



# Lisbon Police Department Staffing Assessment

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# Lisbon Police Department Staffing Assessment

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# Lisbon Police Department Staffing Assessment

## EXECUTIVE SUMMARY: RECOMMENDATIONS

The project team spent a great deal of time reviewing numerous sets of data as provided by the Lisbon Police Department. While projects such as this often focus on opportunities for improvement, we believe that it is important to document the positive attributes found by the members of our project team as well. We wish to also highlight that Chief David Brooks and his staff were welcoming and responsive to each of our requests for data and interview time. Their willingness to participate in this staffing review is greatly appreciated.

### **Following our review process we offer the following:**

- The Lisbon Police personnel are highly committed to providing high levels of service to the community
- The Department is comprised of dedicated personnel that enjoy providing law enforcement services to the community
- The Department is focused on primary law enforcement functions to include patrol, investigations and communications
- The Department appears to be appropriately organized to address community issues and to meet the Town's law enforcement expectations

- The Department is struggling to maintain the high level of service they strive to provide, and as expected by the community, due to the recent loss of staff positions and a growing increase in Calls for Service
- The Department has experienced an increase in call volume for the first half of 2015. Call volume has increased 17.25% when compared to the same period in 2014
- Calls for Service increased nearly 5% from 2013 to 2014
- The Patrol Supervisor (Sergeant) position that is currently vacant is an essential position within the Department
- The Detective Division, once staffed with three detectives, is currently staffed with a lone detective. The case load, nature of offenses, and time required to properly investigate cases coming before the Detective Division support a minimum of two personnel in this unit
- The utilization of Reserve Officers, trained to an appropriate level, is a significant and economical asset to the Department. The use of Reserve Officers, in concert with full-time staff, should be utilized to the extent possible. The recent budget reduction, equating to approximately 800 hours of Reserve Officer "staffing," is a significant impact to the Department. This 800 hour reduction is nearly the equivalent of one-half of a full-time employee
- The Lisbon Communication Center is responsible for providing service to Lisbon Public Safety and the towns of Sabattus, Durham and Greene. The Communications Center provides dispatch service for the Town of Bowdoin's animal control and emergency medical services. Further, the Lisbon Communications Center, on occasion, dispatches

units for response to the bordering towns of Topsham and Lewiston. The Lisbon Communication Center is supervised by a patrol sergeant that is also responsible for the Lisbon Police Department's information technology and the supervision of certain patrol functions

- The Patrol Supervisor (Sergeant) that recently left the Department was found to have been performing a number of duties typically expected of a Lieutenant.

### **Recommendations for Immediate Consideration**

- That the currently vacant patrol supervisor position be staffed
- That the currently vacant detective position be staffed
- That the reduction in Reserve Officer hours designated for patrol be reinstated
- That due to the decrease in the number of staff assigned to the Criminal Investigations Division, the Lieutenant institute additional management approaches to include the establishment of tighter deadlines, regular staff meetings, and one-on-one reviews of caseload and approaches
- That the use of unobligated time be reviewed to insure that this time is being spent in a proactive manner
- That current staffing levels of Officers in the Patrol Division be maintained and reevaluated after unobligated time is being used to maximum potential
- That the Department work toward further enhancing the delivery of patrol services, insuring the Lieutenant and Sergeants are taking a highly active role in overseeing and directing daily operations

- That the town consider converting the Information Technology (IT) work of the Department to a civilian position, allowing sworn personnel to dedicate their time to law enforcement functions
- That the assigned work of the Lieutenant be reassessed to insure that this person is performing the work prescribed within the job description for the position of Lieutenant

## INTRODUCTION

The Tideview Group was retained by the Town of Lisbon to conduct a staffing study of its Police Department. The report which follows presents the results of that work. Analysis of the Lisbon Police Department's own data, coupled with demographic and police resource deployment in Lisbon, were used to formulate the recommendations found herein.

This study provides a clear and concise assessment of the efficiency and effectiveness of the Lisbon Police Department using a detailed review of the data provided. This study also provides the Town with the ability to compare and contrast staffing levels of a sampling of like sized Police Departments located within the State of Maine. Finally, this assessment identifies strengths, as well as improvement opportunities, as they relate to the staffing and overall management of the organization.

## PURPOSE, SCOPE and METHODOLOGY

The Tideview Group was engaged by the Town of Lisbon, Maine to conduct an assessment of the staffing of its police department. In this assessment we:

- Reviewed current staffing allocation and deployment practices
- Reviewed current staffing goals
- Reviewed current scheduling practices
- Reviewed goals and objectives of LPD Command Staff related to staffing and meeting community expectations for levels of service
- Reviewed current population and demographics data
- Reviewed the overall reactive workload handled by police department personnel
- Reviewed Calls for Service (CFS) over the past two years, to include the distribution of CFS by hour, day, and month
- Reviewed the nature of the CFS over the past two years

Through our review and approach, we identify many positive findings and make recommendations for change, intended to enhance the management and operations of the Lisbon Police Department. Herein, we have attempted to produce a report containing recommendations that we believe will assist the Department and the Town in setting a clear course of improvement for the future.

To accomplish this effort, meetings were conducted with both the Town Manager and Chief of Police. Interviews were also held with members of the Department and select citizens. During these meetings the project approach was explained, while pledging confidentiality as related to information learned during personal interviews. In addition, a variety of statistical data and information was collected from the Department which served to identify police activity over the past two years.

### **TOWN of LISBON DEMOGRAPHICS and CHARACTERISTICS**

Located in Androscoggin County, Lisbon (which includes the village of Lisbon Falls) has a population of 9,009 according to the 2010 U.S. census. These 9,009 residents make up a total of 3,696 households. The town is 23.82 square miles in size, which suggest there are approximately 395 residents per square mile, a relatively low population density for Maine.

According to the Androscoggin Transportation Resource Center's 2011 data, Route 196, also called Lisbon Street, is the main roadway through the Town of Lisbon. This roadway connects the Topsham/Brunswick (mid-coast area) and Interstate 295 with Lewiston/Auburn and Maine Turnpike through to the Western Maine mountains areas. Traffic counts on Route 196 are 16,000+ vehicles per day. Other state routes through Lisbon include Route 9 (Ridge Rd) and Route 125 (Main St). The Maine Turnpike exit in Sabattus has increased traffic on Route 9 however specific data as to how much of an increase is not available at this time.

Currently rail service through Lisbon is discontinued. Efforts are ongoing with two property owners to turn the former railways over to the Town to be used as recreation paths.

In addition, a three plus mile paved walking trail runs from Lisbon Village next to Upland Rd and Mill St. This trail lies next to the Lisbon Community School area and makes its way through a wooded area beside the Sabattus River. It comes out on Route 196 at Frost Hill and then proceeds under Route 196 at the Sabattus River Bridge. The trail runs parallel with rail road tracks to Lisbon Falls going behind the High and Middle Schools and ending at Route 196 at Davis St.

#### **STAFFING CONSIDERATIONS – WHAT IS THE “RIGHT” LPD SIZE?**

Determining the “right” size of a police department depends on an examination of the Agency’s workload and on certain policy decisions made by the leadership of the community, to include the Chief of Police. Setting staffing targets by seeking to achieve a ratio of officers to population has minimal value as Departments of similar size vary widely in terms of how they choose to use officers and non-sworn personnel. In fact, research finds that there are also substantial regional variations throughout the country with regard to staffing levels.

***In considering the staffing of any police agency, there are critical considerations and policy decisions that must be considered. These decisions will serve to shape the department and the quality and efficiency of the service it delivers.***

**Some of these considerations include:**

- The approach used by the police department to address the jurisdiction's crime, violence and disorder problems
  
- Administrative Duties and Responsibilities
  - Records
  - Court Proceedings
  - Evidence
  
- The manner in which patrol time should be expended to include:
  - The desired mixture of Calls for Service response
  
  - The amount of self-directed, self-initiated patrol time afforded personnel
  
- The amount of time to be expended on community interaction. Examples of police and community interaction include:
  - Community Education
    - Crime Prevention Education and Awareness
    - Substance Abuse Education / Prescription Drugs
    - Cybercrime
  
  - Youth Education
    - Bullying
    - Social Media
    - Bicycle Safety

- Senior Citizen Education
  - “Scams” targeting the elderly
  - Personal security
  - S.A.L.T. Program
  
- Citizen Police Academy
- Citizen Ride-a-Long
- Volunteers In Policing (VIP’s)
- Public Safety Day
  
- Traffic control and enforcement
  
- The level of investigative effort desired to solve crimes and provide services to victims
  
- The desired role for specialized units (if any) as opposed to the use of generalists

As one contemplates the staffing levels and overall “size” of the Lisbon Police Department, ***it is most important that the critical considerations shown above are considered, as well as the amount of externally-generated workload, internally-generated (or discretionary) workload and the need to provide administrative support to operational units.***

Sections of a police department that are most obviously defined by external workload are patrol, which responds to citizens’ requests for police response and investigations. Although some investigatory units generate their own workload, most detective units deal primarily with externally-generated work, including homicide, (Under state law, Lisbon would not serve as the lead agency in a homicide investigation but would be a major contributor to investigative

efforts), assault, sexual assault, robbery, burglary, theft, financial crimes and juvenile related offenses.

External workload also tends to define units such as communications, records and evidence.

- **Communications** personnel answer telephone calls from the public requesting police services, as well as numerous general inquiry calls, and send officers to respond
- **Records** personnel must process and securely store reports generated by officers responding to calls, making arrests and participating in follow-up investigations. They also typically handle a variety of other requests to include background inquiries, requests from the military and accident reports. They further handle reports from detectives as they conduct follow-up investigations
- **Evidence** personnel (oftentimes a member of the Detective Division) are charged with receiving, preserving, tracking, retaining and properly storing evidence and property until it is released following court proceedings or is returned to its owner

**Police services that essentially create their own work include:**

- Narcotics
- Cybercrime Units
- School Resource Officers
- Special Assignment Units (i.e. - O.U.I. and Speed Enforcement details)

Traffic and Internal Affairs are other sections found in many police agencies although Lisbon does not specifically have units designated for these sole functions. In Lisbon, traffic duties are typically performed by on-duty patrol personnel, as their time permits. The Internal affairs function, which generally investigates allegations of officer misconduct, is typically handled in-house and as assigned by the Chief of Police.

## PATROL STAFFING

The LPD patrol staff, not unlike many departments of similar size, appears to have an average of 30% - 40% of unobligated time. Essentially, that means that 60% - 70% of the patrol staff time is “obligated.” Obligated time is composed of responding to **calls for service** from the public, engaging in **self-initiated activity** where officers take proactive action, and performing a variety of **administrative tasks**. These three functions are briefly explained below.

### **Calls for Service**

Citizens ask for police service by calling the Communications Center – either through 911 or on a non-emergency line or by making an in-person request by hailing an officer in the field or by making an appearance at a police facility.

### **Self-Initiated Activity**

Patrol officers may initiate an action because they detect suspicious behavior, observe a traffic violation, are conducting a follow-up investigation to gather more information on a previous case, performing property checks, performing bail compliance checks or are looking for suspects with outstanding warrants. These activities are products of an officer’s discretion.

The frequency of self-initiated activities, although very important to a community, is generally dependent on how busy the officer is with calls for service.

### **Administrative Tasks**

Administrative tasks includes providing assistance to other officers, other communities and court-related duties.

***The Lisbon Police Department has not formally adopted a means to track unobligated time. The administration is encouraged to identify the amount of unobligated patrol time available at the Lisbon Police Department.*** Doing so will aid in determining the proper level of patrol personnel needed as the department seeks to balance the work that needs to be performed against the amount of available resources.

***How a community wants its patrol officer time used is an important policy decision. Local demographics, crime rates, and policing approach all have an impact on the demands on patrol officer time.***

Some Chiefs instruct their patrol officers to spend a portion of their time conducting follow-up investigations of reported crimes. Thus, not all crime reports are sent to detectives for follow-up investigation. ***This approach requires patrol officers to carry an investigative caseload, which further limits their available CFS time. In Lisbon, out of sheer necessity, patrol officers are required to conduct investigative follow-up, although that is not easily done due to the nature of shift work and the interruptions that occur, while handling the demands of***

***patrol while performing investigative work. This can be a disservice to the crime victim and oftentimes results in a reduction in the quality of the work product.***

In Lisbon, the policing style that has been adopted is one of community policing. This approach requires patrol officers to be involved in the community. This approach calls for the involvement of patrol officers in community policing and problem-solving activities, getting to know the people living in the community, attending community meetings and events to learn of concerns, developing plans to address community concerns, and working with local government services to improve the quality of life in the community.

***Currently, most of the patrol time available in Lisbon is being used on a traditional blend of CFS response, self-initiated activity and administrative activity.***

## INVESTIGATIONS

Determining the “right” number of detectives should be based on the number of cases that a police department must investigate and the amount of time required to conduct a “thorough” investigation. Departments decide which cases to investigate based on the “solvability” of the case, an attribute that reflects what the patrol officer found in his/her preliminary investigation.

Some departments use a formal scoring system to determine the solvability of a case: a form is completed that produces a weighted score for each case. (Some agencies have integrated a solvability checklist into their incident report form.)

In other departments, as is the case in Lisbon, cases are reviewed and assigned by detective unit supervisors (Lieutenant in Lisbon) based on their experience and judgment and not through a formal numerical screening system.

*The Department is encouraged to develop a system that better tracks the workload of the Detective Division. This approach will aid in identifying the number of cases being handled in this unit, along with the severity of the offenses being investigated. This information will allow for insight as to the amount of time being expended on case investigations by members of C.I.D.*

## **SUPERVISORY ACCOUNTABILITY and LIABILITY**

The Lisbon Police Department employs two sergeants. Due to the scheduling required, there are numerous shifts that have officers working with no immediate supervisor on-duty. This gives rise to some concern given the importance of supervisory oversight in the profession of law enforcement.

Several factors must be considered when evaluating rank structure and supervisory oversight. Among them are number of subordinates, training, skill level, experience, administrative requirements, employee/subordinate expectations, expectation of coordination and liability.

### **Span of Control and Number of Subordinates**

The Federal Emergency Management Agency (FEMA), in its Incident Command System (ICS), describes span of control as “the number of individuals or resources that one supervisor

can manage effectively during emergency response incidents or special events.” Several studies have been conducted which attempt to assign a numbered ratio of subordinate to supervisor.

The most common ratio found in the 1950s was 6 to 1. With the addition of technology, such as email, computer aided dispatch (CAD) systems and in-vehicle audio and video recording systems have increased these ratios to as much as 15 to 1. However, given the nature of law enforcement work, a smaller supervisor to subordinate ratio is more appropriate. ***Determining that ratio, similar to identifying the correct number of patrol officers, detectives and support personnel is a community based policy decision. Consideration should include the level of service the community desires from its police personnel, the quality of that service and the level of oversight and support the community believes it should avail to officers. The level of supervision and guidance provided officers while in the performance of their duties is a most important consideration.***

## Training

Officer/Dispatcher training levels have a direct impact on overall job performance and liability. The same holds true for the position of Reserve Police Officer. Reserve police officers will generally have a fraction of the training that a full time academy certified officer would have. Given these facts, the times of day/night when these employees work will require more direct supervision. ***In Lisbon, we found numerous occasions where a reserve police officer was working with no supervisor on-duty. We strongly encourage that the scheduling and staffing of shifts take into consideration the importance of providing those less experienced a level of supervision.***

## Skill Level

General skill level will vary from officer to officer. Factors which contribute to overall skill level include education, training and experience. ***We encourage the administration to continue to afford employees the opportunity for continuing education and professional development, while recognizing this must be done within the confines of available funds.***

## Experience

The value of an experienced officer or dispatcher is significant during times of high risk. This risk can be officer/employee safety related and/or risk related to organizational liability. Tasks with high risk that are completed with less frequency leave us with significant exposure to liability.

Training and experience continue to be the first items requested by legal counsel for civil liability suits against police departments and the communities they represent. Due in part to the requirements found in many law enforcement collective bargaining agreements, the newest, least experienced employees (officers/dispatchers) work the majority of their time during the evenings and overnights and on weekends and holidays. This holds true for Departments with fixed, as well as rotating shifts. Supervisory oversight is one way to minimize this liability. ***We encourage the administration to carefully evaluate the scheduling of supervisory and highly experienced personnel to safeguard against less experienced personnel working without guidance and supervision.***

## **Administrative Requirements/Subordinate Expectations/Coordination**

All too often personnel assigned to the night shift are overlooked and/or tasked with performing functions that might not normally fall within their defined scope of work. In Lisbon, with no supervisor currently overseeing the overnight staff, concern exists with regard to the lack of supervision being afforded the employees. Are these personnel being appropriately mentored, supervised and coached? Are they performing appropriately and meeting expectations? In supervising the generational factor we learn (many studies suggest) that the last and current generation to enter the work force requires immediate feedback from management. ***It is the assessment team's understanding that many members of the night / overnight shift feel that the lack of supervision afforded them, due to a lack of supervisors in the organization is a significant detriment.***

When more coordination is required (e.g. high risk, low frequency calls or large scale calls, employees depend more on each other to accomplish the task hand. ***Such coordination requires increased supervision, an area that is lacking in the Lisbon Police Department.***

## **LISBON POLICE DEPARTMENT ORGANIZATIONAL OVERVIEW**

The Lisbon Police Department has an authorized full-time sworn strength of fourteen (14) officers. The current staffing allocation is broken down as follows:

- ✓ 1 - Chief of Police
- ✓ 1 - Lieutenant
- ✓ 2 – Sergeants

- ✓ 2 – Detectives (One position is vacant at this time)
  - ✓ 2 – School Resource Officers (SRO)
  - ✓ 6 – Patrol Officers \*
  - ✓ 4- Communications Staff + 7 part-time reserve dispatchers
- ❖ It should be noted that in our study there were those that suggested that the Lisbon Police Department actually has eight (8) Patrol Officers, with two of them being assigned to the SRO position. Generally, SRO positions are scheduled to be at the schools 75% of the year, and assigned to patrol (25%) the remainder of the year. It should also be noted that of the 25% of time when the two SRO's are assigned to patrol (Summer months equating to approximately 9 weeks each), some of those nine (9) weeks are when they use vacation time, further reducing their availability to the Department.

## **POSITIONS WITHIN LISBON POLICE DEPARTMENT**

### *Duties and Responsibilities*

#### ***CHIEF of POLICE***

The Chief of Police serves as the chief executive of the organization. The Chief has responsibility for the management of all police resources, both human and otherwise. The Chief is responsible for the overall operation and administration of the Police Department. In this position, the Chief is expected to prepare and maintain a budget, policies and procedures, assure compliance with all state and federal laws, and advise the Town Manager and Town

Council on matters of public safety. In addition, the Chief is responsible for labor relations and negotiations, as well as recruitment, hiring, training and discipline of employees.

### ***LIEUTENANT***

The Police Lieutenant serves as second in command and is responsible for supervising the Patrol, Investigations and Communications divisions of the Police Department. The Lieutenant serves as advisor to the Chief on administrative matters such as policy, resource procurement and deployment, training and personnel management. The Lieutenant is also responsible for the storage, inventory and final dispositions of property and evidence. The Police Lieutenant is expected to actively participate in patrol and investigative functions in addition to his administrative duties.

### ***SERGEANT(s)***

The Town of Lisbon Police Department employs two (2) Police Sergeants.

- 1 Patrol Supervisor (Currently Vacant)
- 1 Communications Center Supervisor/Information Technology & Patrol (This position is budgeted 50% with Police and 50% with Communications)

Police Sergeants are responsible for the day to day supervision of Police Department and Communications personnel. As a first level or "front line" supervisor, the sergeant must assure that all State and Federal laws are adhered to, and that all department policies and procedures are followed. The Sergeant is expected to supervise officers during the performance of their duties and to perform those duties when a patrol officer is not available

or is busy with other duties. The Sergeant is expected to take command of any significant scene or incident until relieved by higher authority.

### **DETECTIVES**

The Town of Lisbon employs two (2) Police Detectives (currently one position is unfilled). It should be noted that the Department was staffed previously with three (3) detectives.

Under the two detective approach the following reflects the duties and responsibilities for each.

1 - Criminal Investigation (adults) & MDEA Resident Agent

1 - Criminal Investigation (juveniles) & sexual assault investigations & sex offender registration / neighborhood notifications.

Detectives share duties when case load dictates or when on-call cases are assigned. Detectives are typically scheduled a traditional work week (Monday through Friday 0800-1600 or 0700-1500). Detectives are expected share weekly "on-call" for off duty coverage. Detectives may adjust their schedules as workload/cases dictate. It should be noted that with the current detective vacancy, there is only one detective that is tasked with a significant amount of on-call responsibility.

Detectives are responsible for the investigation and general follow up of criminal cases/complaints. They bring these cases/complaints to the District Attorney or other proper authority for prosecution. Detectives are advocates for crime victims and often act as a liaison between these victims the police department and the criminal justice system.

### ***SCHOOL RESOURCE OFFICERS (SROs)***

The Town of Lisbon employs two (2) School Resource Officers. They are assigned as follows:

- 1 SRO is assigned to the Lisbon High School (9-12) and Middle School (6-8)
- 1 SRO is assigned to Lisbon Community (elementary K-5) School

The SROs serve as liaisons and a resource between law enforcement and the school department. SROs are responsible for the investigation of incidents arising from the schools. Both SROs are Drug Abuse Resistance Education (DARE) instructors and as such are expected to instruct the DARE curriculum. When schools are closed during the summer both SRO's are assigned to supplement the patrol schedule.

### ***PATROL OFFICERS / RESERVE OFFICERS***

The Town of Lisbon has six (6) full-time Police Officers assigned to the patrol function. During their work week, patrol officers work a combination of twelve (12) and ten (10) hour daily shifts. The weekly shifts rotate between two (2) twelve hour shifts and one (1) ten hour shift for a total of thirty-four (34) hours followed by three (3) twelve hour shifts and one (1) ten hour shift for a total of forty-six (46) hours.

The majority of the calendar year, dayshift is covered by one (1) patrol officer. During the summer months, when school is not in session, the SRO's are on the schedule as two day shift patrol officers.

Night shifts are staffed with two patrol officers and a supervisor overlapping the patrol hours. Reserve Officers are scheduled Friday through Sunday to supplement patrol coverage.

The Town is divided into two (2) beats or sectors, Lisbon and Lisbon Falls. When there are two patrol officers on duty each is assigned to a specific sector.

### ***COMMUNICATIONS / DISPATCH***

The Lisbon Communications Center is responsible for the dispatching of emergency and non-emergency calls for service for the Town of Lisbon Public Safety Departments. In addition, the Communications Center dispatches public safety emergency services for the Towns of Sabattus, Durham and Greene. The Communications Center provides dispatch service for the Town of Bowdoin's animal control and emergency medical services. Further, the Lisbon Communications Center, on occasion, dispatches units for response to the bordering towns of Topsham and Lewiston. As with most communications centers, the Lisbon center works extensively with bordering public safety agencies and communication centers (Sagadahoc and Lewiston 911) in the region through mutual aid agreements.

***It is important to note that our review of the Lisbon Communications Center revealed that there is no dedicated Communication Center Director.*** The person currently responsible for managing the Communications Center is a patrol sergeant who is also charged with handling the department's information technology needs, and managing aspects of the patrol units.

***Without a dedicated manager, the Communications Center lacks a level of supervision the assessment team feels is important.*** A manager can focus on the needs of communications personnel and provide constant oversight of this critical operation. This person would typically

manage a quality assurance program designed to insure dispatch personnel are adhering to quality standards and effectively meeting the needs of not only Lisbon but of all the other communities the Lisbon Communication Center serves. This should be a career position. With no manager, each dispatch shift reports directly to the earlier referenced patrol sergeant.

Analysis of **2014** Lisbon Communication Center records as provided the assessment team found the following:

Total calls for Lisbon – 9,738

Total calls for Sabattus – 4,158

Total calls for Durham – 353

Total calls for Greene – 259

Total calls for Bowdoin – 243

Total calls for Lewiston – 187

Total calls for Topsham - 27

Analysis of **2013** Lisbon Communication Center records as provided the assessment team found the following:

Total calls for Lisbon – 9,291

Total calls for Sabattus – 3,391

Total calls for Durham – 337

Total calls for Greene – 306

Total calls for Bowdoin – 228

Total calls for Lewiston – 251

Total calls for Topsham - 27

*It should be noted that the Calls for Service in Lisbon, and in most of the other referenced communities increased between 2013 and 2014. That trend has continued through the first half of 2015.*

## COMPARISON DEPARTMENTS

For the purposes of comparison and analysis the following Maine police agencies were asked for the data; Gorham PD, Yarmouth PD and Kennebunk PD. These departments were selected for a variety of reasons to include similarities in agency staffing, calls for service and policing philosophy. These agencies were asked to provide the follow data points:

1. Authorized sworn strength
2. Geographical Square mileage of their jurisdiction
3. Population
4. Total number of calls for service for 2014

<b>Agency</b>	<b>Sworn Strength</b>	<b>Square Miles</b>	<b>Population</b>	<b>Calls for Service</b>
Gorham PD	23	52	14,141	13,702
Yarmouth PD	13	14.5	8,400	10,109
Kennebunk PD	18	43.8	10,798	20,040
Lisbon PD	14	23.8	9,009	9,738

In addition, each of these agencies were asked for the basic rank structure used to accomplish their law enforcement goals and objectives. The following is a breakdown of rank structure.....

Agency	Rank Structure
Gorham PD	1 Chief, 1 Lieutenant, 4 Sergeants, 1 Detective Sergeant, 2 Detectives, 14 Patrol Officers
Yarmouth PD	1 Chief, 1 Lieutenant, 2 Sergeants, 1 Detective, 8 Patrol Officers
Kennebunk PD	1 Chief, 1 Deputy Chief, 1 Lieutenant, 4 Sergeants, 1.5 Detectives, 11 FT Patrol Officers,
Lisbon PD	1 Chief, 1 Lieutenant, 2 Sergeants, 2 Detectives, 8 Patrol Officers

The preceding table does not consider specialty assignments such as SRO's or officers assigned to outside agencies such as Maine Drug Enforcement. It is as basic itemization of overall staffing and the amount of supervisory oversight each agency uses to complete its mission.

## CONCLUSION

It is clear from our analysis that the Lisbon Police Department employs highly dedicated individuals committed to providing a high level of police service to the community. The assessment team of The Tideview Group appreciates the many people who gave their full support and cooperation to this project. In particular, our appreciation goes out to all of the people of the Town of Lisbon government, including the Town Council, Town Manager, Chief of Police and the entire staff of the Lisbon Police Department, both past and present, for being cooperative and helpful in assisting us in this study.

Our study of staffing revealed a highly professional organization and staff, one that is well respected by the community. We recognize that Lisbon, not unlike many communities, is faced with extraordinarily challenging times as they struggle to provide high quality public safety services under difficult financial constraints. However, difficult economic times typically result in increased demands on law enforcement services. Lisbon is no exception based on the ever increasing calls for service, and complexity of cases being experienced by the police department.

***Based on our analysis, we offer a number of recommendations that we encourage be considered.***

- That the currently vacant patrol supervisor position be staffed
- That the currently vacant detective position be staffed
- That the recent reduction of Reserve Officer patrol time be reinstated

- That due to the decrease in the number of staff assigned to the Criminal Investigations Division, the Lieutenant institute additional management approaches to include the establishment of tighter deadlines, regular staff meetings, and one-on-one reviews of caseload and approaches
- That the Department develop a system that better tracks the workload of the Detective Division. This approach will aid in identifying the number of cases being handled in this unit, along with the severity of the offenses being investigated. This information will allow for insight as to the amount of time being expended on case investigations by members of C.I.D.
- That the use of unobligated time be reviewed to insure that this time is being spent in a proactive manner
- That current staffing levels of officers in the Patrol Division be maintained and reevaluated after unobligated time is being used to maximum potential
- That the Department work toward further enhancing the delivery of patrol services, insuring the Lieutenant and Sergeants are taking a highly active role in overseeing and directing daily operations
- That the town consider converting the Information Technology (IT) work of the Department to a civilian position, allowing sworn personnel to dedicate their time to law enforcement functions
- That the Town consider adding the position of a dedicated Communications Supervisor

## ASSESSMENT TEAM



**Michael W. Pardue** is the founder and President of The Tideview Group, a firm specializing in providing management consulting services to public and private sector employers throughout New England. He is recognized in both public and corporate environments throughout the country for his innovative and contemporary approach to leadership, organizational management and strategic planning.

Michael Pardue has a wide-ranging management and operations background that spans more than 38 years. His public sector management experience includes serving as a Municipal Manager, Municipal Administrator, Director of Public Safety, Chief of Police, Fire Chief, and Director of Public Services in a variety of New England communities.

In addition to his wide-ranging experience in the public sector, Mr. Pardue offers an extensive private sector management and operations background. He previously served as the Vice President of Operations for the Atlas Group, a worldwide telecommunications corporation where he was directly responsible for managing project performance on a global platform, insuring adherence to quality standards, while meeting contractual obligations. Further, he managed Atlas Group's Global-consulting staff, responsible for the recruitment, staffing and development of personnel.

Mr. Pardue holds a bachelor's degree in Criminal Justice Administration, numerous management certifications and is a graduate of the Babson College Command Institute. His continuing education includes study at Harvard University's School of Business.

In addition to his affiliation with numerous professional organizations to include the International Association of Chiefs of Police, Maine Chiefs of Police and the International Fire Chiefs Association, Mr. Pardue is the Vice Chair of the Board of Directors for Delta Dental of Maine. He also serves on the corporations Executive Board, Corporate Governance Committee and is a member of its Finance Committee.

Mr. Pardue consults and presents nationally on the topics of Organizational Leadership, Accountability and Workforce Culture, Transforming Workplace Cultures, Preventing Workplace Harassment, Strategic Cutback Management and Public Safety Directorship.



**Gregory Hamilton** is a senior consultant and analyst with The Tideview Group, a firm specializing in providing management consulting services to public and private sector employers throughout New England. He is recognized in public safety communication center and emergency management venues for his leadership, management and analytical skills.

His 27 years of leadership in public safety communication and data analysis include serving as the Director of Support Services for the Portland Police Department. Mr. Hamilton currently serves as the Director of Communications and Emergency Management for the City of Westbrook Department of Public Safety, where he is accountable for the management of the

Public Safety Answering Point that is responsible for receiving and dispatching emergency calls for multiple communities. In addition, Director Hamilton is further responsible for the overall coordination of emergency services and emergency preparedness for the City of Westbrook.

Director Hamilton is widely recognized for his extensive knowledge of public safety software applications to include IMC/Tritech, Firehouse and HTE/Sungard. Director Hamilton was responsible for the acquisition and implementation of the City of Portland's first computer aided dispatch system, which remains in place today.

Director Hamilton is a graduate of the University of Southern Maine and holds numerous professional certifications from the National Fire Academy, Federal Emergency Management Agency, United States Department of Homeland Security, Maine Criminal Justice Academy, Texas Engineering Extension Service of Texas A&M University and the FBI- Law Enforcement Executive Development Association. Director Hamilton also serves as a sworn reserve law enforcement officer for the City of Westbrook.

In addition to his affiliation with numerous professional organizations, to include the National Emergency Number Association (NENA) and The Association of Public-Safety Communications Officials International (APCO), Mr. Hamilton serves on the Board of Directors for the Cumberland County Regional Communications Center.

