



**Division of Criminal
Justice Services**

September 30, 2022

Chief Michael J. Passalacqua
Geneva City Police Department
255 Exchange Street
Geneva, NY 14456

Dear Chief Passalacqua:

As you are aware, the Division of Criminal Justice Services (Division) conducted an Administrative Study of the Geneva City Police Department at your request. Enclosed please find the study.

On behalf of the Division, I would like to thank you and your staff for your cooperation and professionalism during the process of conducting the study.

If you have any questions or comments, please feel free to contact me by email at gabriele.marruso@dcjs.ny.gov or by telephone at (518) 485-1417.

Very truly yours,

A handwritten signature in black ink that reads "Gabriele Marruso Jr." in a cursive script.

Gabe Marruso
Program Manager

cc: Johanna Sullivan, Director, Office of Public Safety

Attachment



**Division of Criminal
Justice Services**

Administrative Study – Final Report

Geneva Police Department

Geneva, New York

September 2022

Rossana Rosado
Commissioner

Johanna Sullivan
Director, Office of Public Safety

80 South Swan Street, Albany, New York 12210
www.criminaljustice.ny.gov

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Table of Contents

Acknowledgements	iii
Preface	
Administrative Studies	1
Enabling Authority	1
Disclaimer	1
Introduction	1
Background	2
City of Geneva	2
City of Geneva Police Department	3
Geneva Police Department Organizational Structure	5
Focus Area 1: Staffing	6
Patrol	6
Determining the Number of Patrol Posts	7
Applying the Formula to the City of Geneva Police Department	8
Patrol Staffing Requirements	9
Investigations	12
Percentage of Agency Staff for Investigations	12
Civilian Support Staff	13
Administrative Assistant / Records Management	13
Parking Enforcement	13
Focus Area 2: Operational Objectives	14
Summary of Observations and Recommendations	15
Conclusion	16
Appendices	16
Appendix A – Geneva Police Department 2021 Calls for Service by Shift	A-1
Appendix B – Productive Time Lost – Calendar Year 2021	B-1
Appendix C – Part I and Part II Crimes Reported by GPD 2016 – 2020	C-1
Appendix D – Organizational Chart for the Geneva Police Department	D-1
Appendix E – Administrative Study Field Visit Form	E-1

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The New York State Division of Criminal Justice Services would like to acknowledge and thank the following individuals from the Geneva Police Department for their cooperation with this study. This report could not have been completed without their assistance:

Chief Michael J. Passalacqua
Lieutenant Jeffrey M. Potter
Lieutenant Matthew J. Valenti

Preface

Administrative Studies

The New York State Division of Criminal Justice Services (DCJS) Administrative Studies Program offers assistance to law enforcement agencies in examining staffing and operational efficiencies. The purpose of these studies is to provide public officials with a professional and objective analysis that may assist decision making on the local level. Every study is unique, focusing on issues of special interest specified by the requesting agency. DCJS Office of Public Safety (OPS) administers this program and there is no fee for this service.

Enabling Authority

DCJS performs administrative studies pursuant to NYS Executive Law §837 (5).

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

Disclaimer

The findings and observations contained herein are based largely on a statistical analysis of data provided by the agency requesting the study. This analysis may not produce precise predictions and the reliability of this report is highly dependent on the quality and accuracy of the data provided. OPS makes no certification of the accuracy of the data underlying the findings of this study.

Findings and observations contained in this study are presented solely for consideration and do not represent an exhaustive list of options, specific recommendations, or implementation plans.

This report represents a snapshot of the agency as of the end date of data studied. When reviewing this report, local officials should take into consideration any changes that have occurred since that time. It should also be noted that the findings and observations in this report may not consider the contractual obligations of the Geneva Police Department.

Introduction

In October 2021, at the request of Michael J. Passalacqua, Chief of Police for the Geneva Police Department (GPD), OPS initiated an administrative study to examine staffing within the agency. In accordance with DCJS procedures, a consultant versed in law enforcement administration, operations, organizational structure, and staffing was

selected to assist OPS staff with data collection and analysis for the purposes of developing the study. The consultant, under the supervision of OPS staff, was given the authority to examine all relevant data and documents and meet with appropriate members of GPD to obtain the information necessary to complete the study.

For the purposes of this study, Chief Passalacqua identified staffing, operational objectives, and the efficient and effective deployment of resources as primary concerns. The detailed analysis and statistics supporting the findings and observations are discussed in subsequent report sections below.

Various tasks were performed to complete the study including, but not limited to:

- Obtaining information about the agency including a description of the community served, the agency's budget, staffing information, resource allocation, shift assignments, back-up assistance, calls for service, investigative function and application, and other information that may affect staffing levels and needs;
- Conducting interviews, both in person and via telephone, of agency staff to understand the organization and operations, staff roles and responsibilities, workload and staffing levels, and specific challenges the agency faces in the delivery of law enforcement services;
- Obtaining information related to how the agency functions and the specific responsibilities of the members of the agency;
- Analyzing staffing levels, calls for service, and agency organization for inefficiencies in operation;
- Analyzing the agency's staffing structure versus staffing needs;
- Examining the agency's data-collection capabilities.

Background

City of Geneva

The City of Geneva is located in Ontario County at the northern end of Seneca Lake. It lies within the Finger Lakes region of New York State and is part of the Rochester, NY Metropolitan Statistical Area. The city has an area of approximately 5.84 square miles broken down as 4.21 sq. mi. land and 1.63 sq. mi. water. There are approximately 45 miles of roadway within the city limits. Major thoroughfares to the city include US 20/NY 5 east-west and NY 14 north-south.

Geneva is an urban setting with a downtown area and residential neighborhoods which are subdivided into wards. Residential housing includes a mixture of single-family homes and apartment housing. There are two apartment complexes and two government-subsidized housing complexes located within the city. The owner-occupied housing unit rate is 50.9% with a median value of \$96,200 (U.S. Census Bureau).

The city's population as of April 1, 2020 was 12,812. Census figures indicate that

population by race is approximately 75% White, 10% Black or African American, 1% American Indian and Alaska Native, 4% Asian and 4.5% Two or More Races. Nearly 15% percent of census respondents identified as being Hispanic or Latino. The median household income (in 2019 dollars) is \$44,050 with 18.3% of the population at or below the poverty line (U.S. Census Bureau).

Geneva is home to industries such as Guardian Glass and Henkel Corporation. There are two industrial parks including the Cornell Agricultural and Food Technology Park and Geneva Industrial Park. With the region's increasingly popular winemaking industry, Geneva is a growing tourist destination.

Geneva is also home to the private, liberal arts higher education institutions of Hobart and William Smith Colleges, and serves as a satellite location for Finger Lakes Community College which is part of the State University of New York. The population data reported above does not take into account the approximate 2,000 students who attend Hobart and William Smith Colleges.

The Geneva City School District provides educational services through two public elementary, one parochial elementary, and one middle/high school. Geneva General Hospital is located within the city.

The city uses a council-manager form of government with a nine-member city council. The mayor and two council members are elected at large and six council members are elected from one of six wards. Service departments include but are not limited to police, fire, public works, and recreation. Emergency medical services are provided by Finger Lakes Ambulance. The city owns and maintains four small parks within its limits.

The city regularly hosts community events that draw large crowds such as an annual car show (10,000), Ironman competition (4,000), Geneva Half Marathon (500), Geneva Fireman's Parade (3,000) and several other small events. Area hotel accommodations include the Ramada Inn, Fairfield Inn, and Hampton Inn.

The city's fiscal year runs January 1 through December 31. The 2021 annual budget was \$16,685,110 which includes a \$3,342,061 allocation to the Geneva Police Department. The police department's annual budget has remained relatively consistent for the past five years with an average of \$3,479,519 (2017 – 2021). As of this writing, the city has adopted a 2022 budget of \$18,279,262 with a property tax rate of \$16.61 per \$1,000 assessed value. The police department's allocation for 2022 is \$3,511,022.

City of Geneva Police Department

The Geneva Police Department is located within the city's Public Safety Building at 255 Exchange Street, Geneva, New York 14456 which also houses City Court. The agency provides law enforcement services for the City of Geneva on a 24/7/365 basis. The agency's Mission & Value Statement is:

The Geneva Police Department will deliver effective and responsive law enforcement services to all persons within the City of Geneva in a fair and equitable manner, respecting the rights of all regardless of race, creed, religion, sexual orientation, color or origin. We are committed to make sure that every citizen with whom we interact is treated with dignity, compassion, and a sense of professionalism. As an integral part of the Geneva community, we are committed to communicating with those that we serve, and strive to maintain the trust and confidence of our citizens while working to improve the quality of life for the entire community.

In addition to its primary function to respond to calls for service, and to conduct criminal investigations, GPD provides a variety of services which include but are not limited to crime prevention efforts, traffic enforcement, funeral escorts, vehicle unlocks (after business hours), and house and business checks. GPD officers are first responders to emergent EMS calls and officers are trained in the use of automated external defibrillators as well as Narcan. The agency also provides School Resource Officer services and supports the D.A.R.E. Program in local schools.

Victim advocacy is provided by the Ontario County District Attorney's Office. Ontario County operates under a centralized-arraignment/booking philosophy. This requires GPD officers to transport prisoners to court or jail which is located 13 miles away in the Town of Hopewell.

The Ontario County 9-1-1 Center, a division within the Ontario County Sheriff's Office, provides an emergency call center for citizens and communication services for police, fire, and EMS agencies within Ontario County, including the Geneva Police Department.

Animal Control services are also provided by Ontario County however, GPD officers will respond to animal-related calls for service if an animal control officer is off-duty or otherwise unavailable. Officers regularly transport found dogs to GPD to await pickup by Humane Society personnel.

The Geneva Police Department has a cooperative relationship and Memorandum of Understanding with the Ontario County Sheriff's Office to receive and provide backup assistance as necessary. GPD is further supported by the New York State Police which has a substation located seven miles away (SP Waterloo). The Waterloo Police Department is located eight miles away and typically has one officer working at a time. Agency staff report that overall, GPD officers provide more backup assistance to other agencies than it receives.

The Geneva Police Department is an accredited agency through the New York State Law Enforcement Accreditation Program. The agency has continuously maintained this status since March 2006. Michael J. Passalacqua has served the agency for over 18 years and was appointed Chief of Police in July, 2018.

Geneva Police Department Organizational Structure

The Geneva Police Department consists of 28 full-time sworn officers. Under the direction and leadership of the Chief of Police, the agency is subdivided into two functional areas; the Uniform Force and the Detective Bureau.

The Uniform Force is commanded by one (1) lieutenant who is supported by five (5) sergeants. Fourteen (14) officers are assigned to uniformed patrol. Of the fourteen officers, one serves as a School Resource Officer while two instruct the D.A.R.E. Program to elementary school children. The agency's staffing commitment to the D.A.R.E. Program equates to each of the two officers being assigned one day per week for the duration of the program, which runs January through May.

Officers assigned to the Uniform Force are primarily deployed in three work shifts which include a 30-minute overlap period between shifts:

- Night Shift (10:30 pm – 7:00 am)
- Day Shift (6:30 am – 3:00 pm)
- Afternoon Shift (2:30 pm – 11:00 pm)

The Geneva Police Department has not adopted or codified shift minimums for staffing its three patrol shifts. Call volume history currently guides staffing decisions.

Additionally, the agency assigns one officer to work a cover shift from 7:30 pm – 4:00 am. The cover shift officer is considered part of the afternoon shift.

Uniform Force staffing may be altered as necessary dependent on the agency's overall compliment of officers at any given time.

Although there is typically a uniform patrol sergeant working on each shift, an officer-in-charge is named when no sergeant is available. Patrol supervisory responsibilities include responding to calls for service. Furthermore, it is not uncommon for the uniformed lieutenant and police chief to respond to calls for service when they are working.

Uniform Force officers and sergeants work a "4/2 schedule" (four days on / two days off). As the work schedule rotates throughout the year, overtime is assigned for the cover shift when that officer's days off fall on a weekend.

During the initial period of collecting information and data from the agency (Nov. 2021) each of the three patrol shifts were staffed with two sergeants which indicated an effective use of supervisory personnel; an important aspect should a critical incident unfold. If no sergeant is scheduled to work on a given shift, one on-duty officer serves as "Officer-in-Charge."

Since the initial collection of data, the agency reports no longer having an administrative sergeant. As of May, 2022, the agency has one sergeant assigned to the day shift, two sergeants assigned to the afternoon shift, one sergeant assigned to the night shift, and one sergeant assigned to the cover shift.

The Detective Bureau is commanded by one (1) lieutenant who is supported by three (3) detectives. One detective primarily handles major criminal cases, one detective handles cases involving juveniles, and one detective is assigned to narcotics investigations. During the initial information collection phase, the Detective Bureau had one officer assigned to handle civil matters. However, that officer has since been reassigned to the Uniform Force due to a staffing shortage.

The agency also employs one full-time administrative aid, one part-time parking enforcement officer, and seven part-time/seasonal school crossing guards.

In addition to their daily duties, two of the agency's officers are SWAT trained and assigned to a multi-jurisdictional team.

Focus Area 1: Staffing

Patrol

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

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

Patrol responsibility is not limited to the prevention of crimes and the apprehension of offenders. The patrol force is also a service unit which 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 staffing, deployment, supervision and training for patrol can hardly be overemphasized.

Best practices for staffing a patrol force involve staffing based on anticipated demand for service while allowing time for personnel to engage in proactive activity and perform necessary administrative tasks. Additional issues to be considered when determining staffing levels is the ability of an agency to procure staffing. The hiring process and initial training required to certify an officer for duty often exceeds a year. This requires agencies to anticipate staffing needs well in advance of actual need and is a valid

justification for staffing decisions. Other agency staffing concerns, such as filling investigative and supervisory positions from the patrol ranks, also influence administrative decisions regarding staffing.

An exact means for determining the optimum number of officers to be allocated to the law enforcement function has yet to be developed. Nevertheless, an equitable distribution of enforcement strength by time and area can be achieved with reasonable precision.

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

Determining the Number of Patrol Posts

The Formula

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

Utilizing a formula adopted by the International Association of Chiefs of Police [IACP], the steps outlined below are taken. Although the OPS consultant uses this formula as a guide to provide an estimate of the number of officers required for patrol duty, they also incorporate their own experience and expertise in making staffing recommendations.

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 time spent on a call is known, that figure would be used instead.
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 City of Geneva Police Department

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

The initial dataset of annual calls for service provided to OPS was based on information the agency obtained from the Ontario County 911 Center which provides dispatch service for the Geneva Police Department. While communicating with agency officials, it was determined that department personnel often times generate calls for service directly into the agency's records management system thereby bypassing the 911 Center. As such, the agency subsequently provided a dataset derived from its own records management system as a means to more accurately reflect agency activity.

The dataset for calendar year 2021 contains entries reflecting 30,355 total incidents requiring service for the entire agency. The manner in which the agency tracks incidents include reactive (citizen generated), proactive (officer generated), and administrative activity.

Due in large part to the COVID-19 Pandemic, the number of calls for service in 2021 were significantly higher than the agency's historical activity as they include 15,724 property checks; an activity in which officers routinely checked the status of businesses closed as a result of the pandemic.

Given that the staffing analysis formula utilized for this study assumes a 30-minute completion time for each call for service, the OPS consultant modified the total number of property checks to reflect a more realistic 10-minute completion time for this specific patrol task. As such, the number of property checks was reduced to 1/3 of the original number (5,241) to reflect the reduced service completion time. All other calls for service were assigned a 30-minute completion time as required by the formula. Using the modified number, the calls for service per patrol shift were as follows:

Table 1 – Referenced in Appendix A

Shift	Total Calls for Service
11 pm – 7am	6,387
7 am – 3pm	5,694
3 pm – 11 pm	7,035
Total	19,116

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

Shift	Approximate Time Expended (Hours)
11 pm – 7am	3,194
7 am – 3pm	2,847
3 pm – 11 pm	3,518

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).

Shift	Approximate Time Expended (Hours)
11 pm – 7am	9,582
7 am – 3pm	8,541
3 pm – 11 pm	10,554

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). Each quotient is then rounded up or down to the nearest whole number. According to the formula, a **minimum** of 10 posts (3+3+4) is needed (*see table below*).

Shift	Minimum Posts Needed	Adjusted
11 pm – 7am	3.28	3
7 am – 3pm	2.92	3
3 pm – 11 pm	3.61	4

Patrol Staffing Requirements

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

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

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

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

The following data concerning the number of days officers are **not available** was provided by the Geneva City Police Department:

Table 2 – Referenced in Appendix B

Factor	Average Number of Days	x 8 = Staff Hours
Regular Days Off	116	928
Vacation	15	120
Personal Leave	3.6	29
Sick/Injury	8.13	65
Court Time [on duty]	0	0
Training	4.75	38
Compensatory Time	4.13	33
Other (Holiday)	7.88	63
Total	159.49	1,276

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	-1,276	= 1,644

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	÷1,644	= 1.78

The calculations indicate that **1.78** sworn personnel are required to fill each of the patrol posts determined previously.

The following chart combines the **1.78** assignment/availability factor with the number of

patrol posts required using a **30-minute** preliminary investigation time factor.

Shift	Posts Required	× Assignment/ Availability Factor	= Number of Police Officers	Actual Number of Police Officers Required
11 pm – 7am	3	1.78	5.34	6
7 am – 3pm	3	1.78	5.34	6
3 pm – 11 pm	4	1.78	7.12	8

The formula indicates that **20 full-time uniformed personnel** are required to respond to calls for service. This figure does not include sergeants or others assigned to patrol who are tasked with supervisory responsibilities. This is the recommended **minimum** number of uniformed police officers established by the application of the formula as being necessary to staff the Geneva Police Department. The agency currently has 14 uniformed patrol officers on its roster.

This noted staffing deficiency may be *somewhat* diminished by the sergeants' positions, as well as the uniformed lieutenant and chief of police, as they also respond to calls for service as necessary. However, doing so has the potential to hamper their ability to perform their supervisory and administrative functions. Likewise, if they are performing a supervisory or administrative function at any given time, it may hamper their ability to respond to a call and provide that cushion for staffing shortages. Moreover, reliance on agency administrators such as the chief and uniformed lieutenant does not relieve noted deficiencies associated with the midnight and afternoon shifts as they are typically not working during these hours.

It should be noted that from 2014 to 2020, there were steady and significant increases in total calls for service logged (18,588 to 32,572) which represent a 75% increase in the seven-year period. Furthermore, the number of GPD sworn staff has declined 20% since 2016. The increase in logged incidents may be attributed to non-criminal related service calls, as reported Part I Crimes have declined from 2016 through 2020. Anecdotally, GPD officials attribute some of this to the increase in domestic, mental health, and drug overdose related calls.

As indicated above, the agency reports a significant increase in proactive calls for service occurred in 2020 and 2021 as a result of daily property checks of businesses that were closed due to the COVID-19 Pandemic. In addition, the Ontario County 911 Center has made enhancements to the county-wide communication center and agencies have found that better recording of calls for service with improved staffing by professional tele-communicators and upgraded technology often leads to more exact numbers, which may also explain the increase to some degree.

Investigations

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

Determining appropriate staffing of full-time investigative personnel has historically been much less precise than the processes that have been developed for line or supervisory functions. The International Association of Chiefs of Police (IACP) recognizes that when determining the number of personnel required, consideration must be given to the size of the jurisdiction, types of crimes, close-out-rates, recovery of stolen property, length of investigations and follow-up. Investigators' duties include more than the investigative phase, but also they provide periodic updates to victims. Furthermore, investigators often times serve as crime scene specialists in the identification, collection, and analysis of evidence.

Several methods are used to arrive at recommendations for a range of investigator staffing that might be considered reasonable. The methods used rely on calculating the time typically required to investigate the types of crimes reported to the agency, the number of Part I offenses reported by the agency, active investigations per month, or a simple percentage of agency staffing.

Percentage of Agency Staffing for Investigations

The Geneva Police Department's Detective Bureau is commanded by a lieutenant and staffed with three detectives who are assigned according to three focal areas:

1. Criminal Investigation Division (CID) detective investigates major criminal offenses, as well as cases that are complex in nature;
2. Family Services Bureau detective investigates cases involving juvenile suspects, and in some instances, juvenile victims; and
3. Drug Enforcement Unit detective investigates narcotic-related offenses such as drugs, gambling, prostitution, and firearms.

In the course of their assignments, detectives communicate and coordinate investigative efforts with several other local, state, and federal law enforcement agencies, as well as community support and advocacy agencies at the county and state level.

In addition to their investigative assignments, Detective Bureau staff also serve as Crime Scene Evidence Specialists, training instructors, and assist the Uniform Force as necessary. Furthermore, the Detective Lieutenant serves as the agency's property/evidence manager; a task involving significant responsibility and time.

A final comparative guideline unrelated to service volume used by the IACP is that **10% of the organization should be assigned to the investigative function**. This is certainly not an ideal or exact measurement but, with the many nuances of investigations, it provides a general guide which is consistent with other agencies. Furthermore, supervisory staff, such as the agency's Detective Bureau Lieutenant, should not be considered as part of the 10% standard.

Applying this formula to the agency:

Total Recommended Staff	x	Investigative Percentage (IACP Guideline 10%)	=	Personnel Required
34		.10		4

Using the IACP formula as a general guide, it appears the agency currently would benefit from an additional investigative staff member as related to the overall recommended size of the agency.

Civilian Support Staff

In addition to the sworn staff outlined above, the Geneva Police Department also employs one full-time administrative aide/records clerk and one part-time parking enforcement officer.

Administrative Assistant / Records Management

The importance and seriousness of administering a law enforcement agency, including the proper management of police records and other administrative tasks, cannot be overemphasized. Agencies require an adequate number of support staff to allow for effective leadership and management of the department and to allow sworn staff to carry out their primary duties.

There currently exists no known formula to assist agencies in identifying an appropriate number of civilian staff to support agency functions. Given the current size of the Geneva Police Department and demands placed on its operation, the reliance on one full-time person, without an additional source of support, has the potential to place the agency at a significant disadvantage should the one person temporarily or permanently become unavailable to perform their duties. OPS recommends the agency, at minimum, hire an additional civilian clerk in either a full- or part-time capacity to assist with administrative tasks.

Parking Enforcement

The ability for any community to provide ample public parking for citizens has a direct

impact on the services a community provides, its desirability to attract visitors, and correlates to residents' overall quality of life. To that end, efficient, effective, and selective enforcement of parking regulations is a necessary function for all municipalities.

Agency personnel may determine the efficiency and effectiveness of its part-time parking enforcement officer using one or more of the following methods:

1. Analyze community parking needs by time of day and day of week;
2. Administer a community satisfaction survey that incorporates parking-related questions;
3. Analyzing the work schedule and productivity efforts of those tasked with parking enforcement responsibilities.

Focus Area 2: Operational Objectives

The determination of law enforcement objectives varies based on the expectations and demands of the community to which an agency serves. While the obvious role of responding to and investigating criminal activity, including the apprehension of offenders, cannot be ignored, community expectations can and should dictate the type and degree of services its law enforcement officers are engaged in. This philosophy is best captured by a quote from Sir Robert Peel who is considered to be the father of modern policing.

"The police are the public; the public are the police. The police are paid to give full time attention to duties that are incumbent upon every citizen in the interest of community welfare and existence."

To assist the agency with identifying its own operational objectives, OPS recommends that the agency periodically revisits their NYS Police Reform and Reinvention Collaborative Plan, as required pursuant to Executive Order # 203, and routinely employ a community-wide satisfaction survey as a means to determine expectations and concerns as they relate to police department functions. In addition, agency staff may wish to empanel a community focus group, again with the goal of identifying expectations. Such a panel would require representation from a cross-section of community members including but not limited to residents, business owners, community leaders, government officials and agency staff.

Summary of Observations and Recommendations

Focus Area	Description
Uniform Force Staffing	<p>Staffing requirements were calculated using an IACP formula which utilizes the number of annual calls for service to determine the required number of patrol posts, and which takes into account the availability of patrol officers to work throughout the year.</p> <p>Based upon information provided by the agency, the Department would need to hire an additional six (6) officers in order to meet the community's historical reactive, proactive and administrative policing needs.</p>
Detective Bureau Staffing	<p>Using an IACP standard of 10% of an agency's total number of sworn personnel, current staffing in the Detective Bureau is appropriate based on the information provided.</p>
Civilian Support Staff Staffing	<p>The agency currently employs one (1) full-time civilian support staff. The reliance on one person, without an additional source of support, has the potential to place the agency at a significant disadvantage. It is recommended that the agency, at minimum, hire an additional civilian clerk in either a full- or part-time capacity to assist with administrative tasks.</p> <p>Agency personnel may determine the efficiency and effectiveness of its part-time parking enforcement officer using one or more of the following methods:</p> <ol style="list-style-type: none"> 1. Analyze community parking needs by time of day and day of week; 2. Administer a community satisfaction survey that incorporates parking-related questions; 3. Analyzing the work schedule and productivity efforts of those tasked with parking enforcement responsibilities.
Operational Objectives	<p>OPS recommends employing a community-wide satisfaction survey as a means to determine expectations and concerns as they relate to police department functions and the services it provides. The agency may wish to empanel a community focus group, again with the goal of identifying expectations.</p>

Conclusion

The objective of this report is to provide decision makers with an impartial view of an agency's operations and staffing. Officials reading this report should be aware that the findings and observations made herein are determined through:

- a. Data and other information provided by the agency being studied;
- b. Analysis of that data using a formula adopted by the International Association of Chiefs of Police (IACP), which ensures adequate staffing based on anticipated demand for service while allowing time for personnel to engage in both reactive and proactive policing, and;
- c. The professional opinions derived through the analysis of the data provided.

The study aims to provide agencies with a snapshot of the benefits and drawbacks of their current practices and offer ideas about alternative staffing methods to consider that prove efficient and cost effective.

Staffing analysis is not an exact science, but an equitable distribution of police personnel by time and area can be established with reasonable precision.

The findings and observations made in this report are meant only to educate decision makers and provide a solid framework for additional discussion at the local level.

Appendices

Appendix A – Geneva Police Department 2021 Calls for Service by Shift

Appendix B – Productive Time Lost – Calendar Year 2021

Appendix C – Part I Offenses (2016 – 2020)

Appendix D – Organizational Chart for the Geneva Police Department

Appendix E – Administrative Study Field Visit Form

APPENDIX A

Geneva Police Department 2021 Calls for Service by Shift

TYPE OF COMPLAINT	Days	Afternoons	Nights	Total
911 Hang-up Call / Misdial	N/A	N/A	N/A	N/A
Abandoned Vehicle – MC Violation				0
ABC Law Check			1	1
Aggravated Harassment	32	51	13	96
Abuse – Non Sexual	1	1		2
Alarm	65	75	71	211
Alarm – Bank	4	1	2	7
Alarm- Commercial	16	9	15	40
Alarm - False	1			1
Alarm – Lifeline				0
Alarm - Other			2	2
Alarm - Residential	11	10	5	26
Animal Complaint	32	89	30	151
Arraignment				0
Arrest – GPD Warrant	23	17	4	44
Arrest – Other Agency Warrant	9	6	1	16
Arrest/Subject in Custody	153	106	103	362
Assault	18	16	7	41
Assist Agency	339	142	37	518
Assist Ambulance	50	78	60	188
Assist Citizen	450	477	103	1030
Assist FD	33	43	30	106
Assist LE	76	63	44	183
Attempt to Commit a Crime				0
Attempt to Locate	18	21	10	49
Attempt Papers	192	86	9	287
Bad Check	3	2		5
Bicycle/Skateboard Violation		1		1
Bomb Threat				0
Burglary (in Progress)	19	28	19	66
Burglary (not in Progress)	5	9	3	17
Call Detail Record (ZetX) Investigation	2	1		3
Car Seat Install	6	2		8
Cell Phone Extraction	12	3		15
Chaplain Call Out				0
Check the Welfare	106	107	43	256
Child Pornography – Indecent Images				0
City Code Violation	4	1		5
City Court Security				0
Civil Matter	11	11	2	24
Coercion				0

Computer / Internet Crime				0
Confidential Investigations	26	3		29
Consent Search	6	1		7
Criminal Contempt	14	21	1	36
Criminal Impersonation	1			1
Criminal Mischief	64	66	39	169
Criminal Trespass		1	2	3
CVSA	1			1
Death – Other				0
Death – Overdose				0
Death – Suicide				0
Death – Unattended	1	3	3	7
Death - Unsuspicious		1		1
Disabled Vehicle	28	37	10	75
Discharge of a Firearm	6	12	7	25
Disorderly Conduct		1	1	2
Disturbance	112	197	183	492
DMV Photo Request	2	1	3	6
DRE Evaluation		4	2	6
Endangering the Welfare of a Child	2	5	1	8
Escort	64	14	2	80
Eviction	16	1	1	18
Family Trouble	145	173	109	427
Fire Call	2	2	2	6
Fireworks Complaint		14	45	59
Foot Patrol	12	306	251	569
Forgery/Fraud	68	63	4	135
Found Property	76	71	25	172
Harassment	38	76	21	135
Hazardous Condition	30	27	15	72
Homicide	1			1
Hostage Situation				0
ICAC – Admin. Action / Detail	10	2		12
ICAC – Community Outreach				0
ICAC – Cyber Tip				0
ICAC – Investigation	4			4
ICAC – Other	1			1
ICAC – Referral / Complaint		1		1
ICAC – Training				0
Intox. Subject	6	13	17	36
Keep the Peace	26	50	6	82
Kidnapping/Abduction			2	2
Landlord / Tenant	26	27	4	57
Larceny	71	86	33	190
License Plate - Lost/Stolen	15	13		28

Lockout – Residence	1	8	5	13
Lockout – Vehicle	46	66	36	148
Lost Property	18	16	3	37
Mail Delivery	5			5
Mail Tampering				0
Meet Complainant – Unk. Problem	13	6	1	20
Menacing	3	7	3	13
Mental Health	55	70	29	154
Missing Person	9	21	13	43
Missing Person Returned	4	6	1	11
MVA - Animal	7	3	4	14
MVA – Hit & Run	34	51	15	100
MVA – Personal Injury	20	15	4	39
MVA – Property Damage	116	135	25	276
Narcotics Activity		2		2
NYS E-Justice Referral	2	1		3
Noise Complaint – Business	1	1	7	9
Noise Complaint – Pedestrian		2	1	3
Noise Complaint – Residence	21	99	172	292
Noise Complaint - Vehicle		4		4
Notification	7	5	1	13
Notify DPW	19	16	17	52
Officer Injured	2	2	1	5
Open 911 Call	79	143	95	317
Open Container	1	1		2
Open Door/Window	14	120	124	258
Overdose – Alcohol	5	9	18	32
Overdose – Drug	1	2	4	7
Overdose – Other				0
Parking Enforcement	58	22	43	123
Parking Violation	107	51	26	184
Parole Contact		1		1
Passed School Bus				0
Patrol Request	4	4	3	11
Personnel Complaint / Commendation				0
Police Information	258	175	66	499
Police Tip	27	13	4	44
Probation Contact	3	3		6
Property Check	1225	4395	10104	15724
Public Lewdness		3	1	4
Pursuit – Foot	1		1	2
Pursuit – Vehicle	1	1		2
Quality of Life				0
Radar Detail	1			1
Rape	1	1	1	3

Reckless/Aggressive Driver	25	38	12	75
Reckless Endangerment		1		1
Recovered Stolen Property	1		2	3
Repossession	15	26	12	53
Request Sanders / Salt			4	4
Robbery		1	1	2
School Crossing	202	29	1	232
Search Warrant - Execution	19	8	1	28
Search Warrant - Signed	3	4		7
Served Papers	224	53	29	306
Sex Offender Registration	62	288	26	376
Sex Trafficking				0
Sexual Abuse	6	2		8
Sexual Assault	3			3
Sexual Misconduct				0
Sexual Offense	8	10	4	22
Sick/Intox. Driver	14	47	16	77
Sick/Intox. Pedestrian		1		1
Soliciting without a Permit				0
S. Main Detail		1	41	42
Special Detail	306	131	42	479
SRO Special Detail	55	13		68
Stolen MV	6	9	4	19
Stolen MV Located/Recovered	2	2		4
Stop DWI		7	8	15
Stopping Vehicle	318	492	275	1085
Suspicious Condition/Vehicle/Person	212	313	282	807
Theft of Service	4	2	1	7
Transport	67	80	56	203
Trespass	19	28	11	58
Unauthorized use of a MV	2	4	1	7
Underage Possession of Alcohol			1	1
Unlawful Dealing with a Child				0
Vehicle Impound Release	38	21	3	62
Vehicle Impounded	16	25	38	79
Vehicle Towed	3		6	9
Vehicle Defect Check	70	75	3	148
Warrant Attempt	75	25	4	104
Water Main Break	2	1	8	11
Witness Tampering				0
Initial Totals	6,511	9,965	13,123	28,843
<i>Total excluding Property Checks</i>	5,538	5,890	3,203	14,631
<i>Add 1/3 of Property Checks (10 min completion)</i>	408	1,465	3,368	5,241
Total CFS with Property Checks at 10 min. completion	5,694	7,035	6,387	19,116

Appendix B	
Productive Time Lost – Calendar Year 2021	
Lost Time Factor	Average Annual Hours
Vacation	120
Personal Leave	29
Sick/Injury	65
Training	38
Compensatory Time	33
Military	0
Holiday	63
Bereavement	6
Total	354

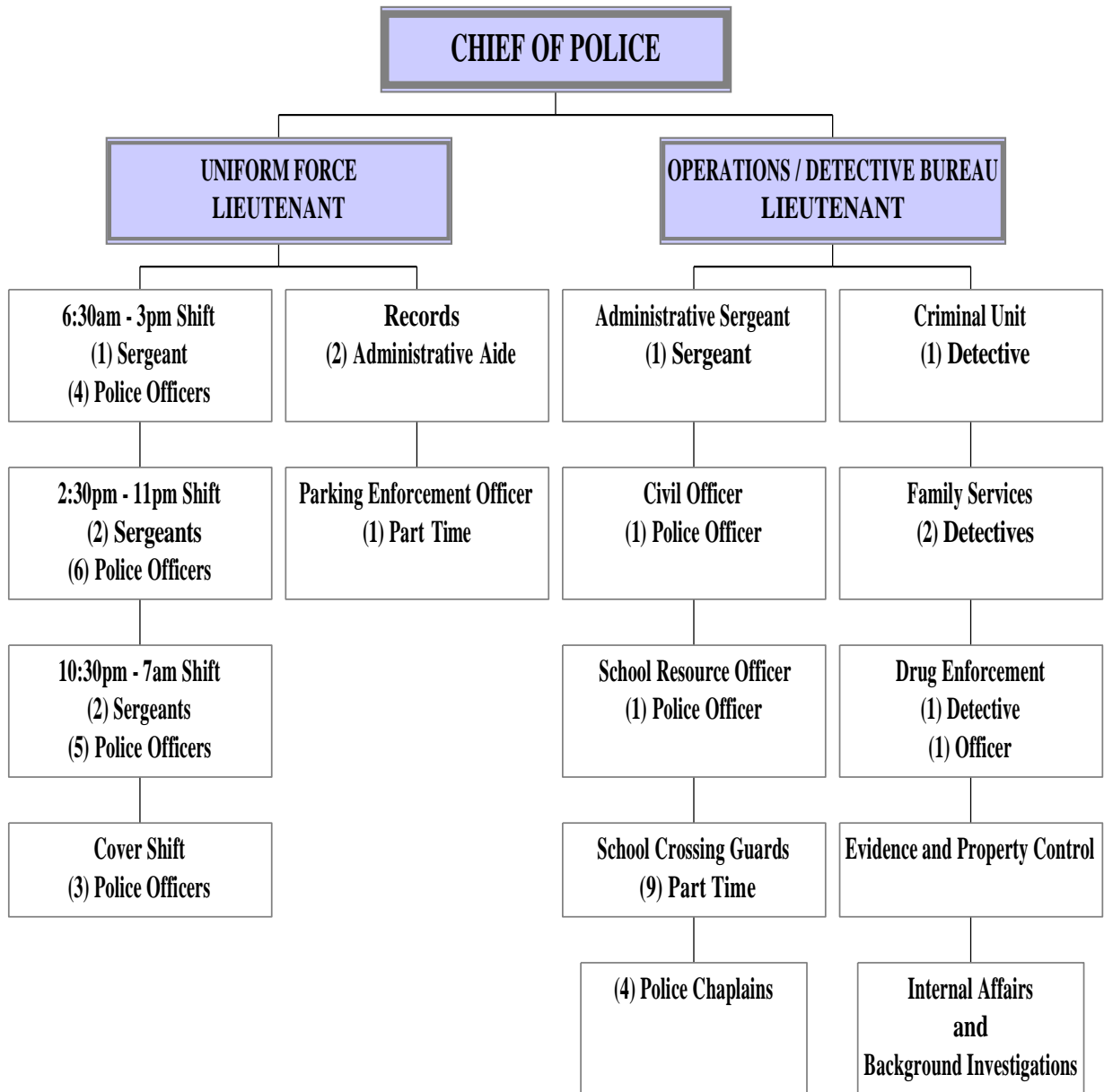
Appendix C

Geneva Police Department – Part I Offenses (As reported by the Geneva Police Department)

Offense	2016	2017	2018	2019	2020*
Murder	1	1	0	0	0
Rape	8	6	4	8	12
Robbery	5	7	8	4	4
Aggravated Assault	9	13	15	8	20
Burglary	77	81	58	48	34
Larceny	212	207	161	184	136
Motor Vehicle Theft	2	2	3	2	3
Total	314	317	249	254	209

*As experienced by communities nationwide, much of the decline in reported crime during calendar year 2020 can be attributed to the COVID-19 Pandemic.

GENEVA POLICE DEPARTMENT 2021



Office of Public Safety
Administrative Studies Program
Administrative Study Field Visit Form

Agency

Person Completing Form

Date of field visit (if scheduled):

REASON FOR STUDY REQUEST

Why is this study being requested?

What do you hope to accomplish through the study?

DESCRIPTION OF COMMUNITY SERVED BY AGENCY

Are there any major industries within your municipality?

If yes, please list:

Are there any Industrial Parks?

If yes, please list:

Are there any major hotels or conference centers?

If yes, please list:

Are there any higher education institutions?

If yes, please list:

If any of these colleges and/or universities have their own police or public safety force, please list:

Are there any major shopping districts?

If yes, please list:

Describe the residential sections within your municipality that your agency is responsible for providing services to (e.g. urban, rural, suburban):

Please list any additional information that has not been covered that may impact the resources required by your agency:

CHIEF LAW ENFORCEMENT OFFICER

Date current chief law enforcement officer was appointed:

Previous positions held by the CLEO in the department:

Total number of years with the department:

BUDGET

Annual agency budget for:

2017

2018

2019

2020

2021

Average % personnel services:

2021 budget for part-time officers:

Percent expended to date:

Total Full Time Equivalent (FTE) hours for part-time officers:

Do you anticipate expending entire 2021 allocation for part-time officers?

Do you anticipate exceeding the 2021 allocation for part-time officers?

If yes, approximate amount and reason:

Annual allocation for overtime:

Percent expended to date:

Do you anticipate expending entire 2021 allocation for overtime?

Do you anticipate exceeding the 2021 allocation for overtime?

If yes, approximate amount and reason:

Approximate overtime allocations for past five years:

2016

2017

2018

2019

2020

STAFFING INFORMATION

Full Time Sworn Officers:

of uniform patrol officers:

of uniform lieutenants:

of uniform sergeants:

of uniform captains:

of other ranked officers (specify ranks and # of each):

Total # of sworn officers:

Do sergeants respond to calls for service?

If yes, % of time:

Do lieutenants respond to calls for service?

If yes, % of time:

Other ranking officers who respond to calls:

% of time other ranking officers are available to respond:

Part - Time Sworn Officers:

of part-time uniform patrol officers:

How are part-time officers utilized? (supplement patrol activities, special events,etc.)

Are part-time officers scheduled on a regular basis or as needed?

CIVILIAN STAFF

of civilian staff:

Specify titles and # of each:

PERSONNEL INCREASES/DECREASES

List all increase or decreases in personnel in the last five years (by number and title of positions):

SHIFT ASSIGNMENTS

of patrols usually assigned to:

Days:

Afternoons:

Nights:

of officers usually assigned to:

Days:

Afternoons:

Nights:

Do shifts increase due to special assignments or unusual activity?

If yes, please explain (day of week, shift, reason):

Do occasions arise when there is only one officer assigned to a shift?

If yes, please explain:

BACKUP AGENCY ASSISTANCE

Backup agency available?

If yes, name the agency (or agencies) that you have an agreement with to provide backup assistance:

Usual response time:

Work schedule:

Sequence of days on and off:

Are shifts rotated?

How often?

Are there any contractual agreements which affect or restrict scheduling?

If yes, type of agreement(s):

If yes, please describe restrictions:

Minimum staffing agreement?

If yes, please describe requirements:

COMMUNICATIONS

of full-time dispatchers:

part-time:

Desk/Dispatch staffed 24 hours?

Are sworn officers ever utilized to staff communications?

If yes, how often and for what reason?

Which shifts do sworn officers man communications?

Is dispatching provided or supplemented by another department or agency?

If yes, which departments or agencies and how often?

Are additional dispatching services available from another agency?

COMMUNICATIONS

Total Calls for 2019:

Days:

Afternoons:

Nights:

Total Calls for 2020:

Days:

Afternoons:

Nights:

Total Calls for 2021 (YTD) :

Days:

Afternoons:

Nights:

Do the total calls for service include V&T stops?

If no, total V&T stops by shift (if available):

Days:

Afternoons:

Nights:

If no, multiple unit response information (if available):

Days:

Afternoons:

Nights:

If not available, please estimate % of multiple unit responses on:

Days:

Afternoons:

Nights:

Are all requests for police service recorded by date, time, location and nature of complaint?

If yes, describe system used:

Have you realized any noticeable shift in the types of calls for service in the last year or two?

If yes, please explain:

Do you record response times and time expended for each call?

If yes (and available), what is the average time expended on calls for service, from time of dispatch until time that the officer calls back in service:

PRELIMINARY INVESTIGATIONS

Do patrol officers conduct in-depth preliminary investigations of crimes?

Which crimes?

CRIMINAL INVESTIGATIONS

of full time investigators:

Title(s):

Shift(s) worked:

Rank structure:

Average annual caseload:

Types of crimes investigated:

Are investigators on call?

Annual investigative overtime estimate in \$:

Is another agency called in to assist with certain investigations?

If yes, which agency?

Which investigations?

COMMUNITY PROGRAMS

Does the agency participate in DARE?

of officers and time commitment:

Does the agency have an SRO program?

If yes, # of officers assigned full-time:

part - time:

Other programs: (describe type and time commitment):

Does agency provide bank escorts or similar type services?

If yes, specify type and frequency:

SPECIAL EVENTS

Please list any special events (weekly, monthly, annually, etc.) that place excessive strain on available law enforcement officer resources:

OTHER

Are there any other factors that we haven't discussed that impacts staffing requirements?