manikas, personal communication, October 15, 2015).
- “You may call the Rotterdam Police Department and you may have to wait an hour” (W. Manikas, personal communication, October 15, 2015).

# CAUSES

- The Rotterdam Police Department is understaffed.
  - Police officers have to take on clerical work which results in them not being able to focus on their duties.
  - Time on task is too high.

Time on Task for Rotterdam Police Department	
Year	Time on Task (Minutes)
2007	21
2015	26

- Annual number of Crimes cleared



# POLICY PROPOSAL

The Rotterdam Town Board will allow the Chief of Police in the Town of Rotterdam, NY to hire up to nine new police officers. (2015 Administrative Study).



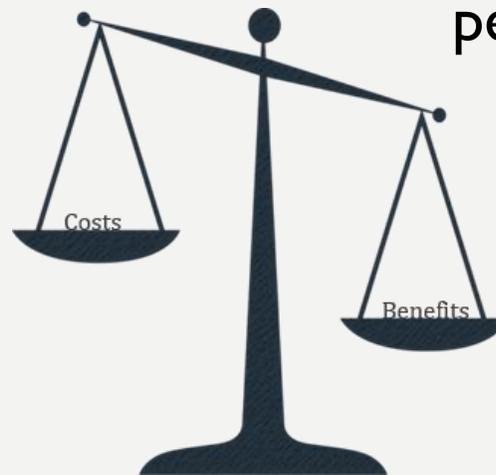
# BENEFITS & COSTS

## Benefits

- Residents' of Rotterdam, New York safety will increase.
- The Rotterdam Police Department's time on task will decrease.
- More crimes will be solved.

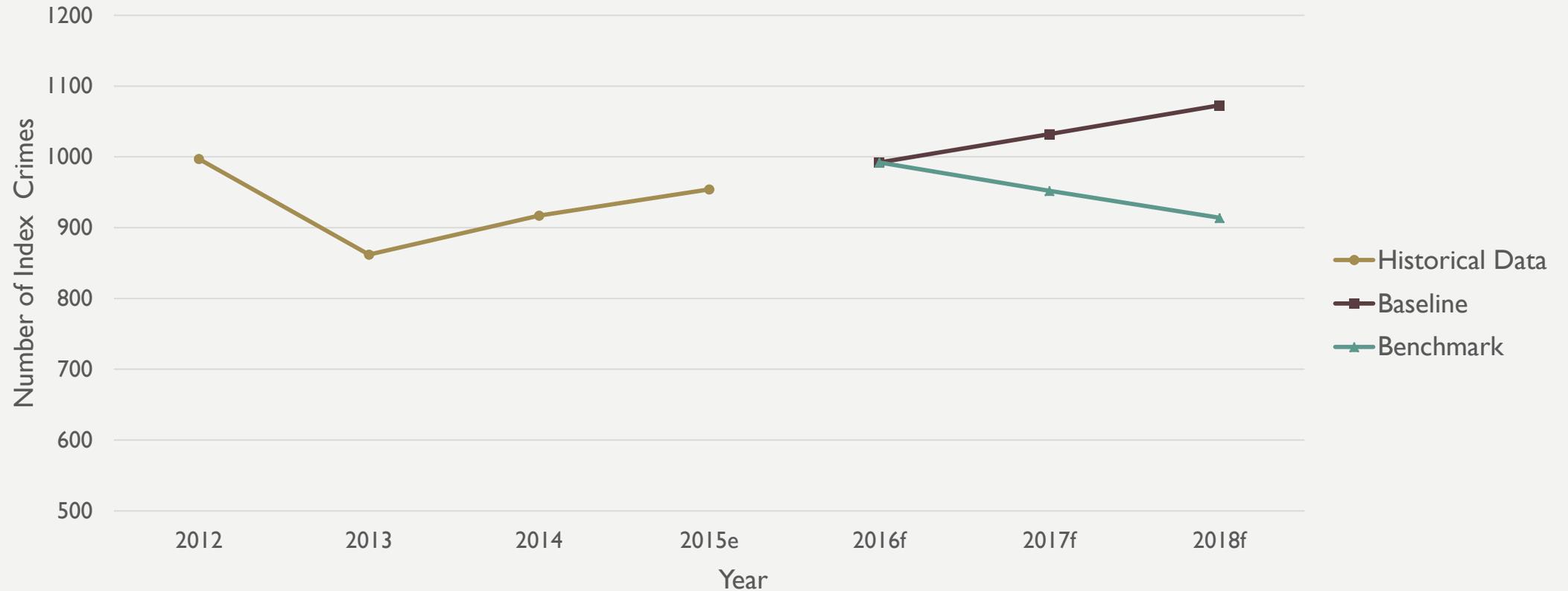
## Costs

- One police officer's salary is \$48,005.60.
- Taxes would increase for residents.
- Increased police presence may make citizens fearful to express themselves without being penalized by the law.



# EFFECTIVENESS OF POLICY

Forecast of Index Crimes in Rotterdam, NY



Source: DCJS, Uniform Crime Reporting system

If the policy is implemented, crime rates should decrease at a rate of 4% each year.

# FEASIBILITY

- The SUPA Public Affairs 101 class is aware that the Town Board recently hired five new officers to replace the retirees.
- According to a formula by the International Association of Chiefs of Police (IACP), the Rotterdam Police Department should be staffed with 33 patrol officers.
- The Rotterdam Town Board should strongly consider implementing this policy.

# THANK YOU!

- Thank you to Mr. Steven Tommasone and members of the Town Board for listening to this policy proposal and attempting to make Rotterdam, NY a nicer place to live.
- Thank you Deputy Chief William Manikas and Detective Patrick Farry for the information and assistance provided throughout the project.
- Thank you to former Supervisor Harold Buffardi for presenting the class with this project and giving the class the opportunity to learn about the government.

# Welcome Rotterdam Town Board

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A presentation by Syracuse University's Public Affairs 101  
Class at Schalmont High School

# Problem Statement

Increasing crime rates in Rotterdam, NY jeopardizes our residents' and businesses' property and safety.



# Negative Impacts

## Safety:

Residents do not feel safe in their homes or throughout the town.

## Economic Growth:

Businesses fear high property crime rates in the area.

## Policing:

Cops are losing the ability to fully investigate each crime.

# Evidence

On Wednesday October 21st, 2015 Rotterdam Junction's Quik Stop Food Mart was faced with an armed robbery by two men.



On Wednesday January 6th, 2016 police responded to a robbery at Trustco Bank, where a suspect demanded cash and was armed.



# Evidence

**Total Number of Property Crimes In Rotterdam, NY from 2013-2015**

Year	Number of property crimes
2013	829
2014	901
2015	993

Source: NYS Department of Criminal Justice Services & Rotterdam Police Department

- "On average, larger cities have higher rates of crime than smaller cities. However, there is mounting evidence that crime is a growing problem for smaller communities."
  - William Ackerman, author of *Socioeconomic Correlates of Increasing Crime Rates in Smaller Communities*
- "Calls for service are up, which transfers to crime is up."
  - (W. Manikas, personal communication, October 15, 2015)

# Evidence

- In 2010, RPD recorded a total of 805 crimes. A total of 917 crimes were recorded in 2014.
  - A 13.91% increase
    - (NYS Division of Criminal Justice Services)
- Between 2010 and 2012 property crimes rates decreased by 1.5% nationally
  - (U.S. Department of Justice)
- In comparison, between 2010 and 2012 in Rotterdam, NY, total property crime jumped from 779 crimes to 914 total property crimes.
  - A 25% increase
    - (NYS Division of Criminal Justice Services)

# Causes

- The Rotterdam Police Department is understaffed:
  - “We are asked to do more with less, we are overwhelmed with clerical work.”
    - (W. Manikas, personal communication, October 15, 2015)
  - The *Administrative Study of the Town of Rotterdam Police Department* recommended in 2007 for the department to add 3-5 officers.
    - (NYS Division of Criminal Justice Services)
- Using data from 2012-2015, the new recommendation is to add 9 officers to the department.

# Proposed Policy

The Rotterdam Town Board will allow the Rotterdam Police Department Chief of Police to hire two additional clerical workers.



# Costs

- It will cost approximately \$20,400 to hire one new clerk.
  - That will be double, \$40,800, for two new clerks.
    - (U.S. Department of Labor)
- Increased taxes to pay for the salaries.
  - Hurting senior citizens and others on fixed incomes.
- Citizens will be fearful to express themselves.
  - This is due to a greater police presence.

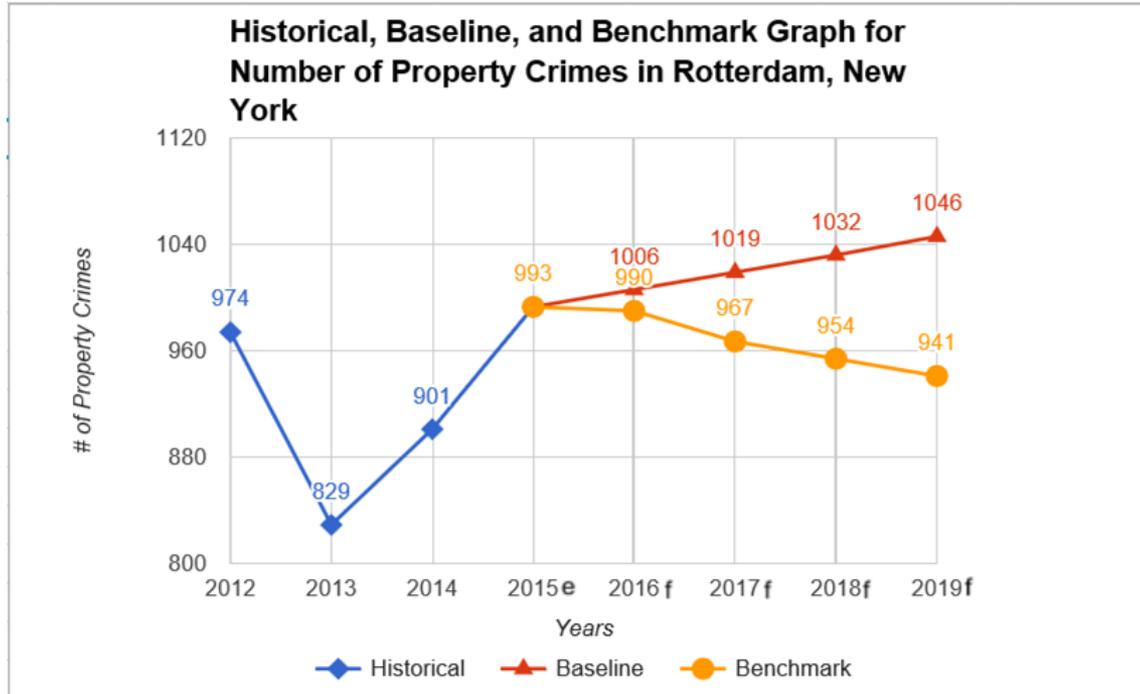
# Benefits

**Addition of clerks will allow for a greater police presence in the town.**

## Results:

- Decrease in crime
- Residents will feel safer throughout the town
- Protection of residents' property
- Make the town appealing to businesses

# Effectiveness



Source: NYS Division of Criminal Justice Services & Rotterdam Police Department

# Feasibility

- The Rotterdam Town Board should strongly consider implementing our proposed policy as the benefits of the policy outweigh the costs.
- If our policy is accepted, crime rates will drop as additional clerks will allow more police officers to be on patrol duty.

# Thank You

- Thank you Supervisor Tommasone for allowing us to present our project and for helping to make Rotterdam a nice place to live.
- Thank you to the Rotterdam Town Board for listening to our proposal.
- Thank you Deputy Chief Manikas and Detective Farry for the information and assistance they have provided throughout the project.
- Former Supervisor Buffardi for assigning us with the project and giving us an opportunity to learn about government throughout the project.