POLICE MANAGEMENT STUDY

Catasauqua Borough
Lehigh County, Pennsylvania
December 2023

PA pennsylvania
GOVERNOR'S CENTER FOR
LOCAL GOVERNMENT SERVICES

**Governor's Center for
Local Government Services**
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INTRODUCTION AND EXECUTIVE SUMMARY

This study of the Borough of Catasauqua, Lehigh County, Pennsylvania, was initiated at the request of the respective elected officials to conduct a Staffing, Administration, Peer to Peer Review and Utilization Study for the Catasauqua Borough Police Department (CBPD). The governing body made a request via the submission of an official "Letter of Intent" to representatives of the Governor's Center for Local Government Services (hereafter referred to as the GCLGS), located in Pennsylvania Department of Community and Economic Development (DCED). The letter of intent officially requested that a study be conducted by the GCLGS and, furthermore, recognizes that the borough is not obligated, or bound, by the results of the study in any way. The project was tasked with the following:

- Assess current workload and performance against service expectations.
- Identify opportunities to implement alternative responses.
- Evaluate the organizational structure, including spans of control and alignment of functions.
- Develop strategies for reallocation in order to optimize the use of existing resources.
- Identify staffing needs throughout the CBPD.

The project included a process of extensive input from both internal and external stakeholders, including:

- Meetings with local governmental leadership and the police command staff to understand the goals of the organization and the context of the study.

- Representative data collection in every functional area of the CBPD to understand workload, service levels, and to provide the basis for the staffing analysis.

The study was a collaborative process that began with the development of the factual understanding of the CBPD as part of a descriptive profile document. The review of the Catasauqua Borough Police Department identified opportunities for improved efficiency and effectiveness in key administrative and operational areas.

Benchmarking using PLEAC standards was utilized to measure areas of CBPD performance for comparison. While the current staff of the CBPD have a modern police facility and advanced technology and equipment the underlying issues which must be addressed focus on cost, sustainability, and the overall capability to affect such change. While areas of current and past concern focused on cost, recruitment, retention, and scheduling, opportunities exist for changes within the CBPD as an agency extending well beyond the scheduling and recruitment functions. This includes greater attenuation of fiscal constraints, career development, retention of staff, defined agency objectives, and communications between the boroughs' administration, all of which must be effectively addressed.

The most serious threat to the CBPD is the failure of the agency leadership to seize any opportunity between October 5, 1981, and the present to provide an updated policy manual. This failure has resulted in a potentially serious if not catastrophic liability exposure for the police officers, agency leadership, and municipal leadership. This is mitigated only by the use of an existing policy development and management platform to slowly implement the policy framework for accreditation. At the time of this reporting, critical policy directives were not in place, many only in the draft phase. It is clear that this void in guidance and leadership did not occur overnight, and any solution will need to be a considered response over a reasonable but expedited time span. This failure was perceived as so serious that during the interview of the Chief of Police, as well as key elected officials by the consultant (10/31/2023) the severity of this failure and the potential perils it may pose was clearly communicated.

The CBPD is an organization that needs intervention to provide clear, concise, and meaningful change. It is recommended that the organization seek solutions to ensure police service delivery to the community that meets or exceeds generally acceptable minimum professional policing standards. This may include mentorship of the police leadership by police consultants to attempt to achieve desired outcomes. It appears that the best option for meeting community needs, and fiscal demands are within the solicitation and commission of a regional police study to enjoin nearby municipalities in the formation of a regional police entity to better serve the community.

RECOMMENDATIONS

Current Police Organization
- ✓ Increased professional administrative oversight or takeover of the police schedule by the Office of the Borough Mayor or the designee of the Office of the Mayor (Borough Administrators (Manager or CFO)).
- ✓ Rotate sworn staff through the permissible collective bargaining agreement (CBA) agreed upon schedules on a period pre-determined basis.
- ✓ Immediately eliminate the position of Detective or modify the position as a uniformed position (uniform of the day – marked patrol car) and insert the officer into the normal schedule rotation equal to that of other CBU members.
- ✓ Development and oversight of an agency succession plan.
- ✓ Emphasis on providing a renewed leadership and command presence on the CBPD is paramount.
- ✓ Career development options to identify, select and train officers demonstrating leadership and supervisory characteristics.
- ✓ Eliminate ineffective, incomplete, or inaccurate communication between the CBPD agency head and the governing body of the Borough. This should include regularly pre-scheduled staff meetings to exchange ideas, information, and progress monitoring.
- ✓ Examine the need for modification of the leadership posture of the CBPD to reflect the current situation based needs.

- ✓ Focus on trust building between all stakeholders is necessary.
- ✓ Mitigate the impacts of multi-factor organizational complacency upon the CBPD .
- ✓ Immediately draft, publish, and adopt a strategic plan for the CBPD.
- ✓ Develop and maintain a collaborative approach to public safety with the Fire/Rescue, EMS, and Emergency Management agencies serving Catasauqua Borough.
- ✓ Consider the benefits of full-time authorized sworn staff scheduled more effectively and/or more efficient use of part-time staff.
- ✓ Immediately review the SRO staffing metrics.
- ✓ Review and adhere to the SRO MOU and/or JOA to assure funding levels, current status, and avoid exceeding contracted hours.
- ✓ Refocus training emphasis to mandatory and curtail to a needs based training structure until such time as the staffing and overtime crisis is contained.
- ✓ Make determinations on viability of continued Canine (K9) training and future of canine programming.
- ✓ Establish effective and maintain two-way communication between governmental body members and Chief of Police as a long-term and sustainable best practice.
- ✓ Clearly apply leadership and establishment of a career development program for future first line supervisory staff selection and career path enhancement.
- ✓ Review efficacy of utilization of current full-time sworn staff assignments.
- ✓ Continued enrollment and participation in the Pennsylvania Law Enforcement Accreditation Commission (PLEAC) program to assure agency compliance with policy requirements.

Agency Effectiveness
- ✓ The CBPD clearly demonstrates multi-factor complacency impacts upon the agency.
- ✓ Agency lacks clarity on task ownership without formalized job descriptions, strategic planning, and vague or inconsistent application of leadership.
- ✓ Develop a comparative analysis strategy designed to capture key performance metrics for the agency as a whole, and agency members for individualized performance measures.
- ✓ Draft and publish a strategic plan for the CBPD that includes key performance indicators.
- ✓ Adopt (KPI) that are measurable and transferable for effectiveness determinations and reporting.
- ✓ Develop a KPI reporting format that is driven by the needs of the governing body for information and understandings for monthly, quarterly, and annual reporting.
- ✓ Utilize existing GPS and automated fleet tracking to maximize oversight and accountability for directed patrol, generated vehicle maintenance and performance reporting.

Field Services (Patrol) Function
- ✓ Eliminative redundant and duplicative reporting.
- ✓ Continue utilization of BWC and MVR systems to providing for officer safety, accountability, and transparency.
- ✓ Implement and track park and walk operations.
- ✓ Implement and track directed patrol operations.
- ✓ Expanded command agency oversight and assessment of potential candidates' viability for a vacant first line supervisory position.

Fiscal Procedures and Police Expenditures
- ✓ Develop and adhere to a purchase and depreciation of asset plan and process.
- ✓ Focus on reduction of overtime, unfunded liabilities, OPEBS, and encouragement for an agency focus on the sustainability of existing programming.
- ✓ Increased reporting and budgetary responsibilities should be placed upon the Chief of Police in the development of an annual budget and adherence to same. (Encourage planning for capital projects.)
- ✓ Evaluation of effectiveness and desirability of continued utilization of part-time staff on the roster that are not utilized on a regular basis.

Policy Management, Training and File Administration
- ✓ General consideration of an area of serious agency failure.
- ✓ The existing agency policy manual was issued in October of 1981 and consists of a total of 32 pages of generally outdated, inadequate, and guidance of limited or no value. This was immediately followed up within 24 hours with a single Use of Force (UOF) policy with a 2020 date of issue. This policy was reviewed with a degree of skepticism since this was not presented as the UOF as requested on several previous occasions.
- ✓ The continued and expanded use of automated policy management platforms is strongly recommended to be utilized by the CBPD.
- ✓ While there are policy updates underway in the CBPD the critical areas of policy development, training, and implementation are months if not years away.
- ✓ Elimination of the unnecessary "approval" of the collective bargaining unit as it relates to written directives. (agency leaders must comply with the CBA, the establishment of policy directives is a management function)
- ✓ Establishment and adherence to the practice of key or critical policy review periodically, and expanded use for proofs of review and member understanding should be made – the more critical the policy – the shorter the period between reviews.
- ✓ Establish a centralized training repository in addition to the individual officer training files.
- ✓ Periodic annual reporting requirements should apply. An annual training report should be published and maintained within the agency files.

- ✓ Provide agency members with access and review to the members' training file on a regular basis suggested semi-annual period.
- ✓ Priority should be placed on strengthening an established tracible well-defined process to assure receipt, and storage of all current and updated policy issued by the Chief of Police in an easily remotely accessed media.

The review of the Catasauqua Borough Police Department presented many failures, that should be viewed as potential opportunities in key administrative and operational areas. It is recommended that the organization aggressively pursue solutions to ensure affordable police service delivery to the community meeting or exceeding most generally acceptable professional policing standards. While the list of areas of organization and community opportunity contained within this executive summary are provided for further consideration, the acceptance of these recommendations for adoption and implementation is a decision resting within the Office of the Mayor, the local governing body, and the Chief of Police in accordance with Pennsylvania Statutory guidelines.

VENUE

Catasauqua, referred to colloquially as Catty, is a borough in Lehigh County, Pennsylvania, United States. Catasauqua's population was 6,518 at the 2020 census. It is a suburb of Allentown in the Lehigh Valley, which had a population of 861,899 and was the 68th-most populous metropolitan area in the U.S. as of the 2020 census. In 1839, Catasauqua was the location of the first manufactured anthracite iron in the nation. The borough was settled in 1805 and chartered in 1853.

GEOGRAPHY

Catasauqua is located at 40°39′11″N 75°28′3″W (40.652995, -75.467627).[] Nearby large communities include Allentown three miles (5 km) to the south and Bethlehem seven miles (11 km) to the east. According to the U.S. Census Bureau, the borough has a total area of 1.3 square miles (3.4 km^2), of which 1.3 square miles (3.4 km^2) is land and 0.04 square mile

(0.10 km^2 or 2.31%) is water. Catasauqua Creek flows through the town. Lehigh River runs along the southwestern edge of Catasauqua.

Neighboring communities include Hanover Township, North Catasauqua, Whitehall Township, Northampton, Allentown, Allen Township, Bethlehem, Coplay, and Hokendauqua.

CATASAUQUA MAP WITH BOUNDAY LINES

DEMOGRAPHICS

In 1967, the Governor's Office proclaimed 6 "Common Human Service Regions" (CHSR) in Pennsylvania, consisting of generally comparative counties in terms of interrelated needs and populations. Data has been extracted for this reporting from the PAUCRS reporting which by design designates Catasauqua Borough as part of the Northeast CHSR. These regions are considered "standardized" for Commonwealth planning and reporting purposes. They should not be confused with Metropolitan Statistical Areas (MSA), although the counties in the Northeast CHSR coincide with the Lehigh Valley MSA. A critical part of any analysis concerning police service delivery is an understanding of the community and population trends. The Allentown–Bethlehem–Easton metropolitan area, which includes the Lehigh Valley, is currently

Pennsylvania's third-most populous metropolitan area after those of Philadelphia and Pittsburgh, and the nation's 68th-largest metropolitan area with a population of 861,889 residents as of 2020. Lehigh County is among Pennsylvania's fastest-growing counties, and the Lehigh Valley leads Pennsylvania in terms of population growth in the 18- to 34-year-old demographic, which constitutes a significant portion of the labor workforce. The region's core population centers are located in southern and central Lehigh and Northampton counties along Interstate 78, Interstate 476, Pennsylvania Route 309, and U.S. Route 22. The most currently available and reliable population and demographic reporting comes from the United States Census of 2020, supplemented by 2022 information collections. The population of Catasauqua Borough is near static based upon the accepted numbers between 2010 and 2020.A graphic depiction of the Borough population is provided for the reader below.

Population Estimates, July 1, 2022, (V2022)	**6,480**
Population estimates base, April 1, 2020, (V2022)	**6,517**
Population, percent change - April 1, 2020 (estimates base) to July 1, 2022, (V2022)	**- 0.6%**
Population, Census, April 1, 2020	**6,518**
Population, Census, April 1, 2000.	**6,588**

The July 2022 census estimate indicated a population of 6,480, this represents a decrease from the 2020 census of 6,518. As of the 2000 census, there were 6,588 people, 2,616 households, and 1,750 families residing in the borough. The population density was 5,205.7 inhabitants per square mile (2,009.9/km2). There were 2,747 housing units at an average density of 2,170.6 per square mile (838.1/km2). The racial makeup of the borough was 95.60% White, 1.18% African American, 0.33% Native American, 0.59% Asian, 0.02% Pacific Islander, 1.08% from other races, and 1.20% from two or more races. Hispanic or Latino of any race were 3.54% of the population. There were 2,616 households, out of which 33.6% had children under the age of 18 living with them, 49.5% were married couples living together, 12.1% had a female householder with no husband present, and 33.1% were non-families. 27.6% of all households were made up of individuals, and 10.8% had someone living alone who was 65 years of age or older. The average household size was 2.50 and the average family size was 3.04. In the borough, the age distribution of the population shows 25.0% under the age of 18, 7.7% from 18 to 24, 32.1% from 25 to 44, 22.3% from 45 to 64, and 12.9% who were 65 years of age or older. The median age was 36 years. For every 100 females there were 94.1 males. For every 100 females aged 18 and

over, there were 91.1 males. The median income for a household in the borough was $42,432, and the median income for a family was $48,589. Males had a median income of $32,320 versus

$45,730 for females. The per capita income for the borough was $18,906. About 5.4% of families and 8.0% of the population were below the poverty line, including 11.7% of those under age 18 and 11.2% of those age 65 or over.

In 2020, Catasauqua, PA had a population of 6.59k people with a median age of 39.2 and a median household income of $64,513. Between 2019 and 2020 the population of Catasauqua, PA grew from 6,568 to 6,592, a 0.365% increase and its median household income grew from $59,460 to $64,513, an 8.5% increase. The 5 largest ethnic groups in Catasauqua, PA are White (Non-Hispanic) (83.3%), White (Hispanic) (11.6%), Two+ (Hispanic) (1.84%), Other (Hispanic) (1.52%), and Two+ (Non-Hispanic) (1.17%).

None of the households in Catasauqua, PA reported speaking a non-English language at home as their primary shared language. This does not consider the potential multi-lingual nature of households, but only the primary self-reported language spoken by all members of the household. 99.1% of the residents in Catasauqua, PA are U.S. citizens. In 2020, the median property value in Catasauqua, PA was $167,400, and the homeownership rate was 69.8%. Most people in Catasauqua, PA drove alone to work, and the average commute time was 22.7 minutes. The average car ownership in Catasauqua, PA was 2 cars per household. As previously stated in the MSA portion of this report, the Lehigh Valley is among the fastest growing areas in the Commonwealth. Data for the Borough of Catasauqua shows regression. This population trend is important because it is a consideration in the formation of a framework for cost control and sustainability.
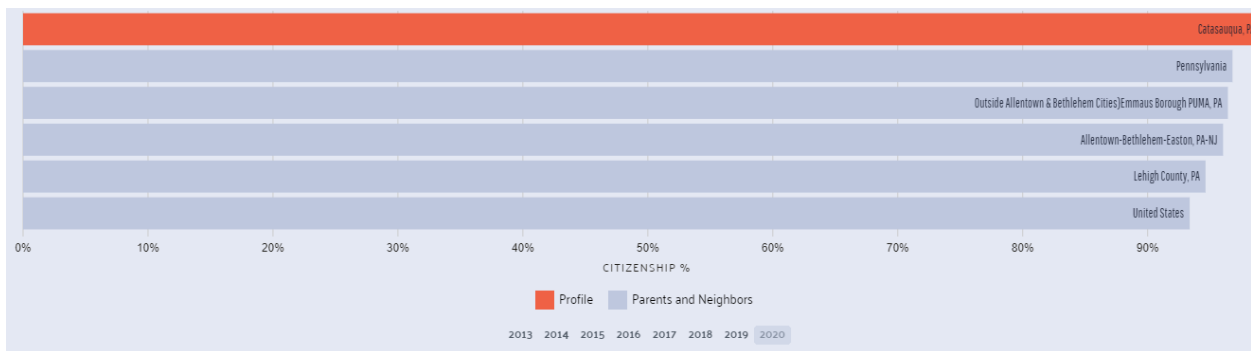
CITIZENSHIP

As of 2020, 99.1% of Catasauqua, PA residents were US citizens, which is higher than the national average of 93.4%. In 2019, the percentage of US citizens in Catasauqua, PA was 99.4%,

meaning that the rate of citizenship has been decreasing. The chart above shows US citizenship percentages in Catasauqua, PA compared to that of its neighboring and parent geographies. Data from the Census Bureau ACS 5-year Estimate.
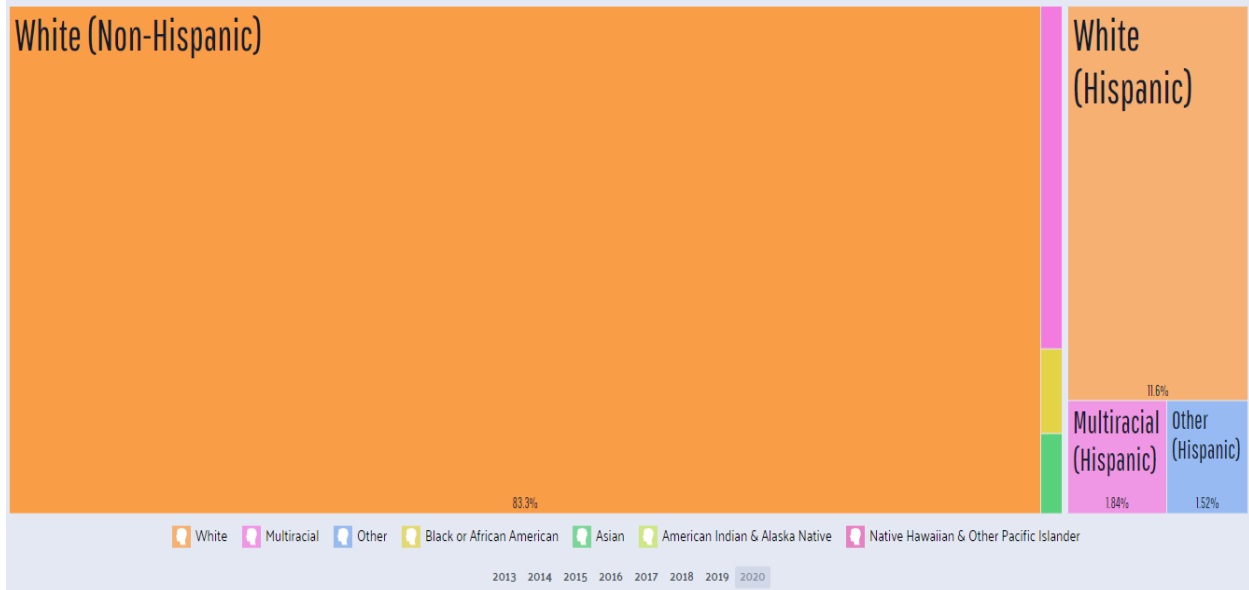
Data from the Census Bureau ACS 5-year Estimate. Race and Ethnicity

THE 3 LARGEST ETHNIC GROUPS IN CATASAUQUA, PA

White (Non-Hispanic)

5.49k ± 334

White (Hispanic)

764 ± 321

Two+ (Hispanic)

121 ± 136

14.9%

HISPANIC POPULATION

985 people

In 2020, there were 7.19 times more White (Non-Hispanic) residents (5.49k people) in Catasauqua, PA than any other race or ethnicity. There were 764 White (Hispanic) and 121 Two+ (Hispanic) residents, the second and third most common ethnic groups. 14.9% of the people in Catasauqua, PA are Hispanic (985 people). The above chart shows the 7 races represented in Catasauqua, PA as a share of the total population.
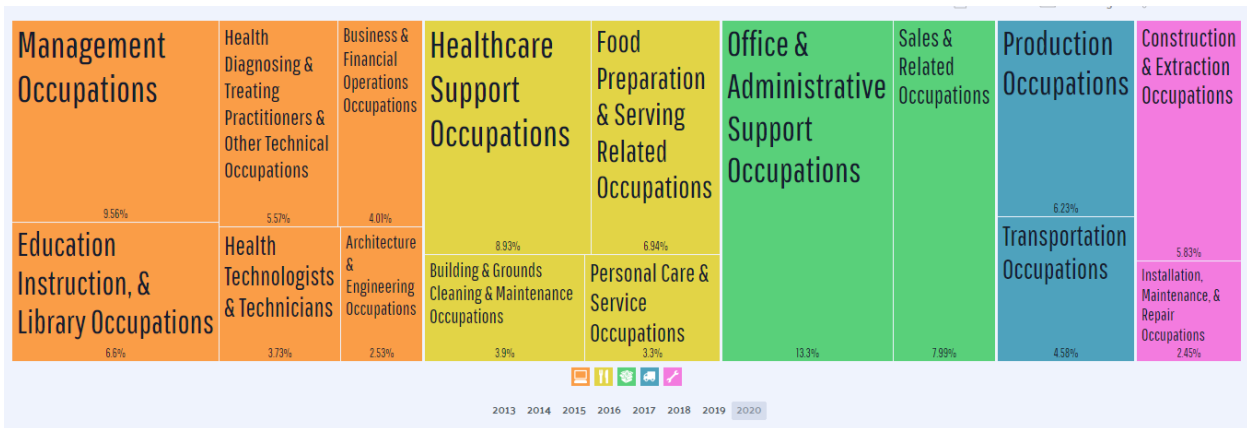
From 2019 to 2020, employment in Catasauqua, PA declined at a rate of −3.75%, from 3.65k employees to 3.52k employees. The most common job groups, by number of people living in Catasauqua, PA, are Office & Administrative Support Occupations (469 people), Management Occupations (336 people), and Healthcare Support Occupations (314 people). This chart illustrates the share breakdown of the primary jobs held by residents of Catasauqua, PA. Data from the Census Bureau ACS 5-year Estimate.
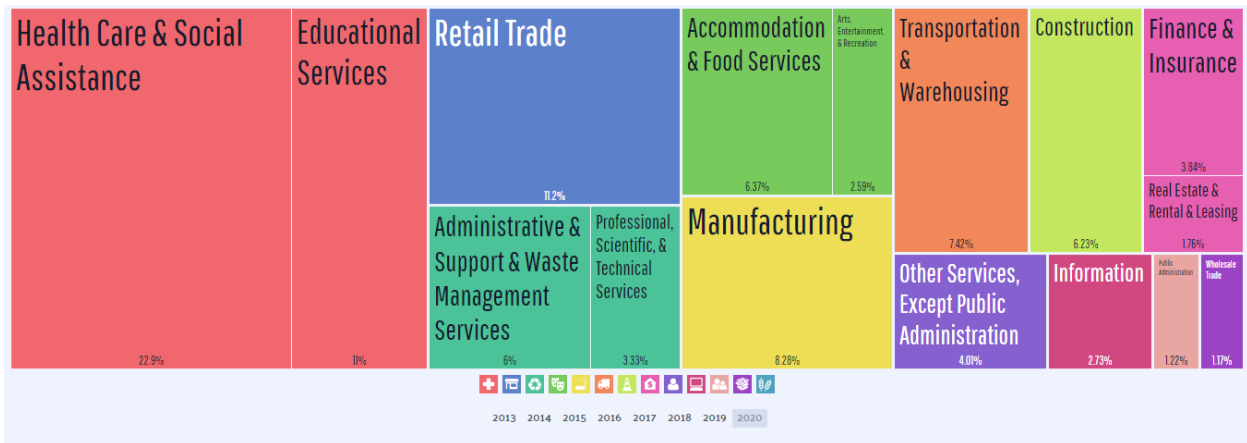
The economy of Catasauqua, PA employs 3.52k people. The largest industries in Catasauqua, PA are Health Care & Social Assistance (804 people), Retail Trade (393 people), and Educational Services (387 people), and the highest paying industries are Public Administration ($96,641), Real Estate & Rental & Leasing ($57,905), and Transportation & Warehousing, & Utilities ($55,848). Data from the Census Bureau ACS 5-year Estimate

STUDY METHODOLOGY

At the beginning of this study of the Catasauqua Borough Police Department (CBPD), it was essential to develop an understanding of the situation as it currently and historically presents in

the delivery of CBPD police services. A survey of media reports, court dockets, meeting minutes, and other sources was conducted. This was followed by interviews with members of the Office

of the Mayor, Borough Council, Borough Manager, Police Chief, and Detective. The scope of the study was comprehensive with a focus on operations and functions within the Police Department, including analysis of workloads, service levels, staffing, scheduling, and deployment. Comparison of current services and service levels to identify areas of improvement needed to achieve efficiency. Current staffing needs for all functions to handle law enforcement workloads in the Borough based on a factual assessment of all operations.

Operations Management

Examined current management techniques and identified opportunities for improvement based on best practices in policing. The purpose in this review was critical to provide a basis for the identification of key metrics for study analysis:

- ✓ The development of a perspective of the challenges concerning the future of the CBPD
- ✓ What new challenges may exist concerning public perceptions and expectations of the demands placed upon the leadership and members of the police department?
- ✓ Establishing metrics and understanding perspectives of the governing body pertaining to the police department, public, and expectations of the governing body.
- ✓ Establishment of and providing suggestions for clear communication channels between the police department leadership and the members of the governing body.
- ✓ Critical policy review for the police department was conducted.
- ✓ Comparative analysis of the recommendations of past studies of the agency and adherence to the suggested recommendations.
- ✓ An in-depth interview with the Chief of Police.
- ✓ The Mayor, Chairman (council member) of the Public Safety Committee, Borough Fire Chief, Borough Manager, and the CFO were interviewed in addition the Chief of Police and the Detective.

KEY BASIC UNDERSTANDING

This study reviewed and examined several areas that impact on police activities, demand for resources, and the CBPD response. A major area of influence in the demand for services is population and population growth, secondary to this is population density, and the amount of reported crime. Delivery of police services is a complex and dynamic undertaking, simply put police service delivery has a variety of appearances, tone, consumer awareness, and sensitivity of public need and desired outcomes. This means that in addition to basic services a strong police cultural match between the police department and the community must exist to provide for and assure expected service delivery. This relationship also must extend to the relationship between

the police department and the governing body of the municipality. In the case of the Borough of Catasauqua, the major consideration is one of fiscal constraint. This relationship and resultant impacts will be discussed in depth within this reporting.

POLICE ORGANIZATION STRUCTURE

The Lehigh County 911 Emergency Dispatch Center provides police emergency dispatch services for the Borough and all related emergency and non-emergency services dispatches. The Catasauqua Borough Police Department (CBPD) provides 24-hour police service with a compliment of (10) full-time sworn police officers. There are (5) part-time police officers employed by the Borough. * These staffing numbers varied during the past three years, and even during the study period. An example of this was a discrepancy over the number of SRO part-time positions with two indicated by the Chief of Police and 1 part-time SRO reported by the CFO. The department employs 1 civilian staff scheduled for full-time police business office access Monday through Friday, 8:00 AM to 4:00 PM or the standard business hours equivalent.

1 - Chief – Salary
0 - Sergeant – (1 position is authorized – currently vacant)
1 – Detective (position vs rank)
9- Full-time Patrol Officers
3- Part-time Patrol Officers
2- Part-time Patrol Officers (dedicated to the SRO function- 32 hours per week) * According to the interview with the Chief of Police on 10/31/2023 there are SRO assignments allocated on the following basis: 1- Full-Time Officer to the High School facility located in Hanover Township, outside of the CBPD primary jurisdiction, and 2 Part-Time Officers assigned to the Elementary and Middle Schools in Catasauqua Borough.

The Police Chief oversees the daily operations of the police department and normally works Monday through Friday, daylight shift.

- ✓ The CBPD has Criminal Investigations Division (CID) function.
- ✓ The CBPD has a dedicated Support Services Unit (SSU/Records) function.
- ✓ The CBPD has a dedicated Traffic Safety- Crash Reconstruction function.
- ✓ The CBPD police department has a canine service function. (position vs rank)

While the above outlines the structure of the police department the "existing organizational chart," on file that depicts the personnel structure and functional assignments within the police department.

CATASAUQUA POLICE DEPARTMENT
Organizational Chart
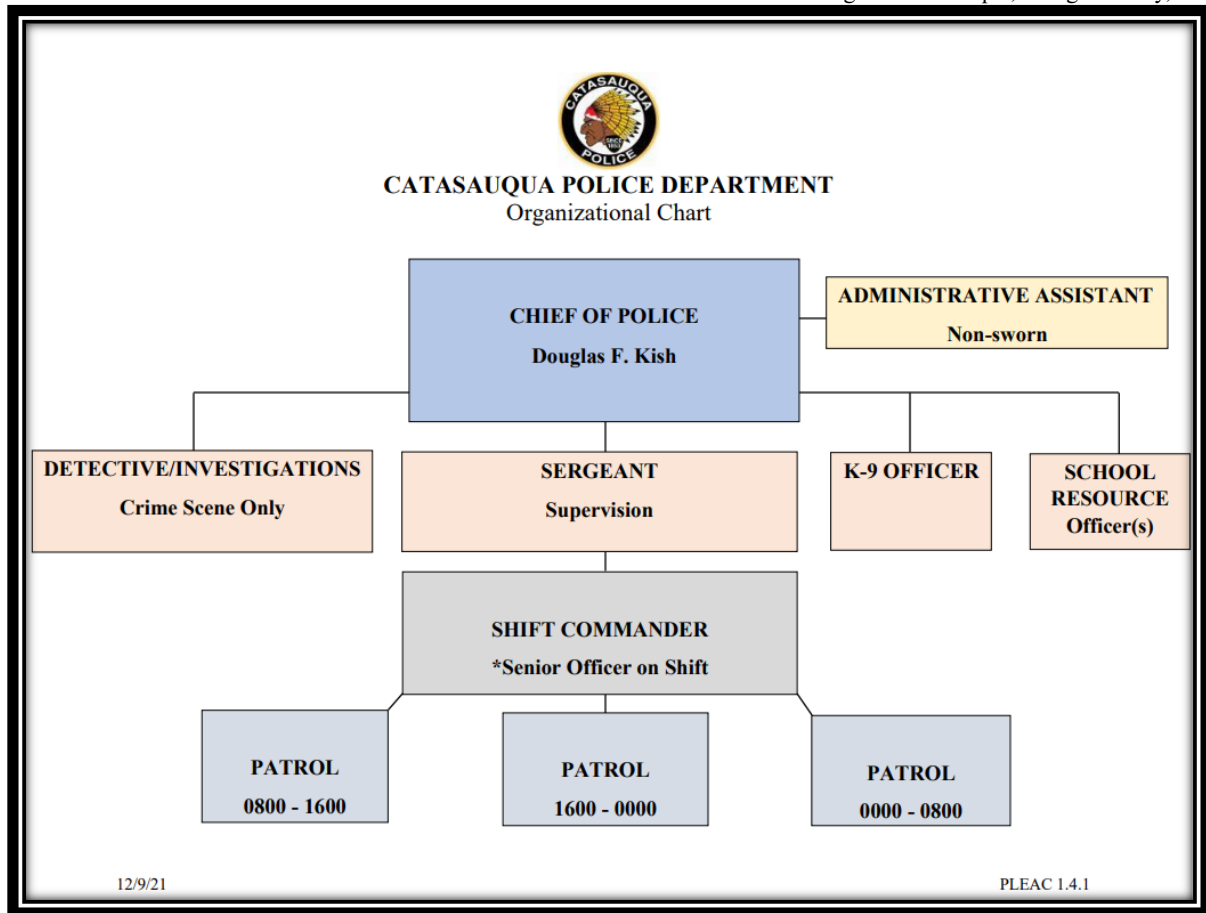
LABOR RELATIONS

The relationship existing between the rank-and-file members of the CBPD, and the governing body, is covered under the current collective bargaining agreement (CBA) due to expire on December 31, 2026.

ADMINISTRATION OF THE AGENCY

Administration includes the Chief of Police, Executive Assistant, and a Clerk/Typist. The Chief of Police is in-charge of the day-today operations of the police department. The Chief of Police has 3 direct reports that consists of 1 - Patrol Sergeant (position vacant), 1 - Executive Assistant and 1 - Detective. Other tasks and responsibilities generally ascribed to the position include:

- ✓ Goal Setting for the Department
- ✓ Mentoring, Coaching and Developing Subordinates
- ✓ Equipment Procurement
- ✓ Handles complaints and assigns complaint investigations.
- ✓ Maintains all employee personnel files.

- ✓ Writes and updates policies.
- ✓ Procedures Compliance
- ✓ Setting and Tracking Performance Metrics
- ✓ Fleet
- ✓ Media/Public Relations
- ✓ Provides direction for patrol operations.
- ✓ Assigns Tasks
- ✓ Attends meetings and community events on behalf of the Police department.
- ✓ Additionally, the Chief of Police is in charge of major incidents.

UNSWORN ADMINSTRATIVE STAFF

The administrative staff consists of a single position, an executive assistant. The executive assistant has the following primary responsibilities:

- Supports the department in all administrative functions.
- Processes police reports (RMS).
- Maintains data for monthly report to Borough Council.
- Administers payroll, including all time earned or used, e.g., sick leave, compensatory, etc.
- Answers phone and handles walk-ins.
- Enters data in computer system, e.g., citations, parking tickets, officer daily logs.
- Processes crash report requests
- Prepares Right-To-Know-Law requests for review.
- Opens and delivers business mail.
- The schedule for the executive assistant and clerk typist is Monday through Friday 8am to 4pm.

UNSWORN CROSSING GUARDS

There are a total of 4 part-time crossing guards assigned to perform crossing guard duties at various starting times depending on anticipated pedestrian activity. Crossing guard locations/posts are intersections that were deemed most critical for providing safe pedestrian passage. This unit is adequately staffed.

SWORN STAFF- PATROL

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when and what types of calls are received provides a detailed account of the service needs of the community; by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined. To provide a high level of

service, it is not enough for patrol units to function as call responders. Instead, officers must have sufficient time outside of community-driven workload to proactively address community issues, conduct problem-oriented policing and perform other self-directed engagement activities within the community. As a result, patrol staffing needs are calculated not only from the standpoint of the Boroughs access to current resources to handle workloads, but also their ability to provide a certain level of service beyond responding to calls. With this focus in mind, the following sections examine the process used by the project team to determine the patrol resource needs of the CBPD based on current workloads, staff availability, and service level objectives.

SWORN PLEAC CONSULTANT

A part time sworn agency member has been retained as a consultant to provide consulting services in order to assist the CBPD in obtaining and maintaining accreditation with the Pennsylvania Law Enforcement Accreditation Commission (PLEAC). According to the Chief of Police this is a sworn part-time position that does not work any assigned patrol shifts and generally works approximately 10 hours per week, approximately 40 hours per month, for an estimated total of 480 hours annually. Approximations obtained from the Chief of Police were estimates since no specific data set was available.

SWORN STAFF- DETECTIVE

The Detective Unit is responsible for the investigation of criminal activity within the Borough of Catasauqua. The unit is comprised of 1 Detective. He is a direct report to the Chief of Police. The detective is considered under the collective bargaining agreement (CBA) as a position vs. rank. This means that the assignment of the officer may be changed by the Mayor pursuant to the Borough Code with or without cause.

SWORN STAFF-CANINE OFFICER

The CBPD employs a single K9 officer as the agency member of the CBPD who handles and uses the skills of police dogs to assist in the execution of certain duties, which may include drug detection, cadaver location, pursuit and apprehension of suspects and explosive identification. A K9 officer performs the typical job duties of a police officer, with a trained dog to assist them in tasking. The "dog officer" as defined in the CBA is considered under the collective bargaining agreement (CBA) as a position vs. rank. This means that the assignment of the officer may be changed by the Mayor pursuant to the Borough Code with or without cause.

SWORN STAFF- SCHOOL RESOURCE OFFICER

The CBPD employs and utilizes officers assigned to the specialist functions related to school safety. This is a contract position for activities falling within the school district which facilities are not included within the boundaries of the Borough. This is accomplished by an agreement between stakeholders to include school facilities within the CBPD primary jurisdiction. The school resource officer (SRO) as defined in the CBA is considered under the collective bargaining agreement (CBA) as a position vs. rank. This means that the assignment of the officer may be changed by the Mayor pursuant to the Borough Code with or without cause.

SWORN STAFF- TRAFFIC SAFETY OFFICER

The CBPD employs one officer assigned to the specialist functions related to traffic safety. An accident reconstructionist is an officer typically with specialized training in science, engineering, and law enforcement, who can review evidence at the scene of the accident, as well as interview witnesses to make objective determinations. This officer also is assigned to the Motor Carrier Safety Assistance Program (MCSAP) for enforcement of safety standards on commercial vehicle operators. Within the CBPD this officer is also assigned to a specially equipped vehicle designed to carry and provide the specialized equipment for crash scene investigation and Commercial Vehicle Enforcement. The traffic safety officer is undefined in the CBA and is considered as an assignment, and neither a position nor rank.

POLICE FACILITY OVERVIEW

The CBPD facility is within the municipal building located at 90 Bridge Street. The police department currently operates out of a modern police facility that far exceeds the existing needs of the workload and staffing. The building includes a first floor exit, onto a rear parking lot. The building interior and exterior appear very well maintained and present an exceptional appearance as a professional workplace. ADA walkway access is provided to the front entry area of the building, interior compliance issues do not exist for access to multiple levels of the building. The CBPD fleet parking area is in a parking lot that has unrestricted access and limited security. The prisoner discharge area is to the rear of the facility within a secured and access controlled garage embarkation/debarkation area. Overall, the CBPD presents an exceptionally neat, clean, professional, work environment. The facility has surveillance cameras installed in multiple locations. The police headquarters consists of:

- Chief of Police Office - 1
- Supervisors Office - 1
- Patrol Room – 1
- Processing Room – 1

- Female Locker Room - 1
- Male Locker Room - 1
- Evidence Storage Area - 1
- Armory – 1
- Detectives Office – 1
- Interview Room (Audio/ Video Capable & Equipped) – 3
- Canteen – Break Room – 1
- IT Room (Secured Technology room CJIS Complaint) – 1
- Secured Garage – Prisoner Discharge Area – 4 bay dedicated secure area.

Many times, the first and only contact a resident has with municipal government is meeting a police officer, seeing a police car, or conducting business at the departmental headquarters. First perceptions are frequently the most lasting. A clean uniform, well-groomed officer, clean car, and a professional police headquarters are always desirable. Subsequently, what is seen often becomes the citizens' perception of the entirety of local government. Additionally, the facility and environment in which employees' function affects their attitude and subsequent performance. A clean, pleasant, and adequately equipped facility reflects a positive atmosphere of good government and may result in improved performance and higher levels of productivity. The CBPD currently meets or exceeds most of these expectations.

POLICE FLEET OVERVIEW

The CBPD has a fleet that meets existing agency needs. The agency also has the ability to track fleet vehicles and capture essential data for key performance metrics KPI for analysis of maintenance and performance needs.

MFG YEAR	MAKE	MODEL	DESCRIPTION	VIN NUMBER	TYPE	MILEAGE
2023	Chevrolet	Tahoe	Police Vehicle 4x4	1GNSKLED7PR226114	Patrol-Marked	100
2022	Chevrolet	Tahoe	Police Vehicle 4x4	1GNSKLED8NR177194	Patrol - K9 Marked	12102
2022	Chevrolet	Tahoe	Police Vehicle 4x4	1GNSKLED9NR178080	Patrol-Marked	9402
2021	Chevrolet	Tahoe	Police Vehicle 4x4	1GNSKLED1MR286854	Detective-Unmarked	11624
2021	Chevrolet	Tahoe	Police Vehicle 4x4	1GNSKLED5MR286873	Chief-Unmarked	11569
2020	Ford	Police Interceptor Utility	Base All-Wheel Drive	1FM5K8AW1LGC36889	Patrol-Marked	19869

2018	Ford	F-150	XL 4x4 SuperCrew Cab Styleside 5.5 ft. box 145 in. WB	1FTEW1EG2JFC65646	Patrol-MCSAP Crash Investigation-Marked	38417
2017	Ford	Utility Police Interceptor	Base All-Wheel Drive	1FM5K8AR0HGC35041	SRO-Marked	65646
2015	Ford	Utility Police Interceptor	Base All-wheel Drive	1FM5K8AR8FGB13363	SRO-Marked	79683
2013	Ford	Utility Police Interceptor	Base All-Wheel Drive	1FM5K8AR4DGC15708	SRO-Marked	87932

COMPARATIVE ANALYSIS & KEY PERFORMANCE METRICS

Any analysis of the CBPD as an organization relies on comparative analytics to provide a very basic snapshot of CBPD agency performance. Police departments in the Commonwealth have several standardized measures that are common to most agencies and are generally shared. A small sampling of these includes the following:

1. Crime reported in the PAUCRS system.
2. Call volume
3. Reporting data for routine and nonroutine calls
4. Per Capita Police costs per Citizen
5. Per Capita Police costs per Officer
6. Fingerprint submission rates
7. Meeting mandated training requirements
8. Attaining PLEAC certification

Examination of these key performance metrics (KPI's) are fundamental in development of effective strategies for providing fundamental answers to the following questions:

1. Is crime going up or down?
2. Does the agency demonstrate efficiency of operations and conscientious use of public resources?

The variety of factors that contribute to an overall assessment of the quality of the job done by law enforcement demonstrates the extraordinary breadth and depth of responsibility and authority we invest in this critical public agency. Certainly, other factors can also influence the

amount of crime in a given jurisdiction (such as unemployment, age and social structure of the community, and general economic trends and conditions), but law enforcement is generally held to task as the agency most responsible and, therefore, most accountable.

Measuring performance, constantly assessing, and monitoring critical performance metrics, and tailoring proactive response and follow-up are fundamental components of effective management in contemporary law enforcement much like any progressive high functioning organization, public or private, government or industry, large or small.

Building an effective performance management program within an agency requires a comprehensive management paradigm that does the following:

1. Defines agency objectives in clear and measurable terms.
2. Incorporates routine and unambiguous measures of the processes initiated, the resources expended, and the outcome and impact of agency-sponsored projects and activities.
3. Empowers managers and staff to develop new and innovative responses.
4. Monitors and evaluates their impact and influence on critical measures of success.

No matter the nature of the program, agency, initiative or project, the public is making an investment of time, money, resources, etc., for some purpose. Measuring progress of the CBPD in achieving the intended objectives is an elementary, if often complex and frequently overlooked, step in basic management and administration. Measuring progress in meeting CBPD program, and/or project objectives is a core step in determining:

1. Whether the programs, projects, or other initiatives being undertaken are properly aligned with the mission and goals of the sponsoring organization.
2. Whether they produce tangible improvements in processes and outcomes that collectively support agency objectives.
3. What factors are most clearly associated with success and failure?
4. Whether the initiative is repeatable, extendable, or sustainable over time, under different circumstances, and in different locations.
5. Whether the initiative represents a fair return on investment (ROI).

To be clear on this aspect of the agency's performance, the CBPD is ***failing*** on almost all levels. First and foremost, is should be understood that the CBPD has no ability to provide proofs upon request to illustrate clearly communicated strategic plans or goals. The agency presents itself as lacking any semblance of task ownership for assigning or task reporting. The agency ***does*** meet expectations for the submission of mandated PAUCRS and Fingerprinting standards. The overall failures of CBPD will be explored and proven in greater detail in this reporting narrative.

Even the most basic of measures of workloads and outcomes are either unavailable, unreliable, duplicated or otherwise not producible in a clear concise format. There is no excuse to justify this failure as it is not a software failure or a source of blame on switching of RMS systems. This is an administrative leadership and supervisory responsibility to ensure accurate collection and analysis of the data for planning, operational and administrative demands. Examples of this failure are illustrated as follows:

1. Inability to determine the exact number of canine deployments within the CBPD primary jurisdiction for actual patrol deployments without duplication in other canine related training or other data sets.
2. No existing metrics are available for assignment of cases to the CBPD Detective. According to both the Chief of Police and the Detective there was no reporting metric to easily identify the number of cases assigned, the case status, and outcome (UCR or NIBRS defined).
3. No measures or capture of obligated vs unobligated time by agency members
4. No affirmative tracking of assigned overtime hours by the agency by tabulation of a running accounting by to whom the overtime is issued and the purpose/need basis for the overtime.
5. Inability to provide even basic traffic enforcement metrics (warning, citation, faulty equipment card issuance) by day, month, year, or combined reporting.
6. According to both the agency CEO and the Detective, there was no means to produce the number of arrests for the Detective or other officers without "going through the cases".

MANDATORY AND OPTIONAL IN-SERVICE TRAINING

Act 120, the Mandatory Training Act, requires that municipal police officers receive a specific amount of training prior to being permitted to enforce the law in the Commonwealth of Pennsylvania. The Act mandates that nine hundred and nineteen (919) hours of training must be completed in order to receive state certification. This training provides the recruit with knowledge of the Pennsylvania Crimes Code, Criminal Procedures, Vehicle Code, and some basic Law Enforcement skills. In addition, the Act also requires annual recertification. Each year the Municipal Police Officer's Education and Training Commission (MPOETC), the governing body of the Act, specifies the number of hours and the course content that will make up the annual recertification training. The CBPD conforms to these annual training requirements. State recertification also requires annual firearms qualification and maintenance of current certification in CPR and First Aid. The responsibility for conforming to these three requirements falls on the municipality. Failure to comply with any of these standards can result in the officer losing his/her police powers. The CBPD adheres to these basic certification requirements. Optional training opportunities are not being offered to a degree that is meaningful for agency or individual professional development.

ARREST BOOKING AND SUSPECT IDENTIFICATION

Timely submission of fingerprint cards is a statutory requirement pursuant to the Crimes Code, 18 Pa.C.S. §9112. The statutory language requires an arresting authority shall, within 48 hours of arrest, forward fingerprints to the PSPCR. This can be done either by Livescan equipment or inked cards. The agency does not currently employ a portable AFIS ID scanner to assist in instant on scene identification and does not have a livescan or Commonwealth Police Image Network (CPIN) platform at the CBPD departmental headquarters. The most current PLEAC Standards Manual provides this requirement for accreditation. The CBPD is meeting all generally accepted benchmarks for this comparative analysis. The most current PLEAC Standards Manual provides this as a minimum 80% submission requirement for accreditation.

FINGERPRINTING

Mandatory Fingerprinting

4.4.1 – A written directive requiring that all persons arrested for felony, misdemeanor, and escalating summary offenses shall be fingerprinted.

Narrative: Section 9112 of the Pennsylvania Crimes Code (Title 18). The importance of fingerprinting all persons arrested cannot be overstated. All persons shall be fingerprinted regardless of the disposition of the charge or status of the case. All prints shall be forwarded immediately to the PA State Police repository. A 100% compliance rate should be the target of all agencies.

To provide a fair and transferable framework for comparative analysis, the Pennsylvania Commission on Crime and Delinquency (PCCD) Fingerprint Compliance data was utilized for benchmarking of this required law enforcement function. The CBPD currently employs the use of a central booking station operated by the County of Lehigh. The graphic below provides a depiction of the distribution of the Livescan/CPIN booking facilities located within Lehigh County.

A criminal history record is initiated upon an arrest and submission of fingerprints to the Pennsylvania State Police Central Repository (PSPCR). "A record of the arrest is not created without submission of fingerprints related to the arrest." A complete Criminal History Record is important to law enforcement for investigative purposes. A key benefit of accurate data is having up to-date records of convicted felons. A complete Criminal History Record is also important for noncriminal background checks for employment, licensing, adoption, citizenship, volunteer programs, and firearms purchases. Fingerprinting is the only positive form of ID. The offender could be wanted and given a false name. PSP is the sole source contributor of PA arrest fingerprint cards to the FBI. If an arrested person is not fingerprinted, he/she will not be on III
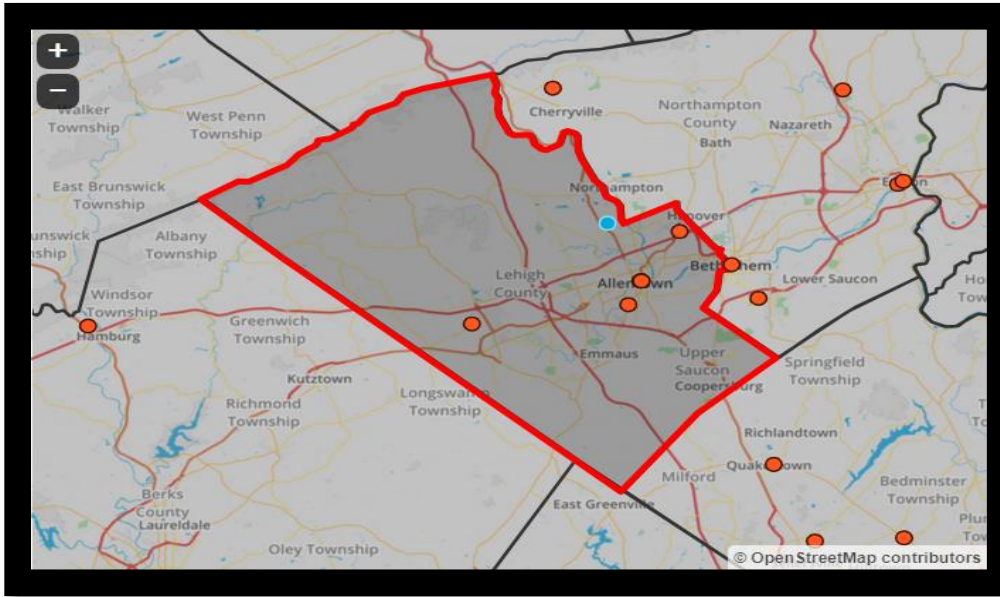
(Interstate Identification Index) and National Crime Information Center (NCIC) RAP sheets. When fingerprints are submitted to

PSP they are also entered into the PSP AFIS and can be searched against by remote AFIS terminals when a latent fingerprint obtained at a crime scene is introduced. Arrest fingerprints are legally required under the Crimes Code, 18 Pa.
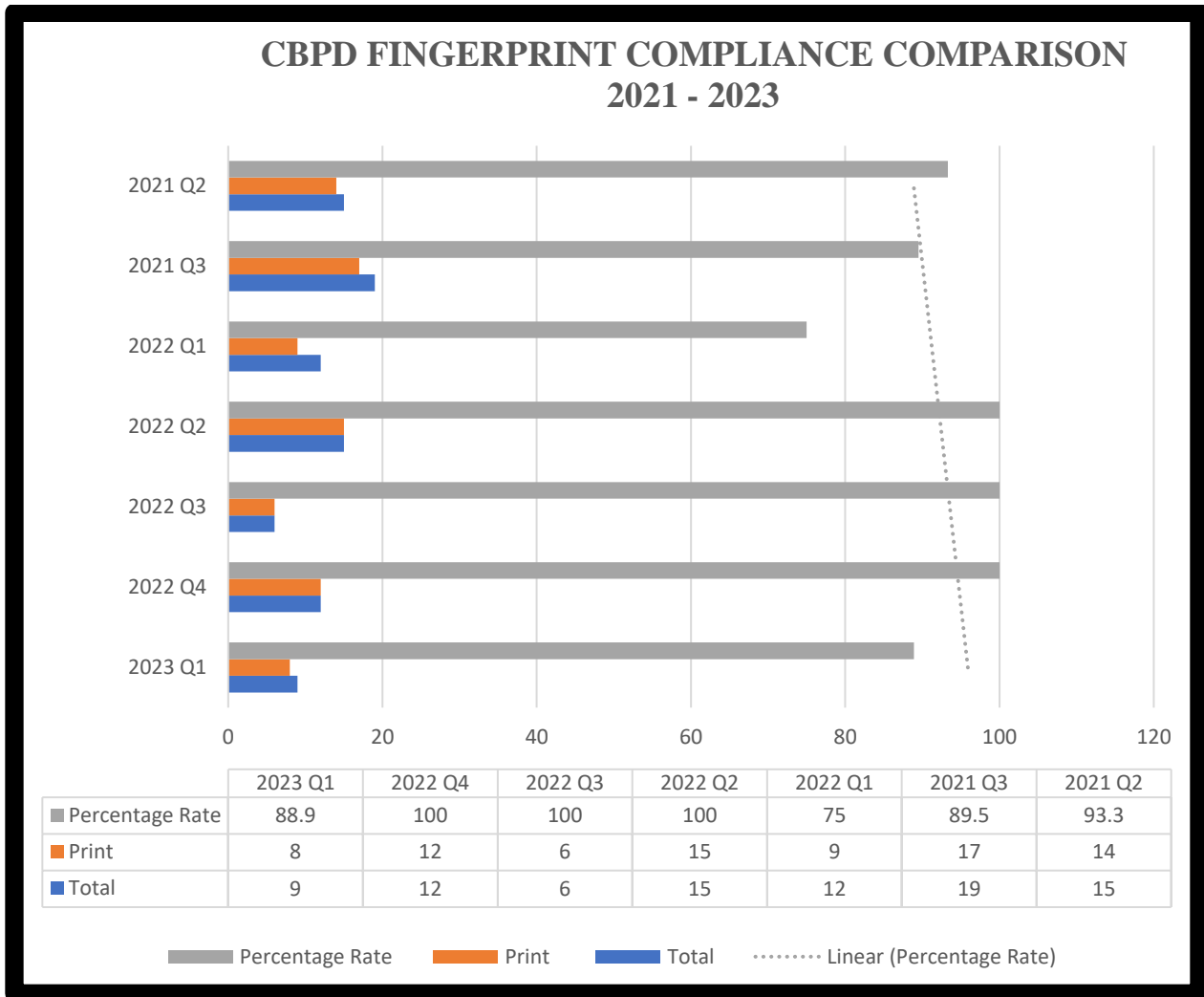
C.S. § 9112
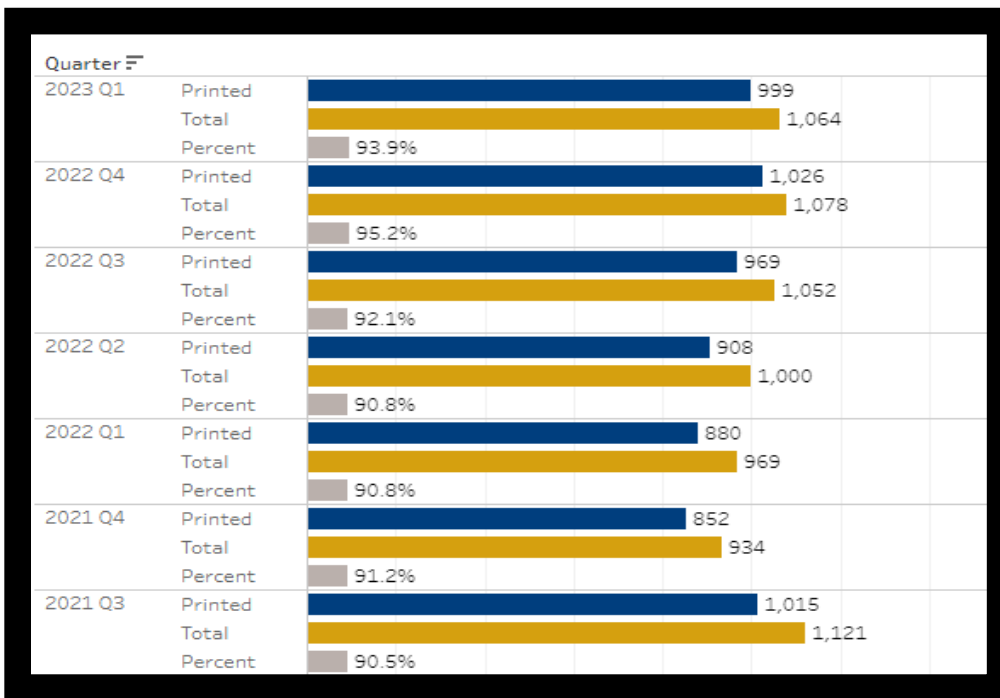
Quarter	*M*=91.2
2023 Q1	93.9
2022 Q4	95.2
2022 Q3	92.1
2022 Q2	90.8
2022 Q1	90.8
2021 Q3	91.2
2021 Q2	90.5

Median submission rate = 91.2 %

**CBPD FINGERPRINT COMPLIANCE COMPARISON
2021 - 2023**

	2023 Q1	2022 Q4	2022 Q3	2022 Q2	2022 Q1	2021 Q3	2021 Q2
Percentage Rate	88.9	100	100	100	75	89.5	93.3
Print	8	12	6	15	9	17	14
Total	9	12	6	15	12	19	15

Percentage Rate   Print   Total   .... Linear (Percentage Rate)

Quarter	*M* = 93.3
2023 Q1	88.9
2022 Q4	100
2022 Q3	100
2022 Q2	100
2022 Q1	75
2021 Q3	89.5
2021 Q2	93.3

Median submission rate = 93.3 %

For the period of comparative analysis, the CBPD reflects a 2.1% submission rate above the Lehigh County Median submission rate for the period.

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REPORTED CRIME AND CLEAREANCE RATES

Implemented to improve the overall quality of crime data collected by law enforcement, NIBRS captures details on each single crime incident as well as on separate offenses within the same incident including information on victims, known offenders, relationships between victims, and offenders, arrestees, and property involved in crimes. The process of transitioning to the NIBRS began on January 1, 2021, and transitioning continues within the UCR reporting and submission structure.

The Pennsylvania UCR Program serves as the state repository for the collection of crime statistics and its primary objective is to generate reliable information for use in law enforcement administration, operation, and management. As the Program has evolved and the demand for transparency has increased, so has the demand for the data compiled under this Program. Members of the general public, such as legislators, media, academia, etc., have come to rely upon this data for information on the fluctuations in the level of crime from year to year. The accuracy of the statistics depends primarily on the adherence of each contributor on established standards of reporting; therefore, it is the responsibility of each contributor to submit accurate data and to correct any data found to be submitted in error. It is important to note that participation in the program by law enforcement agencies is voluntary. Please consider the following data sets for 2022.

Offense Trends Report
Beginning Month-Year: Jan - 2022   Ending Month-Year: Dec - 2022
Agency: CATASAUQUA BOROUGH
Offense: All
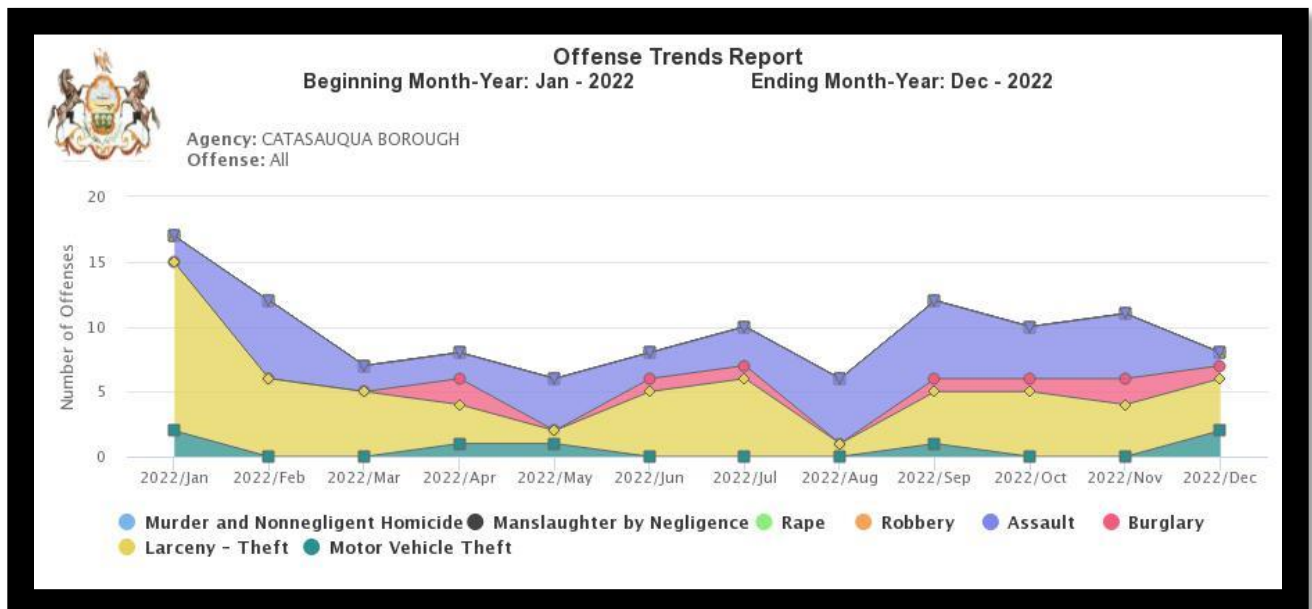
CBPD – 2022 Return A

Classification of Offenses	Offenses Reported	Unfounded	Actual Offenses	Tot. Offenses Cleared	Clearances Involving Persons Under 18 Yr. of Age
Murder/Non-Negligent Homicide (Total)	0	0	0	0	0
Manslaughter by Negligence (Total)	0	0	0	0	0
Rape (Total)	3	0	3	3	0
Rape	3	0	3	3	0
Attempted Rape	0	0	0	0	0
Robbery (Total)	0	0	0	0	0
Robbery - Firearm	0	0	0	0	0
Robbery - Knife or Cutting Instrument	0	0	0	0	0
Robbery - Other Dangerous Weapon	0	0	0	0	0
Robbery - StrongArm (Hands, Fists,Feet,etc)	0	0	0	0	0
Assault (Total)	4	0	4	2	0
Assault - Firearm	0	0	0	0	0
Assault - Knife or Cutting Instrument	0	0	0	0	0
Assault - Other Dangerous Weapon	2	0	2	0	0
Assault - StrongArm(Hands,Fists,Feet,etc)	2	0	2	2	0
Burglary (Total)	1	0	1	3	2
Burglary - Forcible Entry	0	0	0	0	0
Burglary - Unlawful Entry(No Force)	1	0	1	3	2
Burglary - Attempted Forcible Entry	0	0	0	0	0
Larceny (Total) - Theft(Excluding Motor Vehicles)	17	0	17	15	0
Motor Vehicle Theft (Total)	0	0	0	0	0
Motor Vehicle Theft - Autos	0	0	0	0	0
Motor Vehicle Theft - Trucks and Buses	0	0	0	0	0
Motor Vehicle Theft - Other Vehicles	0	0	0	0	0
Human Trafficking	0	0	0	0	0
Arson	0	0	0	1	0
Total Part I Offenses	25	0	25	24	2

Assault - Other(Simple, Not Aggravated)	42	0	42	44	8
Forgery and Counterfeiting	0	0	0	1	0
Fraud	5	0	5	8	0
Embezzlement	2	0	2	1	0
Stolen Property; Buying, Receiving, Possessing	1	0	1	2	0
Vandalism	9	0	9	7	2
Weapons; Carrying, Possessing, etc.	1	0	1	1	0
Prostitution and Commercialized Vice	0	0	0	0	0
Sex Offenses (Except Line 2 and 16)	0	0	0	3	0
Drug Abuse Violations(Total)	**19**	**0**	**19**	**19**	**1**
Sale/Manufacturing SubTotal	**0**	**0**	**0**	**1**	**0**
Opium - Cocaine	0	0	0	0	0
Marijuana	0	0	0	0	0
Synthetic	0	0	0	0	0
Other	0	0	0	1	0
Possession SubTotal	**19**	**0**	**19**	**18**	**1**
Opium - Cocaine	0	0	0	0	0
Marijuana	15	0	15	15	1
Synthetic	1	0	1	1	0
Other	3	0	3	2	0
Gambling(Total)	**0**	**0**	**0**	**0**	**0**
Book Making	0	0	0	0	0
Numbers, Etc.	0	0	0	0	0
Other	0	0	0	0	0
Offenses Against The Family and Children	0	0	0	0	0
Driving Under The Influence	4	0	4	3	0
Liquor Laws	0	0	0	0	0
Drunkenness	3	0	3	1	0
Disorderly Conduct	29	0	29	24	2
Vagrancy	0	0	0	0	0
All Other Offenses (Except Traffic)	8	0	8	12	0
Total Part II	**123**	**0**	**123**	**126**	**13**

CBPD – 2021 Return A

Classification of Offenses	Offenses Reported	Unfounded	Actual Offenses	Tot. Offenses Cleared	Clearances Involving Persons Under 18 Yr. of Age
Murder/Non-Negligent Homicide(Total)	**0**	**0**	**0**	**0**	**0**
Manslaughter by Negligence(Total)	**0**	**0**	**0**	**0**	**0**
Rape(Total)	**0**	**0**	**0**	**2**	**1**
Rape	0	0	0	1	0
Attempted Rape	0	0	0	1	1
Robbery(Total)	**0**	**0**	**0**	**0**	**0**
Robbery - Firearm	0	0	0	0	0
Robbery - Knife or Cutting Instrument	0	0	0	0	0
Robbery - Other Dangerous Weapon	0	0	0	0	0
Robbery - StrongArm(Hands,Fists,Feet,etc)	0	0	0	0	0
Assault(Total)	**2**	**0**	**2**	**2**	**0**
Assault - Firearm	0	0	0	0	0
Assault - Knife or Cutting Instrument	0	0	0	0	0
Assault - Other Dangerous Weapon	1	0	1	1	0
Assault - StrongArm(Hands,Fists,Feet,etc)	1	0	1	1	0
Burglary(Total)	**7**	**0**	**7**	**7**	**0**
Burglary - Forcible Entry	0	0	0	0	0
Burglary - Unlawful Entry(No Force)	7	0	7	7	0
Burglary - Attempted Forcible Entry	0	0	0	0	0
Larceny(Total) - Theft(Excluding Motor Vehicles)	**18**	**0**	**18**	**22**	**1**
Motor Vehicle Theft(Total)	**0**	**0**	**0**	**0**	**0**
Motor Vehicle Theft - Autos	0	0	0	0	0
Motor Vehicle Theft - Trucks and Buses	0	0	0	0	0
Motor Vehicle Theft - Other Vehicles	0	0	0	0	0
Human Trafficking	0	0	0	0	0
Arson	0	0	0	0	0
Total Part I Offenses	**27**	**0**	**27**	**33**	**2**

Assault - Other(Simple, Not Aggravated)	31	0	31	28	1
Forgery and Counterfeiting	1	0	1	1	0
Fraud	8	0	8	5	0
Embezzlement	0	0	0	0	0
Stolen Property; Buying, Receiving, Possessing	2	0	2	1	0
Vandalism	8	0	8	9	0
Weapons; Carrying, Possessing, etc.	2	0	2	2	0
Prostitution and Commercialized Vice	0	0	0	0	0
Sex Offenses (Except Line 2 and 16)	2	0	2	0	0
Drug Abuse Violations(Total)	**21**	**0**	**21**	**12**	**0**
Sale/Manufacturing SubTotal	**0**	**0**	**0**	**0**	**0**
Opium - Cocaine	0	0	0	0	0
Marijuana	0	0	0	0	0
Synthetic	0	0	0	0	0
Other	0	0	0	0	0
Possession SubTotal	**21**	**0**	**21**	**12**	**0**
Opium - Cocaine	0	0	0	0	0
Marijuana	13	0	13	10	0
Synthetic	2	0	2	1	0
Other	6	0	6	1	0
Gambling(Total)	**0**	**0**	**0**	**0**	**0**
Book Making	0	0	0	0	0
Numbers, Etc.	0	0	0	0	0
Other	0	0	0	0	0
Offenses Against The Family and Children	0	0	0	0	0
Driving Under The Influence	3	0	3	7	0
Liquor Laws	0	0	0	0	0
Drunkenness	2	0	2	1	0
Disorderly Conduct	20	0	20	15	0
Vagrancy	0	0	0	0	0
All Other Offenses (Except Traffic)	13	0	13	8	0
Total Part II	**113**	**0**	**113**	**89**	**1**

CBPD 2023 YTD Return A

Classification of Offenses	Offenses Reported	Unfounded	Actual Offenses	Tot. Offenses Cleared	Clearances Involving Persons Under 18 Yr. of Age
Murder/Non-Negligent Homicide(Total)	0	0	0	0	0
Manslaughter by Negligence(Total)	0	0	0	0	0
Rape(Total)	0	0	0	1	0
Rape	0	0	0	1	0
Attempted Rape	0	0	0	0	0
Robbery(Total)	0	0	0	0	0
Robbery - Firearm	0	0	0	0	0
Robbery - Knife or Cutting Instrument	0	0	0	0	0
Robbery - Other Dangerous Weapon	0	0	0	0	0
Robbery - StrongArm(Hands,Fists,Feet,etc)	0	0	0	0	0
Assault(Total)	3	0	3	1	0
Assault - Firearm	0	0	0	0	0
Assault - Knife or Cutting Instrument	0	0	0	0	0
Assault - Other Dangerous Weapon	3	0	3	1	0
Assault - StrongArm(Hands,Fists,Feet,etc)	0	0	0	0	0
Burglary(Total)	2	0	2	1	1
Burglary - Forcible Entry	0	0	0	0	0
Burglary - Unlawful Entry(No Force)	2	0	2	1	1
Burglary - Attempted Forcible Entry	0	0	0	0	0
Larceny(Total) - Theft(Excluding Motor Vehicles)	11	0	11	9	2
Motor Vehicle Theft(Total)	0	0	0	0	0
Motor Vehicle Theft - Autos	0	0	0	0	0
Motor Vehicle Theft - Trucks and Buses	0	0	0	0	0
Motor Vehicle Theft - Other Vehicles	0	0	0	0	0
Human Trafficking	0	0	0	0	0
Arson	0	0	0	0	0
Total Part I Offenses	16	0	16	12	3
Assault - Other(Simple, Not Aggravated)	25	0	25	20	5
Forgery and Counterfeiting	0	0	0	0	0
Fraud	5	0	5	3	0
Embezzlement	0	0	0	0	0
Stolen Property; Buying, Receiving, Possessing	0	0	0	0	0

Offense					
Vandalism	5	0	5	3	2
Weapons; Carrying, Possessing, etc.	2	0	2	2	0
Prostitution and Commercialized Vice	0	0	0	0	0
Sex Offenses (Except Line 2 and 16)	1	0	1	1	0
Drug Abuse Violations(Total)	33	0	33	22	0
Sale/Manufacturing SubTotal	1	0	1	1	0
Opium - Cocaine	0	0	0	0	0
Marijuana	1	0	1	1	0
Synthetic	0	0	0	0	0
Other	0	0	0	0	0
Possession SubTotal	32	0	32	21	0
Opium - Cocaine	0	0	0	0	0
Marijuana	27	0	27	20	0
Synthetic	3	0	3	1	0
Other	2	0	2	0	0
Gambling(Total)	0	0	0	0	0
Book Making	0	0	0	0	0
Numbers, Etc.	0	0	0	0	0
Other	0	0	0	0	0
Offenses Against The Family and Children	0	0	0	0	0
Driving Under The Influence	4	0	4	4	0
Liquor Laws	1	0	1	0	0
Drunkenness	0	0	0	0	0
Disorderly Conduct	7	0	7	7	1
Vagrancy	0	0	0	0	0
All Other Offenses (Except Traffic)	6	0	6	6	0
Total Part II	89	0	89	68	8

The CBPD falls within locally expected performance ranges for both part 1 and part 2 offenses. There are no identified deficiencies. In the nation in 2019, 45.5% of violent crimes and 17.2% of property crimes were cleared by arrest or exceptional means. When considering clearances of violent crimes, 61.4% of murder offenses, 52.3% of aggravated assault offenses, 32.9% of rape offenses, and 30.5% of robbery offenses were cleared. Among property crimes, 18.4% of larceny-theft offenses, 14.1% of burglary offenses, and 13.8% of motor vehicle theft offenses were cleared. In 2019, 23.8% of arson offenses were cleared by arrest or exceptional means. Not all factors nationally transfer to local data sets or clearance rates.

CBPD REPORTING MEASURES

The CBPD provided reporting that included agency reported totals for calls or incidents reported by the agency. Comparative analysis was made for the those reporting periods with complete total reporting between 2019 and 2022 inclusive.

Police Response Total Reporting - Source CBPD

	2019	2020	2021	2022
Total Events	4743	4053	5613	5214

Fiscal Year
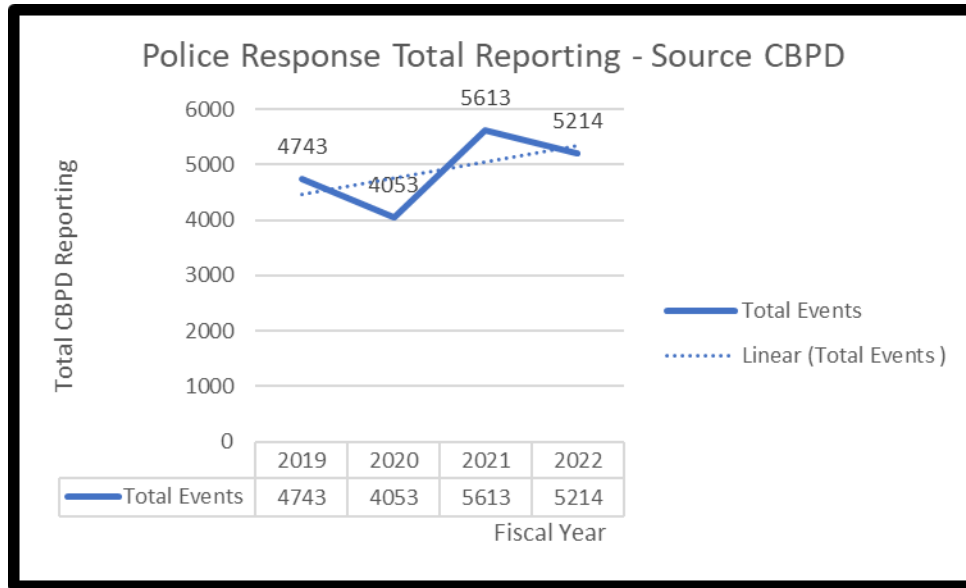
WORK PERIODS AND OVERTIME

Police officer schedules are typically broken down into shift variations. Every shift variation depends on the police department, but they will typically fall into either 12-hour shifts, 10-hour shifts, or 8-hour shifts. Law enforcement agencies will create department schedules based on the community they serve and the size of the agency. Many departments rely on covering shift shortages by having officers work additional shifts on an overtime basis. For sporadic incidents this is fine, but for long-term shortages, this can cause officer fatigue that can be harmful to the officer and dangerous to the community. Please consider the following from a 2021 police professional publication that reported the following hazards related to prolonged work periods. Studies suggest that being continuously awake for 17 hours can impair a person's skills similar to a blood alcohol content (BAC) of 0.05%; being awake for 24 hours is comparable to having a 0.10% BAC. Chronically working in a fatigued state can make it difficult to meet family obligations. According to a Cornell University study, working more than 50 hours per week caused a dramatic increase in family conflicts. This extra family stress can cause poor attitudes, higher use of sick leave and job turnover. Being rested and clear-headed is critical in policing. For this reason, agency leadership should consider establishing policies to mitigate officer

fatigue such as limiting the number of extra hours an officer can work in a day, week or even a month. This should include outside employment since it does not do much good to have set limits on overtime and then allow the officer to work at a second job that exceeds that number. The CBPD currently utilizes scheduling software that is capable of tracking these metrics, and analytics of annual fiscal records also can provide deeper insight into this area of analysis. The chart below reflects the total work hours by officer for the CBPD in fiscal 2022.

Employee	REG HRS	OT HRS	OTHER	Total
Employee A	152	0	0	152
Employee B	1032	32.5	16	1080.5
Employee C	1359	18.5	5	1382.5
Employee D	1646.5	212	475.5	2334
Employee E	36	0	0	36
Employee F	1440	27.25	648	2115.25
Employee G	371	0	5	376
Employee H	1843	179	253	2275
Employee I	1614	611	490	2715
Employee J	1492	0	605	2097
Employee K	1102.25	0	0	1102.25
Employee L	1523	335.5	557	2415.5
Employee M	54	0	8	62
Employee N	1664	641	504	2809
Employee O	1630.5	114	31	1775.5
Employee P	1501	92	595	2188
Employee Q	560	18.35	1528	2106.35
Employee R	1737.7	373	582	2692.7

The total number of scheduled work hours for patrol officers, without factoring in leave, training or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from. An 8-hour shift schedule is followed, work hours are adjusted so that each officer is only working 80 regular (non-overtime) hours biweekly.

Base number: 2,080 scheduled work hours per year. Total Leave Hours: subtracted from total work hours per year. Includes all types of leave, as well as injuries and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time. To form a basis for the use of leave hours the number of sick leave hours utilized by agency members was examined. The data provided for the three month period commencing on September 1, 2022, and ending December 31, 2022, realized a use of 616.5 hours of sick leave.

Since this period equals one fiscal quarter projection of sick leave use on an annual basis, a reasonable inference could be made that 2,466 hours of sick leave could be projected (616.5 x 4 = 2,466). Using this same projection, this would mean that on average each full-time agency member could be expected to use 246.6 hours of sick leave per year (2,466/10 = 246.6 hours). This number appeared excessive based upon the experiences of the author and was reduced by an arbitrarily selected figure of 20%. This reduced the total by 493.2 for a projection of 1,972.8 hours (493.2 is 20% of 2,466).

OVERTIME - REGULAR - OTHER AND TOTAL HOURS
CBPD - FISCAL 2022

	Employee N	Employee I	Employee R	Employee L	Employee D	Employee H	Employee P	Employee F	Employee Q	Employee J	Employee O	Employee C	Employee K	Employee B	Employee G	Employee A	Employee M	Employee E
REG HRS	1664	1614	1738	1523	1647	1843	1501	1440	560	1492	1631	1359	1102	1032	371	152	54	36
OT HRS	641	611	373	335.5	212	179	92	27.25	18.35	0	114	18.5	0	32.5	0	0	0	0
OTHER	504	490	582	557	475.5	253	595	648	1528	605	31	5	0	16	5	0	8	0
Total	2809	2715	2693	2416	2334	2275	2188	2115	2106	2097	1776	1383	1102	1081	376	152	62	36

Legend: REG HRS — OT HRS — OTHER — Total — Linear (Total)

CBPD TOTAL HOURS WORKED BY INDIVIDUAL OFFICERS - FISCAL 2022

Total Work Hours

	Employee N	Employee I	Employee R	Employee L	Employee D	Employee H	Employee P	Employee F	Employee Q	Employee J	Employee O	Employee C	Employee K	Employee B	Employee G	Employee A	Employee M	Employee E
Total	2809	2715	2692.7	2415.5	2334	2275	2188	2115.25	2106.35	2097	1775.5	1382.5	1102.25	1080.5	376	152	62	36
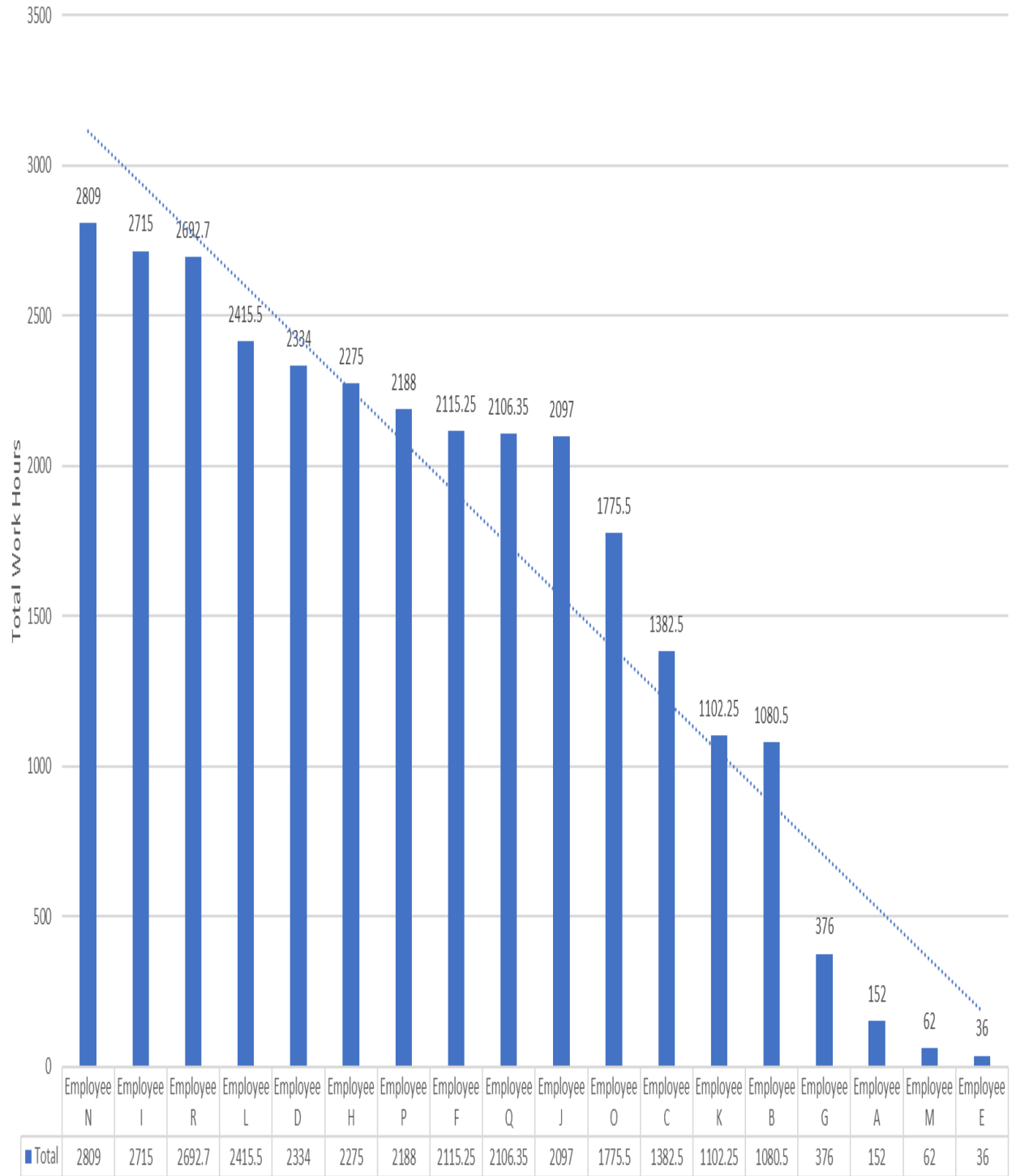
The information utilized in the remaining portions of this reporting is data subject to disclosure under the scope of the Pennsylvania Right to Know Law via the Office of Open Records (RTK/PAOOR), it should be noted this same data is available to any member of the public upon request. The use of overtime pay in police agencies is largely situationally driven. Many factors affect overtime that may be largely beyond the control of the Police Chief or Supervisory team. This does not relieve the Chief and supervisory staff of the monitoring and management of the overtime function. There are tools that can be applied to reduce the negative impacts of excess overtime to mitigate fiscal impacts on the local government entity and to that of the officer and the families of the officers. The chart below depicts the distribution of overtime and regular pay per member of the CBPD in fiscal 2022.

Employee	REG Pay	OT Pay
Employee A	3,219.36	$0.00
Employee B	33,571.34	$1,032.53
Employee C	28,781.76	$587.75
Employee D	58,238.60	$11,287.74
Employee E	762.48	$0.00
Employee F	51,192.10	$1,471.17
Employee G	7,852.20	$0.00
Employee H	50,586.81	$7,406.66
Employee I	44,290.98	$25,205.88
Employee J	58,873.08	$0.00
Employee K	23,331.72	$0.00
Employee L	53,972.84	$17,883.96
Employee M	1,033.56	$0.00
Employee N	57,476.80	$33,425.46
Employee O	34,514.15	$3,617.14
Employee P	53,237.48	$4,874.68
Employee Q	20,092.80	$1,003.06
Employee R	61,617.16	$73,079.91

Overtime distribution is affected by many factors. Some of these potential sources of impact include some of the following considerations:

- ✓ Collective Bargaining Restrictions
- ✓ Availability
- ✓ Shift duration
- ✓ FSLA requirements (exempt employees)
- ✓ Family impacts

- ✓ Officer wellness considerations
- ✓ Fatigue and rest periods between shifts
- ✓ Preservation of officer's rights under the CBA and conditions associated with overtime.
- ✓ Negative impacts upon agency morale, discipline, and operational readiness.
- ✓ Post-employment benefit costs
- ✓ Pension funding levels and status

It should be considered that the nature of policing has some special demands not normally associated with other business or civilian business necessities. The rules of Criminal Procedure (PA Title 42) include specific time constraints for police compliance. This means potential overtime may be the result of arrests and subsequent court appearances. A detailed analysis of the CBPD overtime pay for fiscal 2022 is provided below. This chart includes the use of randomly identified identifiers for the EMPLOYEE CATEGORY. All other data is from the administrative records of the Fiscal Office of the Borough of Catasauqua. This graphic depiction and supporting data chart were designed to include the fiscal sort of sworn staff by the distribution and collection of overtime pay by members from high to low.
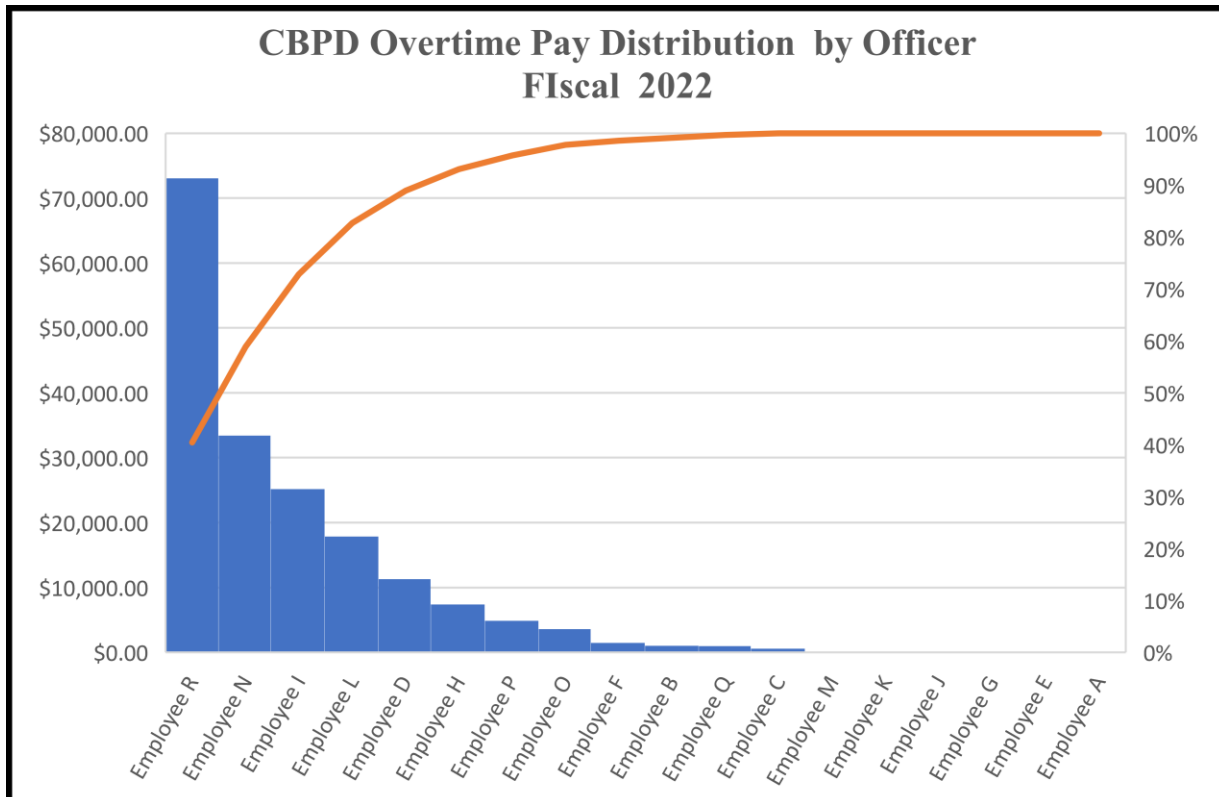
This data should be viewed within the framework of the FSLA. This means that for covered, nonexempt employees, the FLSA requires overtime pay at a rate of not less than one and one-half times an employee's regular rate of pay after 40 hours of work in a workweek. Some exceptions to the 40 hours per week standard apply under special circumstances to police officers

and fire fighters employed by public agencies and to employees of hospitals and nursing homes. Analysis of the CBPD overtime determined the median overtime (The median is a value denoting or relating to a value or quantity lying at the midpoint of a frequency distribution of observed values or quantities, such that there is an equal probability of falling above or below it: within a range of values).

Employee	OT Pay
Employee R	$73,079.91
Employee N	$33,425.46
Employee I	$25,205.88
Employee L	$17,883.96
Employee D	$11,287.74
Employee H	$7,406.66
Employee P	$4,874.68
Employee O	$3,617.14
Employee F	$1,471.17
Employee B	$1,032.53
Employee Q	$1,003.06
Employee C	$587.75
Employee M	$0.00
Employee K	$0.00
Employee J	$0.00
Employee G	$0.00
Employee E	$0.00
Employee A	$0.00

The examination of the overtime in fiscal 2022 produced several takeaways of note. These are listed as follows:

1. One officer accrued over $73,079.91 in overtime. This figure stands out for the overall size of the Borough and service demands. The number was even more of an area of concern from a management viewpoint since the disparity between this figure and that of other agency members could be a source of bargaining unit discord. It also presents an opportunity for negative community perception as "excessive "given the data from the July 2022 Census denoting the income figures for borough residents. The median income for a household in the borough was $42,432, and the median income for a family was $48,589. Males had a median income of $32,320 versus $45,730 for females. The per capita income for the borough was $18,906. About 5.4% of families and 8.0% of the population were below the poverty line, including 11.7% of those under age 18 and 11.2% of those age 65 or over.

SAMPLE SINGLE CBPD EMPLOYEE OVERTIME VS. CATASAUQUA BOROUGH MEDIAN INCOME - July 2002 Census Data

	Male	Female	Family	Household	Employee "R" Overtime
	$32,320.00	$45,730.00	$48,589.00	$42,434.00	$73,079.91
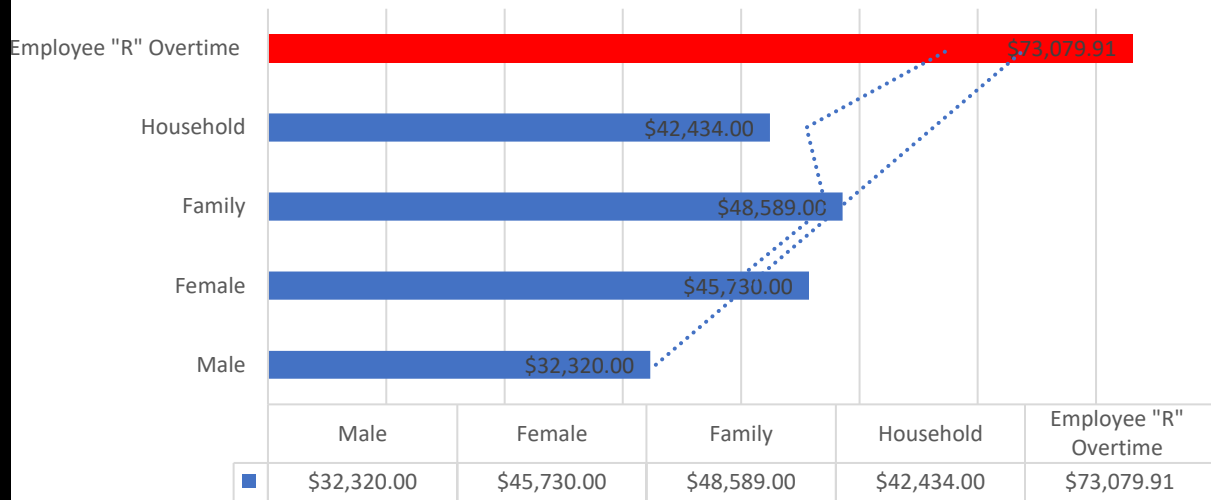
2. One officer exceeded the pay of the CBPD Chief of police by over 52.77% with the employee's gross pay listed at $160,309.68. This has a potentially deleterious impact upon the agency and the chain of command.
3. A total of five CBPD employees account for over 88.95% of the total overtime utilization in the CBPD this is depicted in the following chart:
4.

Employee R	$73,079.91
Employee N	$33,425.46
Employee I	$25,205.88
Employee L	$17,883.96
Employee D	$11,287.74
	$160,882.95

CBPD DISTRIBUTION OF REGULAR HOURS BY EMPLOYEE - FY 2022

Regular Hours Worked / Employee Designation

- Employee A: 152
- Employee B: 1032
- Employee C: 1359
- Employee D: 1646.5
- Employee E: 36
- Employee F: 1440
- Employee G: 371
- Employee H: 1843
- Employee I: 1614
- Employee J: 1492
- Employee K: 1102.25
- Employee L: 1523
- Employee M: 54
- Employee N: 1664
- Employee O: 1630.5
- Employee P: 1501
- Employee Q: 560
- Employee R: 1737.7
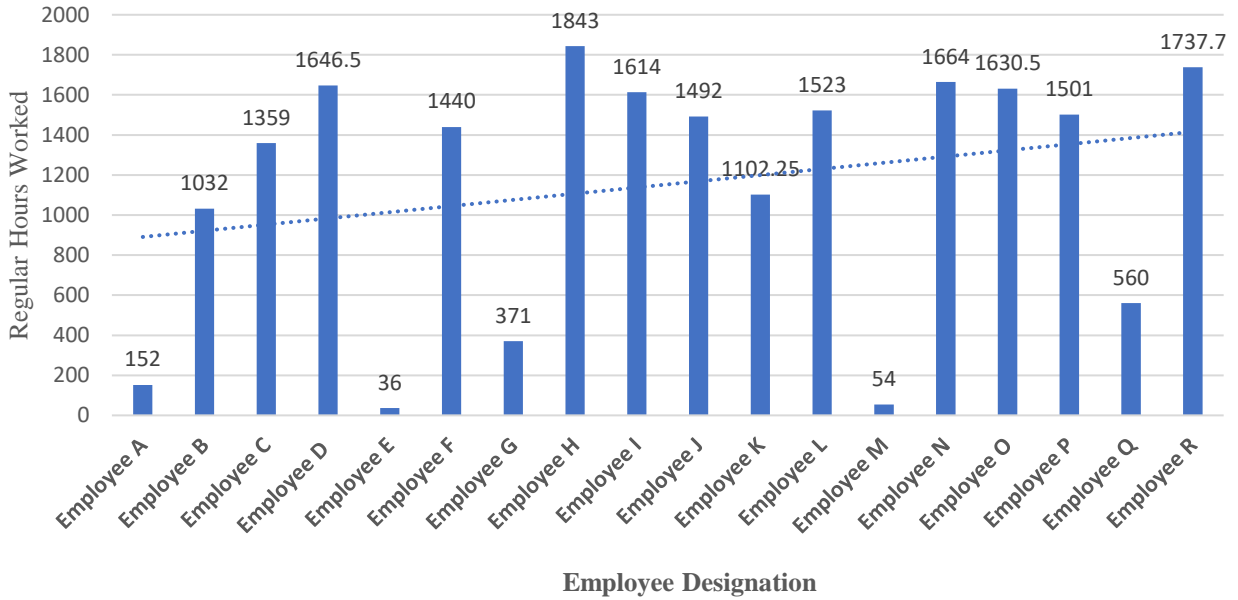
CBPD DISTRIBUTION OF OVERTIME HRS BY EMPLOYEE - FY 2022

- Employee R: 373
- Employee Q: 18.35
- Employee P: 92
- Employee O: 114
- Employee N: 641
- Employee M: 0
- Employee L: 335.5
- Employee K: 0
- Employee J: 0
- Employee I: 611
- Employee H: 179
- Employee G: 0
- Employee F: 27.25
- Employee E: 0
- Employee D: 212
- Employee C: 18.5
- Employee B: 32.5
- Employee A: 0
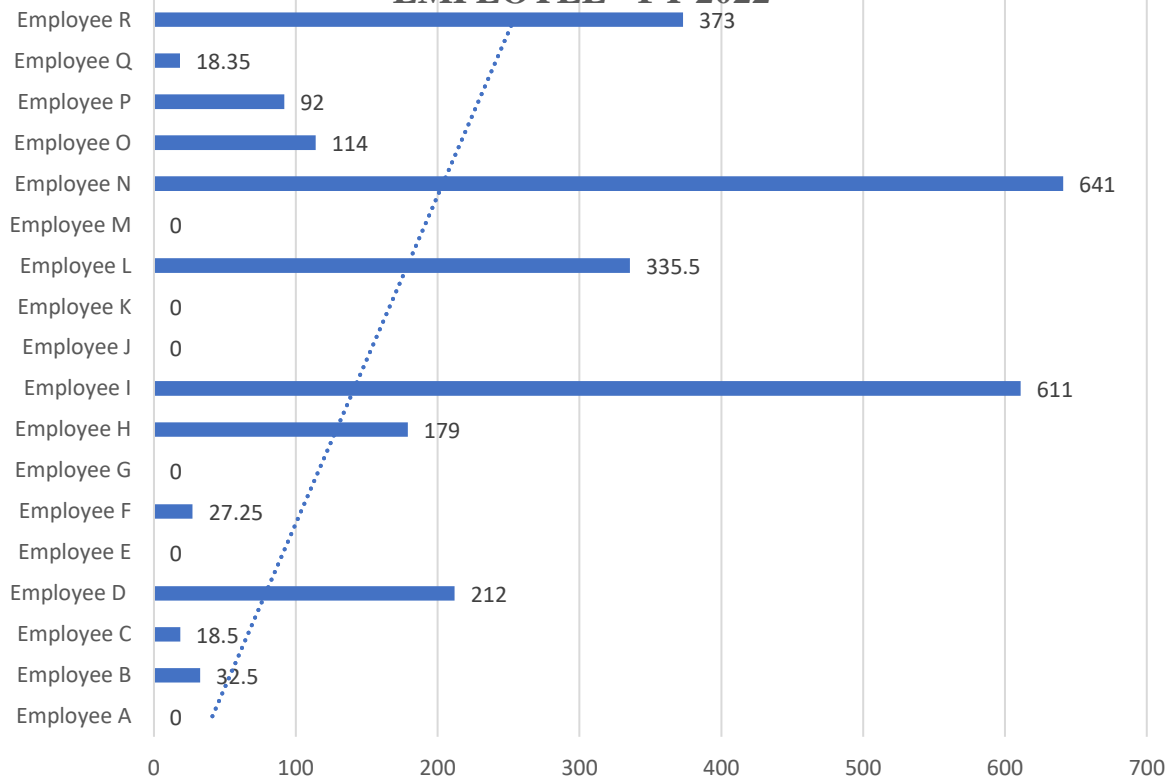
Employee	OT HRS	OTHER	REG Pay	OT Pay	OTHER Pay	GROSS Pay
Employee R	373	582	61,617.16	$73,079.91	25612.61	$160,309.68
Employee N	641	504	57,476.80	$33,425.46	23909.74	$114,812.00
Employee L	335.5	557	53,972.84	$17,883.96	26490.56	$98,347.36
Employee D	212	475.5	58,238.60	$11,287.74	22479.9	$92,006.24
Employee I	611	490	44,290.98	$25,205.88	20123.83	$89,620.69
Employee P	92	595	53,237.48	$4,874.68	25579.24	$85,691.36
Employee J	0	605	58,873.08	$0.00	25725.49	$84,598.57
Employee F	27.25	648	51,192.10	$1,471.17	27681.17	$80,344.44
Employee Q	18.35	1528	20,092.80	$1,003.06	58135.54	$79,231.40
Employee H	179	253	50,586.81	$7,406.66	12421.99	$70,415.46
Employee O	114	31	34,514.15	$3,617.14	1641.45	$39,772.74
Employee B	32.5	16	33,571.34	$1,032.53	847.2	$35,451.37
Employee C	18.5	5	28,781.76	$587.75	264.75	$29,634.26
Employee K	0	0	23,331.72	$0.00	0	$23,331.72
Employee G	0	5	7,852.20	$0.00	264.75	$8,116.95
Employee A	0	0	3,219.36	$0.00	0	$3,219.36
Employee M	0	8	1,033.56	$0.00	382.8	$1,416.36
Employee E	0	0	762.48	$0.00	0	$762.48

The utilization or assignment of overtime and resultant impacts upon the total gross income of agency members is depicted in the chart above. The median income is highlighted at the figure of $70,415.46. Incomes were ranked by gross income totals. The distribution of unranked data is depicted in the chart that follows:

Employee	REG HRS	OT HRS	OTHER	REG Pay	OT Pay	OTHER Pay	GROSS Pay
Employee A	152	0	0	$3,219.36	$0.00	$0.00	$3,219.36
Employee B	1032	32.5	16	$33,571.34	$1,032.53	$847.20	$35,451.37
Employee C	1359	18.5	5	$28,781.76	$587.75	$264.75	$29,634.26
Employee D	1646.5	212	475.5	$58,238.60	$11,287.74	$22,479.90	$92,006.24
Employee E	36	0	0	$762.48	$0.00	$0.00	$762.48
Employee F	1440	27.25	648	$51,192.10	$1,471.17	$27,681.17	$80,344.44
Employee G	371	0	5	$7,852.20	$0.00	$264.75	$8,116.95
Employee H	1843	179	253	$50,586.81	$7,406.66	$12,421.99	$70,415.46
Employee I	1614	611	490	$44,290.98	$25,205.88	$20,123.83	$89,620.69
Employee J	1492	0	605	$58,873.08	$0.00	$25,725.49	$84,598.57
Employee K	1102.25	0	0	$23,331.72	$0.00	$0.00	$23,331.72
Employee L	1523	335.5	557	$53,972.84	$17,883.96	$26,490.56	$98,347.36
Employee M	54	0	8	$1,033.56	$0.00	$382.80	$1,416.36
Employee N	1664	641	504	$57,476.80	$33,425.46	$23,909.74	$114,812.00
Employee O	1630.5	114	31	$34,514.15	$3,617.14	$1,641.45	$39,772.74
Employee P	1501	92	595	$53,237.48	$4,874.68	$25,579.24	$85,691.36
Employee Q	560	18.35	1528	$20,092.80	$1,003.06	$58,135.54	$79,231.40
Employee R	1737.7	373	582	$61,617.16	$73,079.91	$25,612.61	$160,309.68
Total	20757.95	2654.1	6302.5	$642,645.22	$180,875.94	$271,561.02	$1,097,082.44

The 2022 data sets suggest there are areas concerning the distribution of overtime that should be examined more closely and addressed. In order to determine if the 2022 overtime distribution was an anomaly or a pattern, the 2023 year to date data was examined. This examination reproduced a similar outcome. Reliability can be measured by comparing the consistency of the procedure and its results. Reliability refers to the consistency of the measure. High reliability indicates that the measurement system produces similar results under the same conditions. If you measure the same item or person multiple times, you want to obtain comparable values. They are reproducible. Validity refers to whether the measurements reflect what they're supposed to measure. This concept is a broader issue than reliability. Researchers need to consider whether they're measuring what they think they're measuring. Or do the measurements reflect something else? Does the instrument measure what it says it measures? It's a question that addresses the appropriateness of the data rather than whether measurements are repeatable. The determinations from this analysis found the data sets for 2022 and 2023 YTD to be both reliable and valid. There are also other factors for consideration. The 2023 data set includes all available YTD data as of September 21, 2023. This data set also includes both new and former employees.

Employee	REG HRS	OT HRS	OTHER	REG Pay	OT Pay	OTHER Pay	GROSS Pay
Employee A	54	0	0	$1,470.90	$0.00	$114.52	$1,585.44
Employee B	1139	12	60	$29,506.46	$528.48	$5,434.42	$35,469.36
Employee C	1129.5	0	32	$31,877.24	$0.00	$5,135.86	$37,013.10
Employee D	160	3.5	94	$6,058.72	$119.19	$3,619.64	$9,797.55
Employee E	1178.5	20.75	365.5	$44,694.77	$1,180.89	$15,319.79	$61,195.45
Employee F	212.5	0	1	$5,674.58	$0.00	$593.00	$6,267.58
Employee G	152	0.5	8	$4,464.24	$22.03	$234.96	$4,721.23
Employee H	797	62.25	251	$25,146.53	$2,953.88	$9,758.99	$37,859.40
Employee I	1121	396.5	431	$35,448.59	$18,764.84	$16,128.69	$70,342.12
Employee J	916	0	524	$40,842.50	$0.00	$22,420.68	$63,263.18
Employee K	72	3	8	$2,114.64	$132.17	$587.40	$2,834.21
Employee L	203.5	0	4	$4,657.79	$0.00	$1,258.55	$5,916.34
Employee M	332	6.5	227.5	$12,561.04	$369.92	$9,178.22	$22,109.18
Employee N	16	0	0	$306.24	$0.00	$0.00	$306.24
Employee O	1118	253	450	$42,381.88	$14,380.71	$19,086.38	$75,848.97
Employee P	647	26.5	76	$15,981.59	$940.07	$5,730.16	$22,651.82
Employee Q	1208	38.5	336	$45,831.52	$2,191.05	$14,288.32	$62,310.89
Employee R	1236	946	347.5	$46,847.12	$53,819.36	$19,745.52	$120,412.00
Employee S	980	9.5	564	$37,181.20	$540.65	$23,800.32	$61,522.17

CBPD TOTAL HOURS WORKED BY OFFICER - FISCAL 2023 YTD

Legend:
- TOTAL HOURS WORKED
- Linear (TOTAL HOURS WORKED)

Data labels:
- Employee A: 54
- Employee B: 1211
- Employee C: 1161.5
- Employee D: 257.5
- Employee E: 1564.75
- Employee F: 213.5
- Employee G: 160.5
- Employee H: 1110.25
- Employee I: 1948.5
- Employee J: 1440
- Employee K: 83
- Employee L: 207.5
- Employee M: 566
- Employee N: 16
- Employee O: 1821
- Employee P: 749.5
- Employee Q: 1582.5
- Employee R: 2529.5
- Employee S: 1553.5
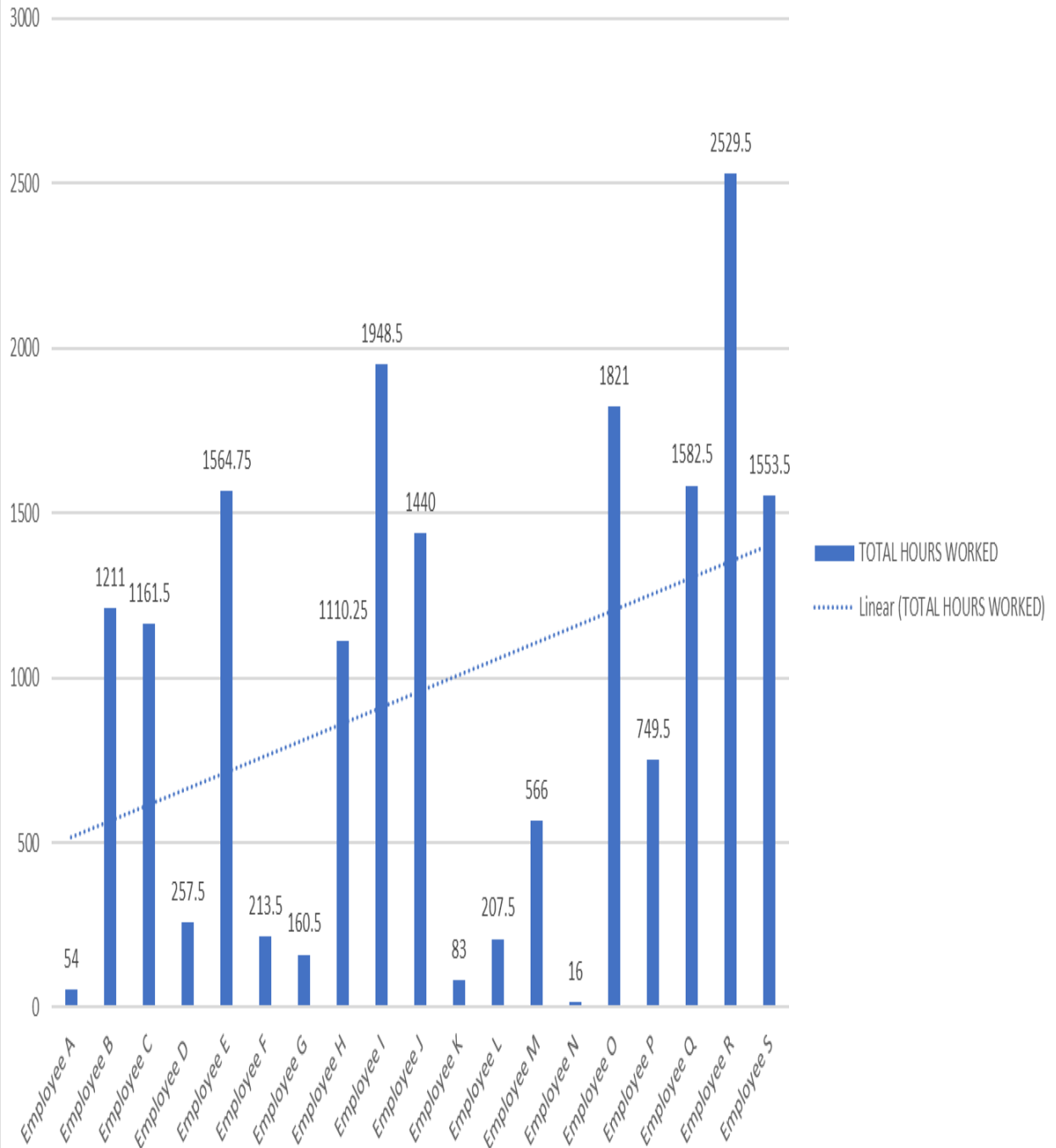
Employee	REG Pay	OT Pay
Employee A	$1,470.90	$0.00
Employee B	$29,506.46	$528.48
Employee C	$31,877.24	$0.00
Employee D	$6,058.72	$119.19
Employee E	$44,694.77	$1,180.89
Employee F	$5,674.58	$0.00
Employee G	$4,464.24	$22.03
Employee H	$25,146.53	$2,953.88
Employee I	$35,448.59	$18,764.84
Employee J	$40,842.50	$0.00
Employee K	$2,114.64	$132.17
Employee L	$4,657.79	$0.00
Employee M	$12,561.04	$369.92
Employee N	$306.24	$0.00
Employee O	$42,381.88	$14,380.71
Employee P	$15,981.59	$940.07
Employee Q	$45,831.52	$2,191.05
Employee R	$46,847.12	$53,819.36
Employee S	$37,181.20	$540.65
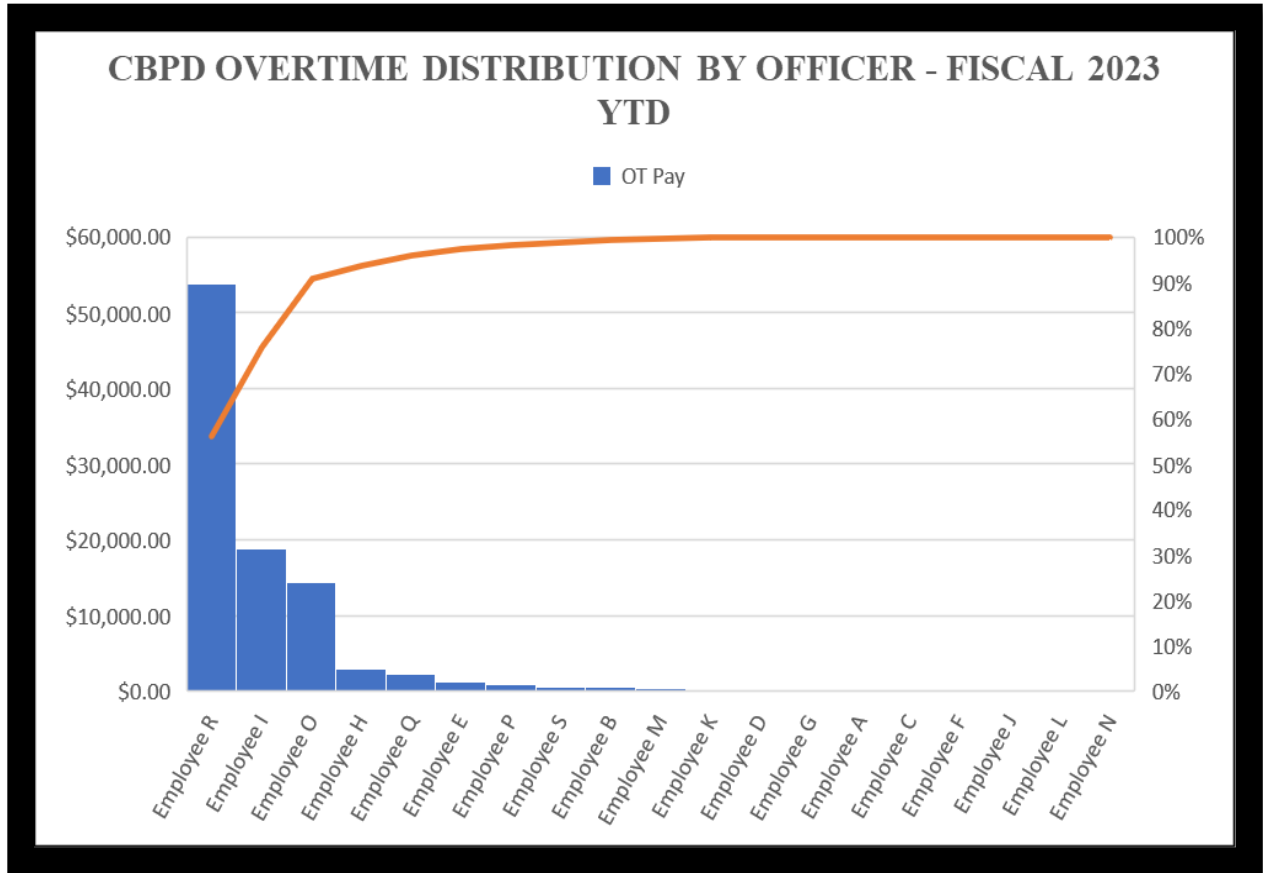
Employee	OT Pay
Employee A	$0.00
Employee B	$528.48
Employee C	$0.00
Employee D	$119.19
Employee E	$1,180.89
Employee F	$0.00
Employee G	$22.03
Employee H	$2,953.88
Employee I	$18,764.84
Employee J	$0.00
Employee K	$132.17
Employee L	$0.00
Employee M	$369.92
Employee N	$0.00
Employee O	$14,380.71

Employee P	$940.07
Employee Q	$2,191.05
Employee R	$53,819.36
Employee S	$540.65

This data set reflects the data for the entire agency and was not ranked in any order beyond random order. Analysis of the CBPD overtime determined the median overtime which is highlighted on the depiction. (The median is a value denoting or relating to a value or quantity lying at the midpoint of a frequency distribution of observed values or quantities, such that there is an equal probability of falling above or below it: within a range of values). A chart depicting the ranked use of overtime from high to low and the resulting OT pay follows. Analysis of the CBPD overtime determined the median overtime, which is highlighted on the depiction. (The median is a value denoting or relating to a value or quantity lying at the midpoint of a frequency distribution of observed values or quantities, such that there is an equal probability of falling above or below it: within a range of values). There was also a replication of the results pertaining to the comparative analysis of income for a single agency member as it compares to the July 2022 Census Data for Community Incomes.

Employee	OT Pay
Employee R	$53,819.36
Employee I	$18,764.84
Employee O	$14,380.71
Employee H	$2,953.88
Employee Q	$2,191.05
Employee E	$1,180.89
Employee P	$940.07
Employee S	$540.65
Employee B	$528.48
Employee M	$369.92
Employee K	$132.17
Employee D	$119.19
Employee G	$22.03
Employee A	$0.00
Employee C	$0.00
Employee F	$0.00
Employee J	$0.00
Employee L	$0.00
Employee N	$0.00

SAMPLE SINGLE CBPD EMPLOYEE OVERTIME VS. CATASAUQUA BOROUGH MEDIAN INCOME - July 2002 Census Data

	Male	Female	Family	Household	Employee "R" Overtime
■	$32,320.00	$45,730.00	$48,589.00	$42,434.00	$53,819.36
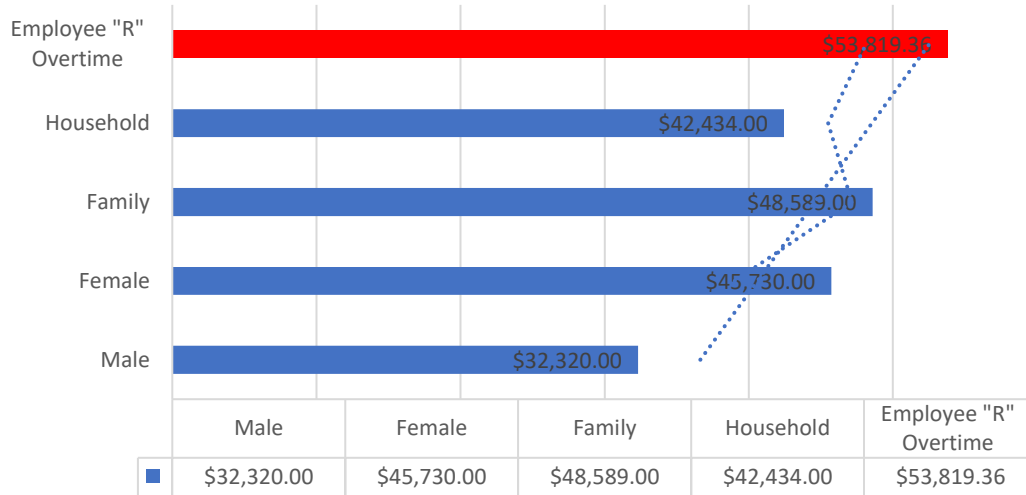
# of OTs	Hours
428	2,827.25
257	1,379.50
210	1,278.50
262	723.50
112	580.50
110	431.50
100	394.00
119	361.25
55	205.00
35	200.00
41	130.75
30	114.00
47	109.50
20	67.50
22	48.00
14	38.00
6	36.00
26	30.50
4	15.50
3	10.50
6	8.50
0	0.00
0	0.00
0	0.00
Totals: **1,907**	**8,989.75**

This graphic depicts the use of overtime hours by the CBPD for the period of 09/1/2021 to 09/27/2023.

Number of "overtime events": 1907

Number of "overtime hours": 8,989.75

*Source via the office of the Chief of Police.

This graphic clearly illustrates a problem that must be addressed. Considering the total elapsed time frame covered equals 756 days (365 x 2 +27) 0r 18,144 hours (656 x 24). The CBPD used overtime to cover 49.55% of the required hourly period. (8989.75 is 49.55% of 18,144).

Police Management Study
Borough of Catasauqua, Lehigh County, PA

When examining the overall picture of the CBPD as it currently presents there was a need to identify the causes of disparity for the utilization of overtime. This was presented to the Chief of Police who provided the following summary of the reasons for the distribution as it transpired in Fiscal 2022 and Fiscal 2023. The Chief indicated that the overtime was due to the acute staffing shortage faced by the agency. The Chief is responsible for the assignment and approval of the overtime, which was assigned on what he described as "a first come - first served" basis. The overtime cost control strategy employed was depicted as "Do not open up the 8 AM/4 PM for OT, Do not open up the 12 AM/8 AM, only open up the 4 PM/12AM shift for OT".

CBPD CANINE (K-9) PROGRAMMING

A basic understanding of agency cost effectiveness involves a closer look at the current CBPD canine program structure. The final determination will rely upon the cost/benefit analysis as interpreted by the key stakeholders and the governing body. A sample of the metrics as provided and published by the CBPD in annual reporting was submitted. This reporting while believed reliable provides limited value in comparative analysis since there is not a definition attached for each of the catagories listed. When asked to provide definitions of what each canine reporting event constitutued it was clear there is a murky and duplicated system of work measures employed.

K9 Assist	2	0	0	2	0	3	3	1	2	0	4	2	19	7
K-9 SPECIAL EVENT	0	0	0	0	2	1	0	0	1	0	1	0	5	1
K-9 TRAINING	2	0	0	1	2	2	2	2	1	4	2	1	19	13

2019 CBPD & 2020 YTD Data Set K-9 Utilization * Incomplete Data reported by CBPD

K9 Assist	2	1	1	0	1	1	5	2	0	0	0	0	13
K9 Training	2	1	1	2	2	1	2	0	0	0	0	0	11

2021 CBPD Data Set K-9 Utilization

K9 Training	0	0	0	0	0	0	0	0	1	3	2	1	7

2022 CBPD Data Set K-9 Utilization

Training hours provide a three year total of 37, if assumption is made of an 8 hour period for each training event, this means there were a total of 296 work hours dedicated to the canine (K9) function. This means that there was a total of 7.4 weeks over this three year period dedicated to the training function where the officer was unavailable for routine patrol and call handling. On

average 2.46 weeks per year the officer has to be paid overtime, be provided comp time, or utilize their normal shift for training of the canine. Increasing the shift duration of training hours provides a three year total of 37, if assumption of a 10 hour period for each training event, this means there were a total of 370 work hours dedicated to the canine (K9) function. This means that there was a total of 9.25 weeks over this three year period dedicated to the training function where the officer was unavailable for routine patrol and call handling. On average 3.08 weeks per year the officer has to be paid overtime, be provided comp time or utilize their normal shift for training of the canine. This also creates other staffing challenges for the remaining agency members with changes in scheduling and quality of life related issues necessary to cover the shifts during dedicated canine training. As illustrated in the upcoming paragraphs this record is inadequate and in the best light possible would likely not pass reporting for mandatory training of _**16 hours of monthly**_ training and other measures under new statutory requirements for canines.

The Commonwealth of Pennsylvania has formalized rules governing the establishment and operation of police canines by police agencies in the Commonwealth. Pennsylvania Act 60 of 2022 established minimal standards for police departments, canine officers, and police animals (canine) to adhere to § 2172. The passage and effective date (This Act shall take effect in 60 days.)(APPROVED--The 11th day of July, A.D. 2022.) established the Canine training standards for police officers. This included specified requirements:

(1) Standards for initial certifications.
(2) Standards for maintenance certifications.
(3) Record-keeping policies and procedures for police department canine units or officers.
The MPOETC commission shall review and update the standards under subsection (a) as the commission deems necessary and at least every two years. The commission shall transmit notice of the standards established and updated under this section to the Legislative Reference Bureau for publication in the Pennsylvania Bulletin.

A request was made to the Chief of Police on October 31, 2023 to review the Canine Unit Evaluation form (MPO- 240 (01/2023) that is a required submission by law to MPOETC for certification of the canine handler officer and the police canine.

Maintenance training and evaluation.   (a) *Training.* Every police canine unit shall accomplish 16 hours of monthly maintenance training that includes the following:

(1) Review basic skills.

(2) Review specialty skills.

(3) Review use of force decision-making by the handler.

(b) *Attendance.*

(1) A police canine unit that is unable to complete monthly training shall document the reasons and will be required to make up the missed training at the next available opportunity.

(2) A police canine unit that fails to accomplish monthly training for 2 consecutive months will be required to be evaluated in accordance with subsection (c) before being permitted to conduct police operations.

(c) *Evaluation/approval.* At least once per calendar year, each police canine unit must be evaluated and approved by a police canine trainer as specified in § 1(a) (relating to basic training).

(d) *Evaluation/probation.* A police canine unit that fails an evaluation may continue to conduct police operations for a period not to exceed 60 days, during which the canine unit must be re-evaluated and approved.

The requested document was unable to be examined, with a response by the Chief that he submitted the required form but did not have a copy of the form. The Chief was provided with the requirements and a statutory reference for the Act. The Chief was also provided with immediate concerns and verbal notice that the training measures and subsequent required certifications may not meet the required standards within the statute. On November 1, 2023 an email from the Chief indicated that there was a canine certification scheduled for November 1, 2023. It remains undetermined at the filing of this reporting if the required certification(s) were filed properly. A review of the CBPD administration of the canine programming for the DCED evaluation period concluded that the agency was ***not compliant*** with the statutory requirements established by Pennsylvania Act 60 of 2022 for canine handlers and the police canines.

EXISTING SCHEDULING EVAULATION

The CBPD has established shift duration under the provisions of the existing CBA. The normal work shift duration is for a period of 8 hours over a five day work period, shifts are established as follows:

12:00 Midnight to 8:00 AM

8:00 AM to 4:00 PM

4:00 PM to 12:00 Midnight

The existing schedule structure was examined utilizing a schedule as provided for the period of April 1, 2023, to September 26, 2023. While this sampling is for only one fiscal period, it is believed to be representative of the past, current, and future practices unless there are meaningful changes. Noted are several areas of identified weakness in the scheduling, that are not only repeated bad practices, but seemingly are accepted as normalized scheduling practices. These areas of concern are identified as follows:

1. CBA driven limitations on shift duration with defined starting and ending points, do not permit developing a cover shift to mitigate the current situation.
2. Routine use of overtime by the agency to cover the shift period between 16:00 and 00:00 hours as both a strategy and a solution.
3. The CBPD has incurred obligations for the SRO function that seemingly exceed agency ability to staff without adversely impacting the normal schedule.
4. Training must be scheduled to complement existing agency staffing instead of adversely impacting schedules.
5. Overtime is distributed in such a manner that is not equitable and when examined closely appears to raise many concerns over viability and sustainability.
6. The design of the schedule as provided for analysis did not allow the reader to see that there was clearly a use of overtime. Instead, the reader was required to make determinations of overtime by looking at the schedule for time frames and names associated with time frames for coverage. Since there is an automated scheduling system in place this can be quickly remedied to provide a quick look to enhance monitoring and control of the overtime functions.
7. Lack of overall management of the overtime function.
8. Ineffective utilization of part-time sworn staff.

Monday, April 3, 2023

Administration	
Regular Duty - ██████████r (08:00 - 16:00)	

Patrol	
Regular Duty - ██████████ (00:00 - 08:00)	
Regular Duty - ██████████ (08:00 - 16:00)	
Regular Duty - ██████████ (16:00 - 00:00)	⟸ *Overtime Block*

SRO	
Regular Duty - ██████ (08:00 - 16:00)	

Monday, April 3, 2023

SRO	
Regular Duty - ██████████ (07:30 - 15:30)	
Regular Duty - ██████ (07:00 - 15:00)	

Training	
Regular Duty - ██████████ (06:30 - 14:30)	

Court Appearances	
Court Appearances - ██████ (13:15)	
Court Appearances - ██████████ (09:30)	

PTO	
PTO - ██████ (16:00 - 00:00)	
PTO - ██████ (08:00 - 16:00)	
PTO - ██████ (00:00 - 08:00)	

This example provides several opportunities to potentially control overtime exposures. Upon first blush it appears that for a small agency with less than ten full-time officers to deploy three officers to an SRO duty post for a full 8 hour shift is both unreasonable and irresponsible unless extraordinary circumstances are present.

While the school administration may wish for the number of officers to be established at a designated level, it may not be feasible under the current situation. Please consider that the contract provides for coverage of 50% of the costs being paid by the school district, but the municipality is routinely covering shifts at a rate of time and one half as required by the CBA. In this example the agency absorbed a payout to a senior pay grade office a total of 8 hours of overtime at the rate of time and a half.

There is also a training block for an entire shift scheduled for that date, once again this presents an opportunity for reduction in overtime by deferring the training to another date and assigning the officer to an open patrol schedule slot. This example, while a single example, is both representative and transferable within the scope of this review.

Additional reporting from the CBPD provides insight into the hours of the day with peak call volume. This is provided in graphic depictions that follows. It should be noted that in both the 2021 and 2022 reporting submitted by the CBPD the peak call volume occurs between the hours of 12:00 and 20:00. Data sets reviewed for fiscal 2019 and 2020 closely mirror the same results. This would support both the validity and transferability of the data being considered as reliable for agency planning and resource allocation purposes.
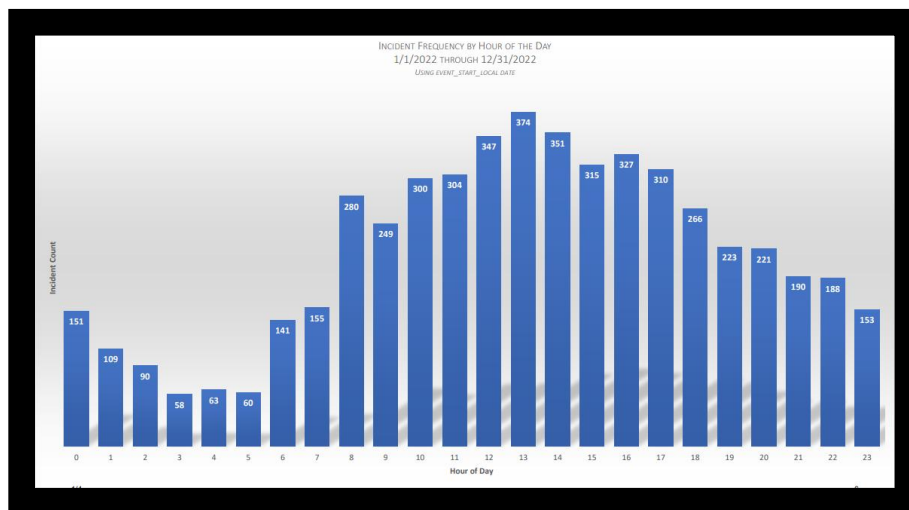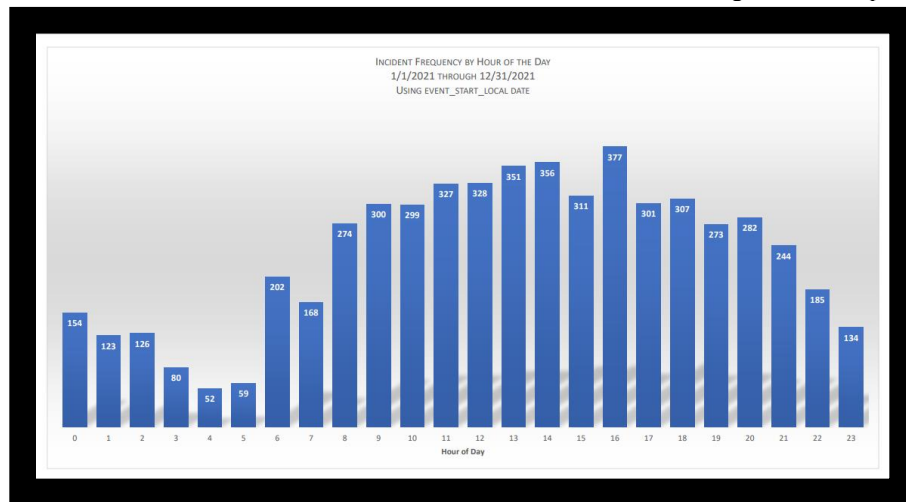
SCHEDULING RECOMMENDATIONS

In order to resolve the scheduling scenario as it currently presents, consideration should be provided to implement the following solutions:

1. Increased professional administrative oversight or takeover of the police schedule by the Office of the Borough Mayor or the designee of the Office of the Mayor (Borough Administrators, Manager, or CFO).
2. Immediately eliminate the position of Detective or mandate the position as one wearing the uniform of the day and insert the officer into the normal schedule rotation. Including days, evenings, overnights, weekends, and holidays. This step alone would reduce overtime according to utilization reporting provided by the Office of the Chief of Police by at least 2,827.25 hours over the past three year reporting period. This act will presumably have little or no impact upon the operational effectiveness of the agency since no data is readily

available to support the need for the Detective position from either the Chief of Police or the Detective.

3. Modify (re-open) current contract or future contract to eliminate pre-specified shift hours. While the duration of the shift (8-10-12) hours should be established by contract.

4. The establishment of shift periods is a management function relinquished under the existing CBA and suggestions would be for engagement to implement cover shifts.

5. Develop a progressive shift rotation for all agency members.

6. Seeking determinations via an internal agency staff study conducted by the Chief of Police concerning benefits of increased full-time and part-time authorized sworn staff.

7. Seeking determinations via an internal agency staff study conducted by the Chief of Police illustrating planned field training programming and KPI(s) for full-time new hire officers of increased full-time and part-time authorized sworn staff.

8. Seeking determinations via an internal agency staff study conducted by the Chief of Police illustrating planned field training programming and KPI(s) for part-time new hire officers of increased full-time and part-time authorized sworn staff.

9. Immediately review the SRO staffing metrics and seek modification for staffing within the MOU and or JOA to avoid collateral cost overruns.

10. Adopt an agency strategic plan.

11. Refocus training emphasis to mandatory and curtail to a needs based training structure until such time as the overtime crisis is contained.

12. Make determinations similar to those suggested for the position of Detective on viability of continued Canine (K9) training and future programming.

13. Cease any use of overtime by regular patrol staff to cover call offs or training periods by the SRO(s) to cover the vacant SRO (s) function.

STAFFING EVAULATION METRICS

To facilitate this study, we would normally focus upon the objectives defined within the agency strategic plan to compare the CBPD measurable outcomes to other agencies or models and to the stated objectives of the organization. Areas of usual study emphasis are workload, outcomes, and comparative data analysis for the CBPD, for determinations of existing and future staffing needs. Since the CBPD lacks a strategic plan and has such a large disparity in the use of overtime, these specific performance metrics were not available for comparative analysis for determinations concerning hours of officer availability. As such, to provide fair estimates of availability, the IACP recognized average was applied of officer availability at 1,760 hours per year.

An evaluation of the CBPD data as it currently presents requires that the reader consider several factors of import to the outcome of any data related to the understanding of staffing. In addition, to the factors considered in the above paragraphs and those that will follow related to the calculations on staffing levels. The reader must fully consider those influences that constitute

both internal and external organizational impacts on the amount of time an officer is available for patrol. These are defined in this report as:

Internal factors
External factors
Population considerations
Performance factors
Other impacting factors from all sources

Some of these internal influences/factors (agency controlled) are provided in the list below:

8-hour schedule requirement – CBA restricted
Total time off inherent in the 8-hour schedule – CBA restricted
Participation levels in non-primary jurisdictional law enforcement efforts/teams
Contracted agency positions with required contractual based staffing level
Specialized assignments
Increased training assignments – short-term (40-hour blocks or less)
Increased training assignments – long-term (40-hour blocks or more)
Internal staffing assignments – Support Services
Internal fixed staffing assignments – Criminal Investigations Unit

Some of these external influences/factors (beyond agency control) are provided in the list below:

Injury off duty related time-off	Injury on duty related time-off
Discipline related time-off pending further adjudication.	Separation from the agency on a voluntary basis
Retirements	Use of sick leave for cause
Mandated training requirements	Increased reporting of certain offense categories due to mandated reporting and investigation requirements
Population considerations	Population size
Population density	Socio-economic influences
Other characteristics not listed	Commuter impacts vs Resident Needs
Population shifts based upon time of day, day or week, or seasonal influences	Performance factors are those factors and determinations that are established by agency and municipal leadership. These are defined key performance metrics and may include:
Response time expectations	Crime rate
Patrol intervals	Officer to citizen ratios
Others not listed	

Impacting factors are simply those things that we just simply cannot predict or control but must deal with either unexpectedly or with some limited predictability. In short, what we never saw coming but are going to handle as best we can. Examples include:

Weather impacts	Increased complex crimes or high impact events (homicides, large scale gatherings, or other similar unplanned or planned events)
Good luck	Bad luck

Typical Approaches to Staffing Allocation -Traditionally, there have been four basic approaches to determining workforce levels: per capita, minimum staffing, authorized level, and workload-based. Each differs in its assumptions, ease of calculation, usefulness, validity, and efficiency. A fifth approach, based on officer coverage, can help determine staffing needs in communities with low call volumes.

The Per Capita Approach -Many police agencies have used their resident population to estimate the number of officers a community needs. The per capita method compares the number of officers with the population of a jurisdiction. To determine an optimum number of officers per population, that is, for an optimum officer rate, an agency may compare its rate to that of other regional jurisdictions or to peer agencies of a similar size. Although it is difficult to determine the historical origin of, or justification for, the per capita method, it is clear that substantial variations exist among police departments. Advantages of the per capita approach include its methodological simplicity and ease of interpretation. The population data required to calculate this metric, such as census figures and estimates, are readily available and regularly updated. Per capita methods that control for factors, such as crime rates, can permit communities to compare themselves with peer organizations. The disadvantage of this method is that it addresses only the relative quantity of police officers per population and not how officers spend their time; the quality of their efforts; or community conditions, needs, and expectations. Similarly, the per capita approach cannot guide agencies on how to deploy their officers. Agencies using the per capita method may risk a biased determination of their policing needs. There are several reasons for this. First, a generally accepted benchmark for the optimum-staffing rate does not exist.

Rather, there is considerable variation in the police rate depending on community size, region, and agency structure and type. For example, it is generally known that police rates are substantially higher in the northeastern than in the western regions of the United States. When comparing individual jurisdictions, it is not uncommon for similar communities to have per capita rates that are substantially different. Given the disadvantages noted above as well as others, experts have strongly advised against using population rates for police staffing.

Fiscal 2022 CBPD Officer Total * 9 FT + 1.5 FT Equivalent = 10.5	Population July 2022 =6,480	One officer per thousand residents' population = 1.62 officers per thousand

The IACP warns, "Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions. Defining patrol staffing allocation and deployment requirements is a complex endeavor, which requires consideration of an extensive series of factors and a sizable body of reliable, current data." If this per capita approach was applied the CBPD would be considered overstaffed by a total of 4 full-time officer equivalent.

The Minimum Staffing Approach -The minimum staffing approach requires police supervisors and command staff to estimate a sufficient number of patrol officers that must be deployed at any one time to maintain officer safety and provide an adequate level of protection to the public. The use of a minimum staffing approach is common and is generally reinforced through organizational policy and practice and collective bargaining agreements. There are two principal reasons a jurisdiction may use a minimum staffing approach. First, policy makers in many communities believe a minimum number of officers are needed to ensure public safety. This may be particularly common in small communities where there are relatively few citizen-generated demands for police service, yet residents expect a minimum number of officers to be on duty at all times. Second, police officers themselves may insist (often through collective bargaining) that a minimum number of officers be on duty at all times. In some communities, the minimum staffing level is established by ordinance. There are no objective standards for setting the minimum staffing level. Agencies may consider population, call load, crime rate, and other variables when establishing a minimum staffing level. Yet many agencies may determine the minimum necessary staff level by perceived need without any factual basis in workload, presence of officers, response time, immediate availability, distance to travel, shift schedule, or other performance criteria. This may result in deploying too few officers when the workload is high and too many officers when it is low.

Total Hours of Coverage Needed Per Year	(365 days X 24 = 8,760)
Total Available Hours Per Officer	(1,760 (IACP Avg.)
Officers Required to Fulfill 8,760 Hours Coverage	(8,760 / 1,760 = 4.97 (5)

Using the Minimum Staffing Approach, 5 full-time officers (or equivalent) are needed to staff a police department. This minimum level will provide protection and service for residents 24 hours per day, 7 days per week, but only one officer would be on duty each shift.

The Authorized Level Approach -The authorized level approach uses budget allocations to specify the number of officers that may be allocated. Although the authorized level may be

determined through a formal staffing assessment, it is often driven by resource availability and political decision making. The authorized level does not typically reflect any identifiable criteria such as demand for service, community expectations, or efficiency analyses, but may instead reflect an incremental budgeting process. Because the authorized level is often derived independently of workload considerations, an agency may be able to meet workforce demand with fewer officers than authorized.

The Workload-based Approach – A more comprehensive attempt to determining appropriate workforce levels considers actual police workload. Workload-based approaches derive staffing indicators from demand for service. What differentiates this approach is the requirement to systematically analyze and determine staffing needs based upon actual workload demand while accounting for service-style preferences and other agency features and characteristics. The standard method for conducting a workload-based assessment. Defining and measuring work varies by agency. The CBPD lacks sufficient existing work measures or KPIs to conduct this analysis.

The Coverage-based Approach – While workload-based staffing methodologies are well suited to medium and large agencies, they do not work as well with smaller agencies. Based on the workload analysis, an agency may appear to have excess capacity assigned to patrol and appears to maintain a minimum staffing level that is too high. Communities with a relatively low call volume can consider making a subjective judgment about the appropriate level of policing required for deterrence and rapid response and to ensure officer safety. Of course, there are typically varied views about these objectives. One of the strongest factors in this decision is officer safety. Some communities may believe that it is essential that there are enough officers on duty to ensure that there is enough capacity to effectively back up officers when necessary. While this is a critical staffing objective, agencies addressing this goal should carefully examine such factors as the frequency of calls that require backup, the necessity for officers to leave the jurisdiction (e.g., to transport a prisoner) and the availability of assistance from neighboring agencies. Another important factor is response time. Interestingly, research suggests that as few as 5% of police calls for service requires a rapid response, and yet most police departments are organized and staffed to respond as if every call required a rapid response. The long distances required for response to calls tend to challenge most agencies that provide services in rural areas. Most citizens understand this, and thus, they have more modest expectations about response time. It is important to consider that, in general, rural communities have lower rates of crime and

higher levels of social control. The CBPD does not face this challenge under normal operational conditions due to the small geographic area of the CBPD primary jurisdiction.

DETERMINING PATROL FORCE MANPOWER NEEDS

The following is a step-by-step description of the IACP formula with the applicable CBPD numeric values applied.

Step 1 -Determine the number of complaints or incidents received and responded to by the police departments. Complaints or incidents include all forms of police activity where an officer responded and/or took official action. Incidents do not include situations where advice was given over the telephone, delivering messages, handling internal police matters, etc. In most cases a report will be written, coded, assigned an incident number, and then entered into a computer by an officer or clerk after an incident is completed. The CBPD reported a total of 5,214 incidents for 2022.

Step 2 -Multiply the total number of incidents by .75 (45 minutes). It is generally conceded that 45 minutes is the average time required to handle an incident.

Step 3 -Multiply by 3 to add a buffer factor and time for preventive patrol. General experience has shown that about one third of an officer's time should be spent on handling requests for service. Other requirements include servicing police vehicles and equipment, personal relief, eating, and administrative duties must be taken into consideration. Time must also be allotted for preventative patrol.

Step 4 -Divide the product by 2,920 - the total number of hours necessary to staff one basic one officer patrol unit for one year (365 X 8 hours = 2,920). The result of applying the IACP formula establishes the number of patrol units necessary to police the community (not the number of officers, but the number of units). To provide a practical determination of the number of the officers required to staff each patrol unit, the assignment/availability factor must be determined. This is accomplished by determining how many hours the average patrol officer is not available for duty on the street and subtracting that time from the patrol unit hours of 2,920.

Step 5 -Once the total available hours of the average patrol officer is established, the assignment/availability factor is determined by dividing the available hours into the yearly patrol unit requirement of 2,920 hours.

This results in a relief factor in other words, it takes *X* police officers to staff each patrol unit required to police the community. The CBPD reported a total of 5,214 incidents for 2023. There is a statistical method to account for instances where data that is considered incomplete, artificial, unreliable, inaccurate, or simply far beyond generally accepted norms. This is accomplished by the application of .55 incidents per capita per 1,000 population. As depicted in the charts below there is a workload and staffing analysis with two differing formulary applications to the CBPD. This methodology serves as

providing a cross check of data and reporting metrics to assure agencies are
appropriately staffed. A range for consideration utilizing a SRF of 1.6 and 2.2 as
depicted is in the following chart.

IACP Formula Utilizing Actual Incidents	
Incidents Per Year	5,214
Multiplier of .75 (Average call length of 45 minutes)	3,910.5
Multiplier of 3 (Buffer)	11,731.5
Divided by 2920	4.017639
Multiplied by 1.66	6.66
Add total Adm. / Sup. / Det.	3
Formulary Staffing Total	9.66 Officers Necessary

PADCED .55 Incidents per Capita (550) calls per 1,000 Population	0.55
Population	5,214
IACP Average Incident per Capita	0.55
Projected / Estimated Incidents per Year	2867.7
Multiplier of .75 (Average call length of 45 minutes)	2,150.77
Multiplier of 3 (Buffer)	6,452.325
Divided by 2920	2.2097003
Multiplied by 1.66 SRF (shift relief factor)	3.6681024
Add total Adm. / Sup. /Det	3
Formulary Staffing Total	6.66 Officers Necessary

IACP Formula Utilizing Actual Incidents	
Incidents Per Year	5,214
Multiplier of .75 (Average call length of 45 minutes)	3,910.5
Multiplier of 3 (Buffer)	11,731.5
Divided by 2920	4.017639
Multiplied by 2.2	8.8388011
Add total Adm. Sup. Det	3
Formulary Staffing Total	11.83 Officers Necessary

.55 Incidents per Capita (550) calls per 1,000 Population	0.55
Population	5,214
PADCED Average Incident per Capita	0.55
Projected / Estimated Incidents per Year	2867.7
Multiplier of .75 (Average call length of 45 minutes)	2,150.77
Multiplier of 3 (Buffer)	6,452.325
Divided by 2920	2.2097003
Multiplied by 2.2	4.86
Add total Adm. Sup. Det	3
Formulary Staffing Total	7.8 Officers Necessary

Based upon the applied formulary considerations the CBPD is staffed adequately as of the October 31, 2023, review date with the existing staffing levels of 10 full-time and 5 part-time officers. The issue as faced by the CBPD is not the number of officers available for scheduling and patrol, but the manner in which they are allocated and utilized.

FISCAL IMPACTS AND CONSTRAINTS

A review of the police department must be in the framework of how the CBPD as an important part of the municipal structure impacts upon the governmental entity and overall fiscal health. In most venues, police costs are one of the most significant costs incurred by the municipality. According to published reports as of August 2023, the borough's general fund reportedly remains $10 million in debt. An independent assessment in June 2023 by S&P Global Ratings, a national credit rating agency based in New York, gave Catasauqua a BB+ grade, a non-investment ranking signaling that the borough's bonds are mostly worthless. In its report, the agency wrote that its grading reflected the borough's ongoing budgetary challenges, very weak liquidity and liability concerns that could be worsened by turnover of key management positions. This is supported by the transition to new management and fiscal controls put in place in late 2002. This required stop gap measures to effectively manage and examine the broad fiscal picture.

As a part of the examination of the agency an assessment of unfunded liabilities was conducted. The following were key findings:

1. No existing agency cap on accrued compensation time exists.
2. Rollover of compensation time is not governed by existing administrative or CBA guidance.
3. Additional consideration needs to be provided to the potential for increased pension impacts with the excessive overtime, and additional pension payout requirements associated with any accrued buckets of time and Other Post-Employment Benefits (OPEB) calculations.

Accrued Compensation Time Hours - Existing Unfunded Liability (estimated 10/31/2023)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
■ Hours	0	16	40	0	0	0	24	9	576	12	0	912	0	288	272	32	0	916	160	940
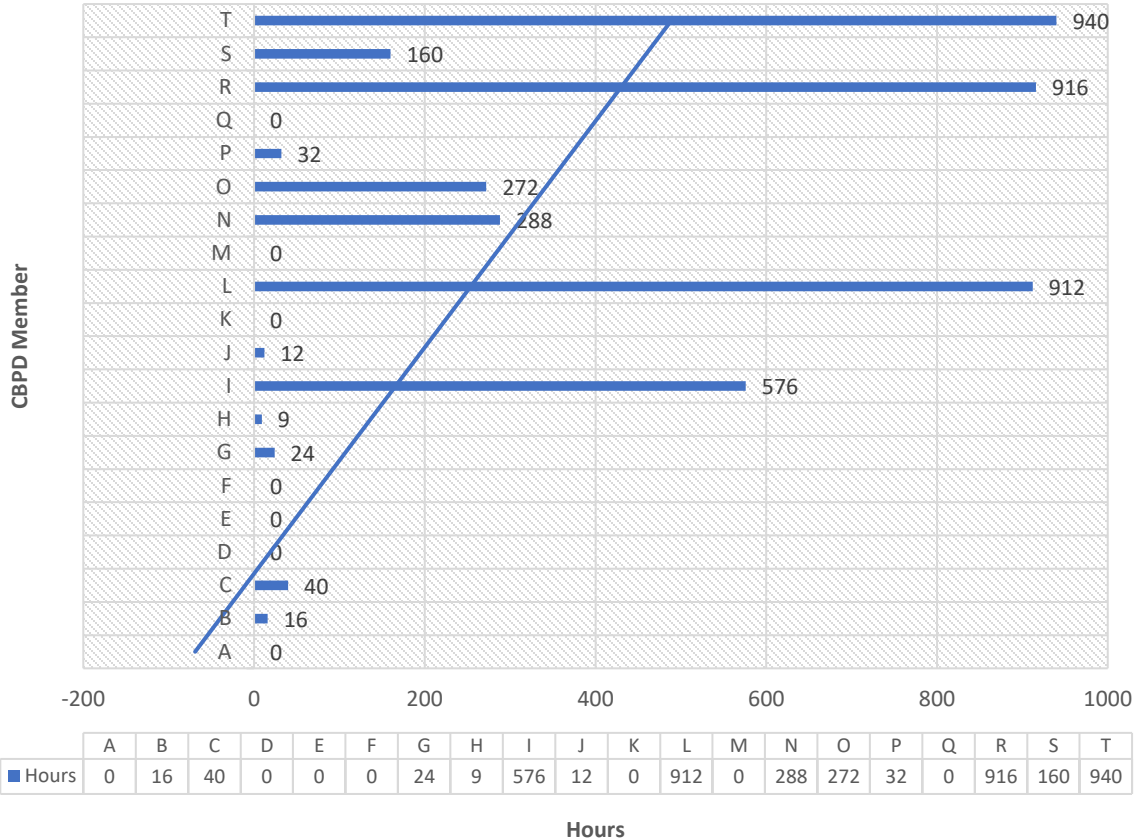
Hours

The distribution of the accrued compensation time is depicted on this chart for a total of 4,197 hours of liability. Seven agency members had a total of 0 hours owed, 6 were owed between 10 and 50 hours, 3 were owed between 150 and 600 hours, and 3 were owed between 900 and 950 hours. This is approximated at a nearly $225,000.00 unfunded liability.

BUDGET INFORMATION

The budgetary analysis was performed utilizing the best available information from the Borough Manager and the Finance Department Manager. This depiction is based upon the staffing level of the Chief of Police and nine (9) full-time officers - * this number increased to 10 after a new hire effective 10/02/2023, plus the inclusion of part-time officers.

CBPD Budget Trajectory

Fiscal Year	2020	2021	2022	2023
Budget	$1,139,285.00	$1,262,139.00	$1,252,600.00	$1,327,179.00
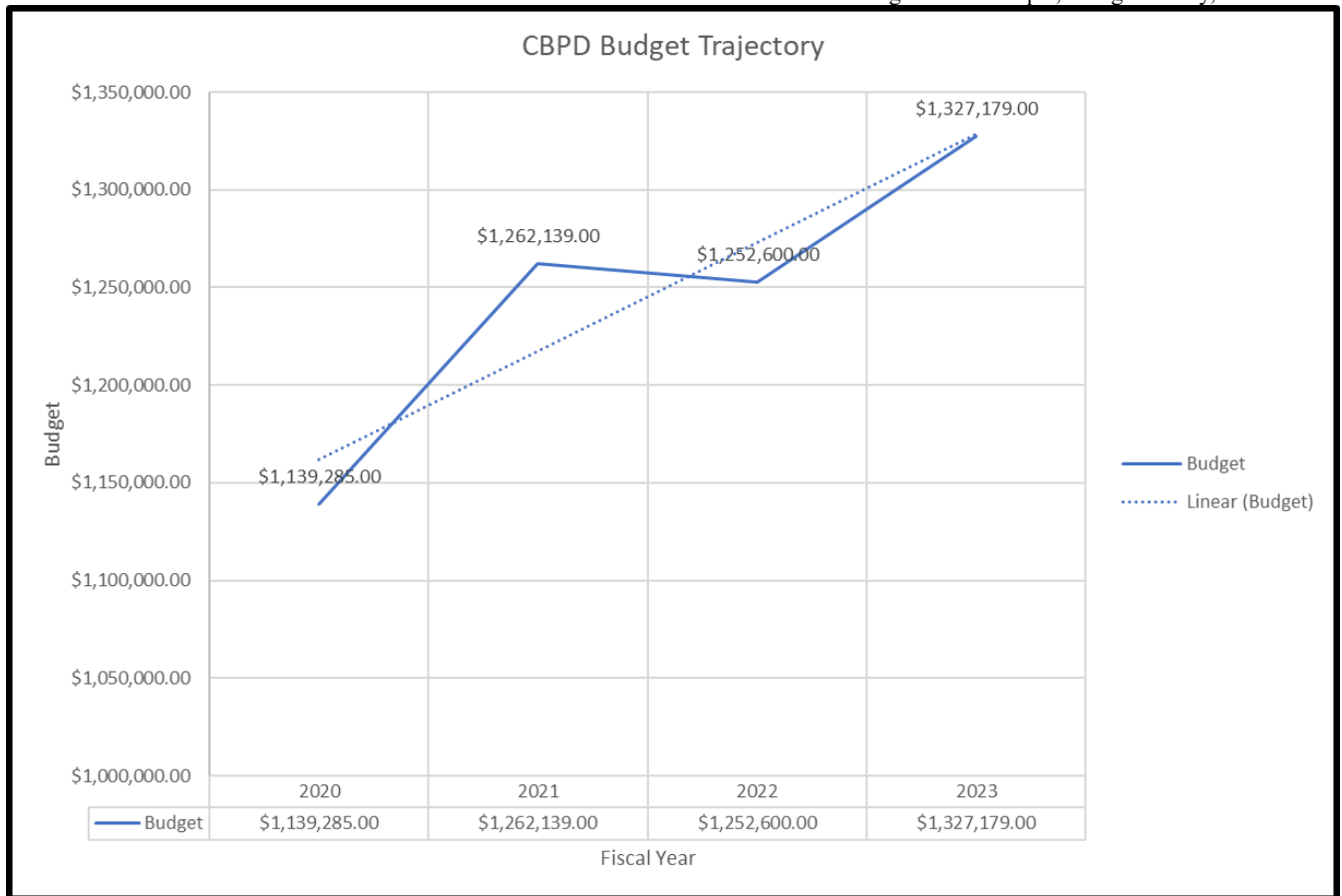
Exacting depictions of the police budget are available online and within administrative reporting. Some of the budget line items are off set as grant awards and other service agreements. Precise details are available upon demand from the Borough of Catasauqua Finance Office or the Office of the Manager. Costs per capita are provided in the chart below:

Population Estimates, July 1, 2022, (V2022)	6,480	Cost per capita for CBPD	$204.81
Population estimates base, April 1, 2020, (V2022)	6,517	Cost per capita for CBPD	$193.30
Population, percent change - April 1, 2020 (estimates base) to July 1, 2022, (V2022)	- 0.6%	Cost per capita for CBPD	$193.66
Population, Census, April 1, 2020	6,518	Cost per capita for CBPD	$174.79

To provide the basis for comparative analysis of the CBPD a sampling of known police costs for selected agencies that provided accurate and reliable budget and staffing information to the DCED for fiscal 2023. To assure representativeness of the data, venues from across the Commonwealth were selected with the primary characteristic being that of the total population.

Other selected venues were included to provide perspective on the range and costs in a broader sense.

County	Population Served	Police Staffing	Size of Municipality Square Miles	Officers per 1000	Police Budget	Cost per Officer	Per Capita Cost
Butler	4,620.00	5 FT 2 PT	2	1.3	$969,529.00	$138,504.00	$210.00
Allegheny	4,628.00	4 FT 8 PT	5.2	1.7	$708,617.00	$88,577.00	$153.00
Crawford	4,656.00	4 FT 4 PT	50	1.3	$546,600.00	$91,000.00	$117.00
Pike	5,000.00	10 FT 4 PT	32	2.4	$1,308,777.00	$93,484.00	$221.00
Washington	6,796.00	13 FT 4 PT	3.9	2.2	$1,200,000.00	$104,348.00	$142.00
Armstrong	7,102.00	11 FT 4 PT	19.2	1.8	$868,000.00	$66,769.00	$122.00
Cumberland	7,754.00	13 FT	2.4	1.7	$2,498,357.00	$192,181.00	$322.00
Adams	7,804.00	7 FT 3 PT	10	1.2	$109,475.00	$155,876.00	$140.00
Berks	10,000.00	14 FT 1 PT	10	1.4	$2,799,279.00	$193,054.00	$280.00
Union	12,656.00	15 FT 2 PT	16.2	1.3	$2,577,148.00	$171,809.00	$204.00
Lancaster	42,500.00	34 FT	73.5	0.8	$6,278,127.00	$184,650.00	$148.00
York	87,958.00	65 FT	214	0.73	$11,920,979.00	$183,400.00	$136.00

Sample Agency Policing Cost Per Capita Distribution - 2023

Agency	Cost Per Capita
Cumberland	$322.00
Berks	$280.00
Pike	$221.00
Butler	$210.00
Catasauqua Borough	$204.81
Union	$204.00
Allegheny	$153.00
Lancaster	$148.00
Washington	$142.00
Adams	$140.00
York	$136.00
Armstrong	$122.00
Crawford	$117.00
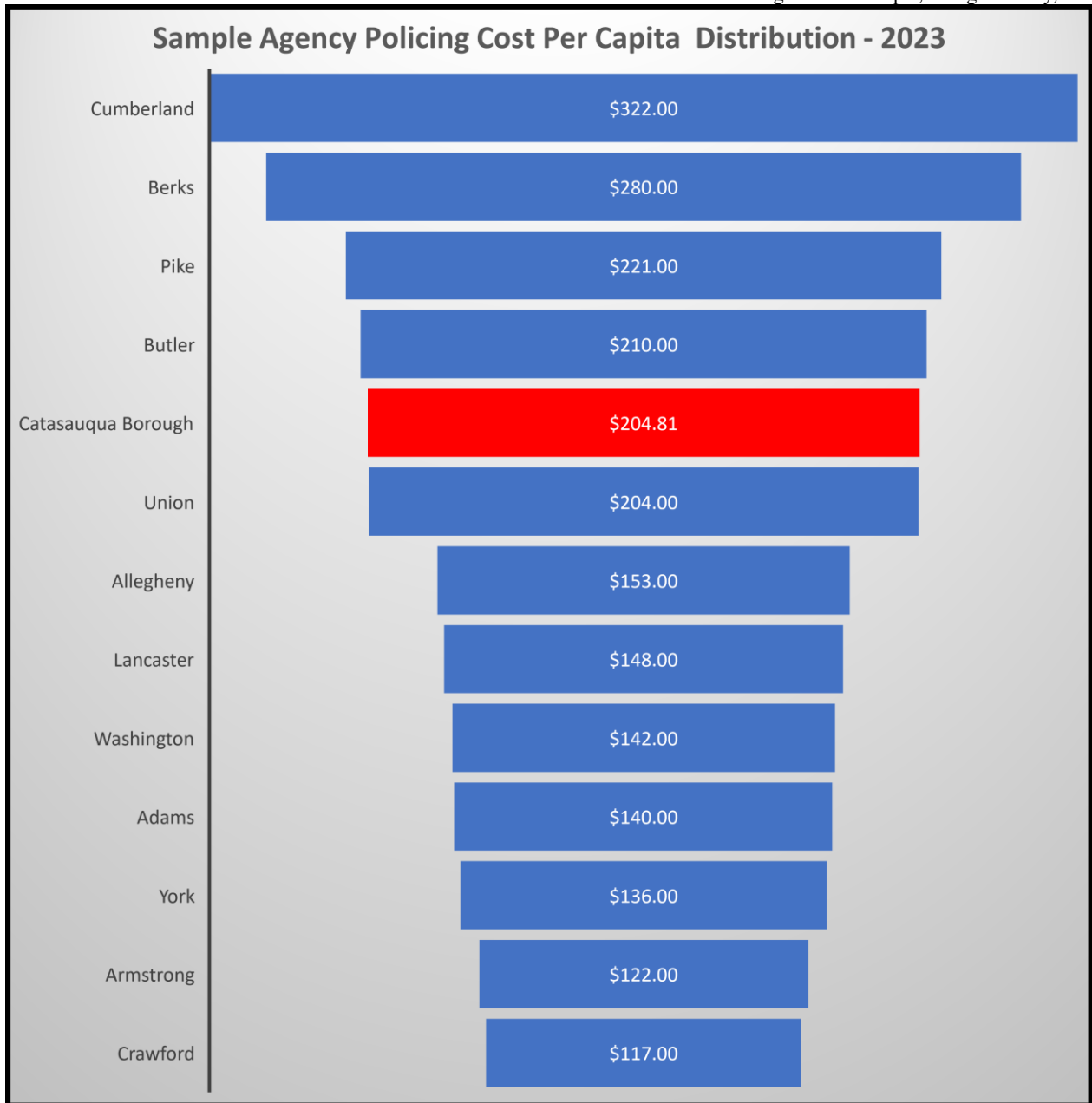
Utilizing this data set the median cost per capita is $153.00. That is $51.81 lower than the Catasauqua totals for the 2023 reporting periods. This number also reflects lower than the entire reported period costs per capita for CBPD from 2020 to the current data.

POLICY REVIEW & DEVELOPMENT

A review of the policy and directive management of the agency was completed. In independent interviews with the Chief of Police and The Borough Manager it was determined that the CBPD was engaged in the process of seeking PLEAC accreditation. Accreditation is a progressive and time-proven way of helping institutions evaluate and improve their overall performance. The cornerstone of this strategy lies in the promulgation of standards containing a clear statement of professional objectives. Participating administrators then conduct a thorough analysis to determine how existing operations can be adapted to meet these objectives. When the procedures are in place, a team of independent professionals is assigned to verify that all applicable standards have been successfully implemented. The process culminates with a decision by an authoritative body that the institution is worthy of accreditation. The Pennsylvania Law Enforcement Accreditation Program was designed and developed by professional law enforcement executives to provide a reasonable and cost effective plan for the professionalization of law enforcement agencies within the Commonwealth. The underlying philosophy of the program is to have a user-friendly undertaking for the departments that will result in a "success" oriented outcome.

This process is illustrated in the graphic depiction that follows to provide the reader an easy to understand process depiction of the most common pathway followed by agencies desiring PLEAC compliant policy adoption.
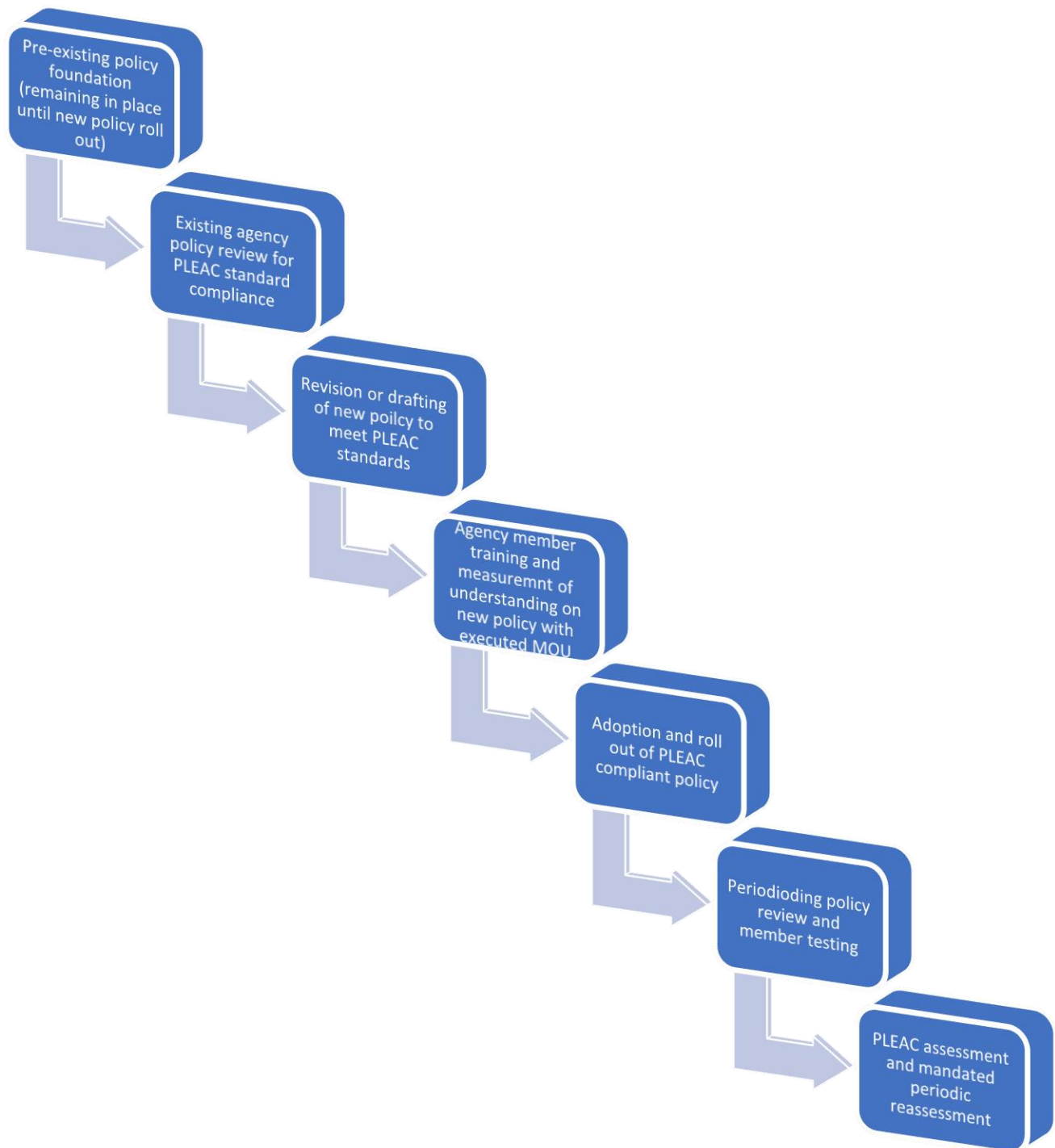
The process of CBPD policy development, roll out, update, and review is ***structurally flawed*** on almost all levels. This will be discussed in detail in subsequent portions of this reporting. The most serious threat to the CBPD is the failure of the agency leadership to seize any opportunity between October 5, 1981, and the present to provide an updated policy manual. This failure has

resulted in the creation of a potentially serious if not catastrophic liability exposure for the police officers, agency leadership, and municipal leadership. This failure was perceived as so serious that during the interview of the Chief of Police, as well as key elected officials on 10/31/2023, the severity of this failure and the potential perils it may pose was clearly communicated. In the distant past, there was the utilization of simple, direct, policy by police administrators utilizing a notebook or similar bound copy of agency procedures or directives. Simply put, times have changed.

This failure is mitigated only by the use of an existing policy development and management platform to slowly implement the new policy framework for accreditation. At the time of this reporting critical policy directives were not in place, many only in the draft phase. It is clear that this void in guidance and leadership did not occur overnight, and the solution will need to be a deliberate response over a reasonable and well managed project development within an expedited time span.

CBPD is among those agencies that utilize automated Power DMS™ a software solution that allows for effective policy management. Progressive and high functioning police agencies are incorporating policy management solutions sharing similar features such as the ability to store, organize, distribute, and track policies. This allows the agency to advance policy management to another level, providing for key advantages in the policy and procedural process including:

Remote policy access	Ability to review and draft policy
Distribution of policy	Electronic memorialization of member receipt of policy
Capability to measure understanding (tests, quizzes, Q&A, FAQ)	Electronic memorialization of member understanding of policy (MOU)
Retention of archived policy directives	Tracking and scheduling of policy review function
Promotes overall access to policy for agency member guidance	Eliminates missing pages, policy updates, and potential failures
Requires trackable member login and indication of understandings	Promotes advancement of agency accreditation
Promotes agency policy adherence	Requires affirmative acts by agency members to demonstrate policy receipt and understanding
Provides a trackable trail for defense of misconduct or liability claims	Integration with the accreditation process

Many police administrators or CEO's claim that the utilization of policy management solutions provides a buffer against outdated policies, untraceable policies, and ability to provide proof of claims of policy misunderstanding. The utilization of this policy scheme also assists in the reduction of training and overtime, and greatly assists in the overall agency assessment function.

The current environment involving public scrutiny of the police demands the modern high functioning police agency incorporate essential core values and essential policy elements including:

Transparency
Accountability
Clear and easy to access communication between the agency and the members of the public
Expectations of public access to agency policy guidance

The modern professional police department is driven by written directives or policy design and accountability. This process is not a simple matter of "write it, send it, and file it". In fact, if that is the process currently in place within any police agency it is more likely to be better without guidance because limited or poorly understood directives prompt more questions than answers and provide limited value to the organization.

Policy is formulated by analyzing objectives and determining through research those principles which will best guide the Department in achieving its objectives. Policy is based upon police ethics and experience, the desires of the community, and the mandate of the law. A frequent practice of police agencies and police executives is to adhere to adoption of a suggested model policy and modification of the policy to meet the needs of the agency. This practice has both strengths and weaknesses. Model Policy provides officers with concrete guidance and directives by describing the way actions, tasks, and operations are to be performed.

The premise underlying the drafting of a manual is to provide guidance and direction to employees of the organization. It assures that the goals and objectives of the community and the police department are clearly defined and understood and that procedures dealing with police problems will be consistently applied. Employees must know what is and is not acceptable behavior before they can be held accountable for their actions, otherwise, discipline cannot be properly administered. The passage of a new law or a recently rendered court decision can necessitate the revision of policies, procedures, rules, or regulations. This ever-changing environment mandates that procedures should also be developed that require an annual review of policies, procedures, rules, and regulations in an effort to stay current.

The structure of the manual should follow a logical sequence. The sequence should include a mission statement, table of contents, the organizational structure, job descriptions of those individuals the policies are drafted to assist, chain of command, rules of conduct and policy and procedure. Policy provides generalized direction or a goal which is being sought. Procedures are step-by-step guidelines or a course of action that provides more specific directions on how to achieve compliance with policy. Policy and procedure complement one another. The policy review was conducted within this framework of comparison utilizing a request for policy,

revision or issue dates, effective dates of the policy. This information was provided by the Chief of Police for review and consideration.

In the scheme employed by the CBPD there appears to be a self-imposed/self-inflicted requirement for approval/review of the policy or procedure by the union. This may affect certain outcomes as far as the final determination of agency accreditation status, especially since the entire list of standards in Chapter 4 are legal mandates. There is virtually no room for discussion or negotiation of these requirements. It is not only rare but according to the Pennsylvania Chiefs of Police PLEAC coordinator unique to the CBPD agency. It must be emphasized that the responsibility for policy development is a function of agency command/management. The idea of obtaining policy approval by the bargaining unit is much different than that of obtaining engagement by agency members, "buy in", and understandings of the necessity of providing a pathway to success by establishment of standardized processes and procedures to be employed by CBPD member.

The following graphic depictions provide the reader with a visual summary of the current situation as the PLEAC, and policy scenario currently presents (September 2023). Suffice it to say that there is a great deal of work product completion required on many agency levels in order to attain accredited status. This is not a note of discouragement towards the CBPD seeking PLEAC accreditation but is a reminder of the need to eliminate barriers to effective policy management.

PLEAC - POLICY DIRECTIVE EXISTING SITUATION CBPD (09/2023)

	Chapter	Directive total for Chapter	Started	Completed	Chiefs Review Completed	Bargaining Unit / Union Review Completed	Issued as Policy	Reserved	Not Applicable By Function
Series4	4	20	20	8	8	8	8	0	0
Series3	3	45	37	2	2	2	2	7	2
Series2	2	42	24	6	6	6	6	5	13
Series1	1	39	34	10	9	9	10	4	0
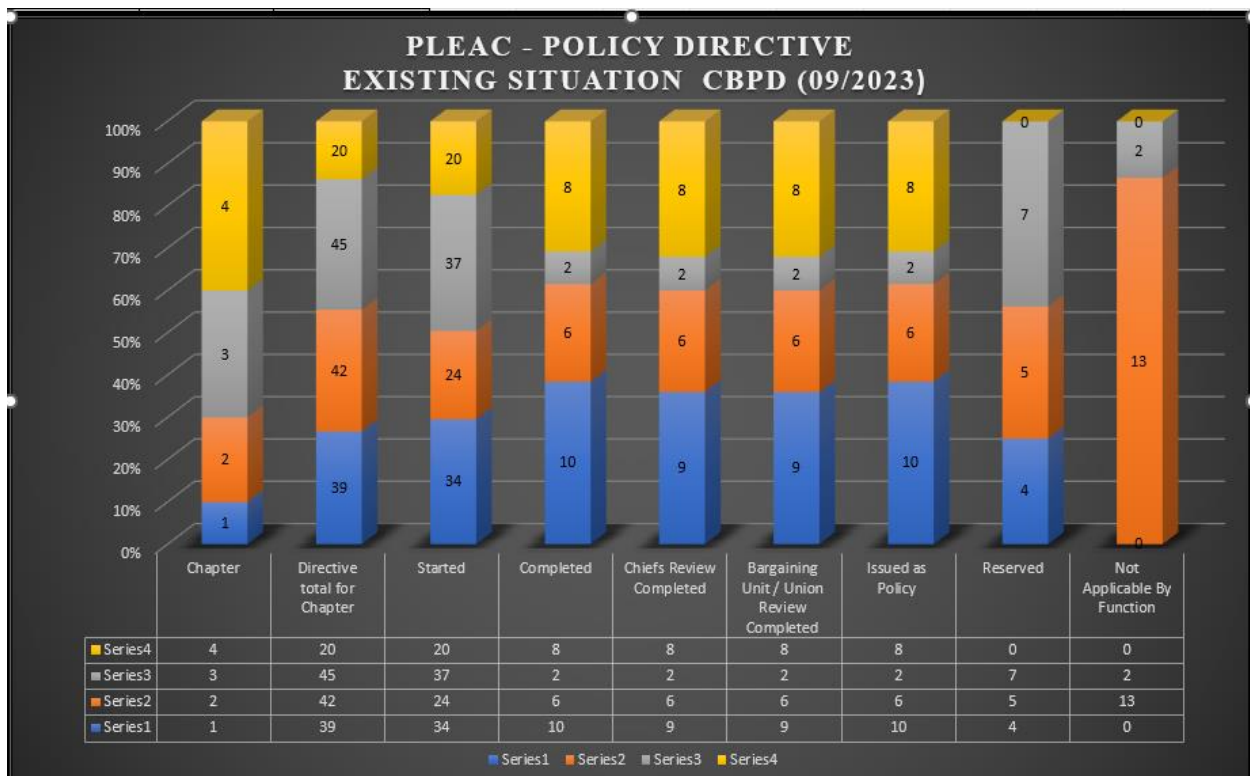
This review did not consider the training, gathering of proofs or waivers in the PLEAC process, and assumes that there was no mock or final assessment requested or completed. When existing CBPD policies are viewed strictly in the perspective of the PLEAC process for accredited agency policy expectations, there is the expectation that existing CBPD policy will already have been in place to assure agency legal and procedural compliance with existing best practices.

In the simplest of terms this accreditation process requires implementation of policy design meeting the PLEAC standards, with reliance upon a foundation of comprehensive pre-existing policy serving as the foundation of agency guidance while the PLEAC process is underway. A review was made of those written policy directives, which are considered to be within the purview of scenarios which fall within what are widely considered as "critical" policies for risk management by police managers. The results of this review and comment are provided in the graphics that follow.

Sample CBPD Policy Review– Pursuit– CBPD Identifier 7-1	Effective Date: July 21, 2018,	Re-Evaluation Date: September 18, 2019
This policy has an elapsed period of over 4 years since the last administrative review. There is also not a clearly defined "supervisory duties" policy role. The policy also fails to provide essential guidance on who can call off the pursuit of violators (best practices allow any rank to call off the pursuit, especially if a supervisor or senior officer is involved). No signature page or issuing authority is provided in the body of the order.		

Sample CBPD Policy Review– Body Worn Camera and In Car – CBPD Identifier 2-02	Effective Date: September 18, 2019,	Re-Evaluation Date: Not listed
See PLEAC - 2.2.8 CBPD June 2022		
This policy has an elapsed period of over 4 years since the last administrative review. There was an indication in the PLEAC summary of tasking that there was an updated policy under 2.1.2 (2.2.8) This may or may not include corrections to the efficient policy reviewed as provided by the Chief of Police. The policy as provided would require revision to comply with the requirements of the DOJ, BJA, BWC recommendations. The PLEAC policy quoted to be reviewed to assure the list of approved equipment and updated equipment as acquired via PCCD grant funding is listed as authorized for agency use. No signature page or issuing authority is provided in the body of the order.		

Sample CBPD Policy Review– Use of Force – CBPD Identifier 1.3	Effective Date: Not listed on Directive	Re-Evaluation Date: Not Listed on Directive
1.3 1.3.1,1.3.2,1.3.3,1.3.4, 1.3.5, 1.3.6, 1.3.7, 1.3.8,.1.3.10, 1.3.11 Not adopted – Draft only		
The draft CBPD policy directive was presented for review is a draft order meeting basic requirements no clear guidance was provided on the date of issue or effective date, or other guiding directives pending adoption of this directive. There are several key areas regarding training files and deletions- "The firearms instructor(s) shall review and update all firearms records annually. Records that are outdated and over 2 years old shall be expunged." This is of concern because of due process requirements in the event of civil actions. Uncertainty over this provision should be discussed and vetted thoroughly before adoption and training.		

Sample CBPD Policy Review— Search Warrants CBPD Identifier	Effective Date:	Re-Evaluation Date:
1.2.1, 1.2.2, 1.2.3, 1.2.4, 1.2.5 Not adopted – Draft only		
The draft CBPD policy directive was presented for review is a draft order meeting basic requirements with no clear guidance provided on the date of issue or effective date, or other guiding directives pending adoption of this directive.		

Sample CBPD Policy Review— Crime Victims Compensation Act - CBPD Identifier	Effective Date:	Re-Evaluation Date:
Agency was nonresponsive in providing requested policy based upon review of the 32 page policy handbook that lacks or fails to meet existing request.		

Sample CBPD Policy Review— Protection from Abuse Act - CBPD Identifier	Effective Date:	Re-Evaluation Date:
Agency was nonresponsive in providing requested policy based upon review of the 32 page policy handbook that lacks or fails to meet existing request.		

Sample CBPD Policy Review— Child Protection Act - CBPD Identifier	Effective Date:	Re-Evaluation Date:
Agency was nonresponsive in providing requested policy based upon review of the 32 page policy handbook that lacks or fails to meet existing request.		

Sample CBPD Policy Review—Discipline - CBPD Identifier 1.8	Effective Date: Not listed on Directive	Re-Evaluation Date: Not Listed on Directive
1.8 1.8.1, 1.8.2, 1.8.3, Not adopted – Draft only		
The draft CBPD policy directive was presented for review is a draft order meeting basic requirements no clear guidance was provided on the date of issue or effective date, or other guiding directives pending adoption of this directive.		

During an interview with the Chief of Police on October 31, 2023, a discussion was held over new policy and the PLEAC compliant policy design. When asked to provide the agency policy handbook for guidance on those policy directives which are those guiding the agency until adoption of the new policies, a 32 page document titled "RULES AND REGULATIONS FOR POLICE DEPARTMENT" was produced. This document is marked with an adoption date of October 5, 1981. Suffice it to say this guiding document presents many areas of grave concern. Chief among them is the use of force (7.1), which is grossly insufficient and without any changes due to case law, statutory changes, less lethal technology, agency authorized weapons, and duty to intervene or de-escalation.

It is unknown if all CBPD members have access to this document, but in discussion with the Chief of Police it was generally conceded that some may, and some may not. No further pursuit of this area of concern was pursued since reliance upon such a dated series of policy paled in the face of greater policy failures. This failure was perceived as so serious that during the interview of the Chief of Police was immediately notified by the consultant (10/31/2023) of the actual and potential severity of this failure and the perils it may pose was clearly verbally communicated and later memorialized in reporting.

ANALYSIS OF PATROL UNIT

The Patrol Unit is responsible for the patrol function and investigation of criminal activity within the Borough of Catasauqua. In reviewing the effectiveness of patrol operations, it is important to understand the number of requests for service as this directly impacts potential workloads. In addition to the police response to requests for services there is a need to evaluate the effective use of unobligated time for proactive policing. One such measure is traffic enforcement since it is officer initiated. Examination of the CBPD data sets requires explanation to understand even the simple metrics of traffic enforcement. In the best light possible there appears to be duplication of reporting or efforts.

| Vehicle Stop | 1 | 2 | 2 | 0 | 1 | 0 | 6 | 8 | 6 | 8 | 11 | 9 | 54 |

Traffic Assignment	0	0	0	0	2	0	0	0	2	0	0	0	4
Traffic Complaint	0	0	2	2	1	1	2	0	3	2	1	1	15
Traffic Enforcement	6	4	6	3	6	4	0	2	1	0	0	0	32
Traffic Ordinance Violation	3	3	1	2	1	3	0	0	2	1	2	0	18
Traffic Violation	13	18	26	18	27	28	12	7	8	4	8	2	171

2022 Data – Source CBPD Reporting

| Vehicle Stop | 6 | 3 | 6 | 10 | 7 | 0 | 0 | 1 | 0 | 33 |

Traffic Assignment	0	0	0	9	2	13	16	12	1	53
Traffic Complaint	0	0	2	2	1	0	3	3	0	11
Traffic Enforcement	3	2	3	8	2	7	4	1	3	33
Traffic Ordinance Violation	2	0	3	1	0	0	0	1	1	8
Traffic Violation	7	3	6	3	7	16	13	17	34	106

2023 Data – Source CBPD Reporting

A desirable data collection or reporting format should be adopted. Much like the hierarchy of reporting utilized in incident classification, appropriate metrics should be developed for traffic enforcement and measurement of other self/officer initiated activities.

The reporting obtained from the CBPD reflects the following incident reporting totals for the periods of 2020 to 2023 year-to-date. The median number for the last complete years of data compilation (fiscal 2021 and 2022) is 5,374.

CBPD Incident/ Workload Reporting

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	372	449	424	451	453	552	561	484	456	508	399	425
2022	472	374	435	417	518	505	498	394	399	396	434	373
2023	334	334	393	407	463	402	412	397	363			

Legend: 2021 ▪ 2022 ▪ 2023 ▪ Linear (2021) ▪ Linear (2023) ▪ 2 per. Mov. Avg. (2023)

**RUNNING CBPD INCIDENT TOTAL
2021 TO 2023- YTD**

	2021	2022	2023
Total	5534	5215	3505
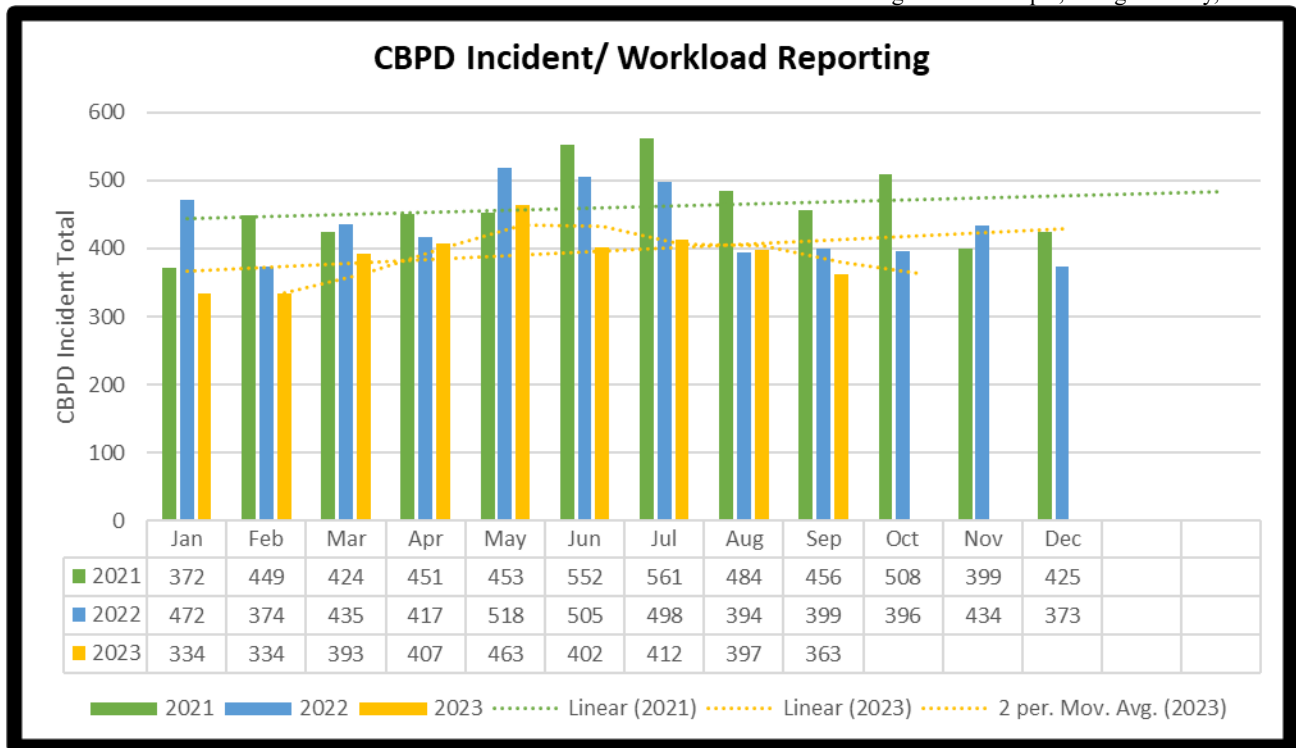
Data collection for police agencies utilizing automated systems is rarely a complex process. Most of the commercially available RMS, policy management systems, vehicle tracking systems, and other software solutions already capture metrics that are readily searchable for agency analytics. The key to effective data collection for police administrators and the end users (police staff) is to structure the data collection in such a manner that is "passive" or embedded within the mandated entry fields of the reporting software that does not require the officer to duplicate or expand data entry efforts.

The CBPD is fortunate to have two full-time sworn staff members with foreign language proficiency. One agency member speaks fluent Spanish, and another speaks what was described as "Syrian". The latter was accepted at face value. Upon drafting of this reporting, verification of language spoke for Syria was explored further. Arabic is the official language of Syria and is the most widely spoken language in the country. Several modern Arabic dialects are used in everyday life, most notably Levantine in the west and Mesopotamian in the northeast. According to The Encyclopedia of Arabic Language and Linguistics, in addition to Arabic, the following languages are spoken in the country, Kurdish, Turkish, Neo-Aramaic (four dialects) Circassian, Chechen, Armenian, and finally Greek. None of these languages has official status.

There is a vacant first line supervisory position for sergeant as is depicted within the chain of command. According to the organizational chart provided by the CBPD the duties normally completed by the ranking shift supervisor (sergeant) are presumably conferred the "Shift Commander * Senior Patrol Officer" this is an undefined position in the current CBA. The Detective who has no identified supervisory capacity or authority within the CBPD structure normally is scheduled to work Monday – Friday dayshift (8 AM – 4 PM.) The Chief of Police is scheduled to normally work Monday – Friday dayshift (8 AM to 4 PM), unless he is covering a shift or otherwise available. This means that there is a significant time span where formal supervision or command is not present, or instantly available.

Patrol officers have the oversight responsibility for their criminal investigations. They may be assisted by the Detective when such assistance is deemed necessary by the officer, the Detective, or the Chief of Police. The agency design for assignment of cases for follow up or criminal investigation is murky and inconsistent, seemingly dependent upon who you may ask. This is an identified weakness of the CBPD in need of correction.

The police officers observed appeared to be neat, clean, meeting normal appearance expectations for professional police agency members. As stated earlier in the reporting the agency members appear to have adequate to excellent infrastructure and equipment.

ANALYSIS OF DETECTIVE UNIT

The Detective Unit is responsible for the investigation of serious crime or complex criminal activity within the Borough of Catasauqua . The unit is comprised of 1 Detective who also shares collateral duties. The detective works a day shift of 8 AM to 4 PM Monday through Friday. The unit is a direct report to the Chief of Police. In reviewing investigative units, it is important to understand the amount of reported crime as this directly impacts potential caseloads. Most agencies report their crime statistics to the Federal Bureau of Investigation (FBI) for the purpose of tracking crime nationally. There are two types of crimes reported to the FBI Part 1 and Part 2. Part 1 is the most serious type of violent and property crime. Part 1 crimes include: Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft and Arson.

Part 2 crimes include: Simple Assault, Forgery, Fraud, Vandalism Weapons Possession, Prostitution, D.U.I., etc.

Murder/NonNegligent Homicide(Total)	0	0	0
Manslaughter by Negligence(Total)	0	0	0
Rape(Total)	0	0	0
Rape	0	0	0
Attempted Rape	0	0	0
Robbery(Total)	0	0	0
Robbery - Firearm	0	0	0
Robbery - Knife or Cutting Instrument	0	0	0
Robbery - Other Dangerous Weapon	0	0	0
Robbery - StrongArm(Hands,Fists,Feet,etc)	0	0	0
Assault(Total)	3	0	3
Assault - Firearm	0	0	0
Assault - Knife or Cutting Instrument	0	0	0
Assault - Other Dangerous Weapon	3	0	3
Assault - StrongArm(Hands,Fists,Feet,etc)	0	0	0
Burglary(Total)	2	0	2

2023 YTD (09/2023)

Murder/NonNegligent Homicide (Total)	0	0	0
Manslaughter by Negligence (Total)	0	0	0
Rape (Total)	3	0	3
Rape	3	0	3
Attempted Rape	0	0	0
Robbery (Total)	0	0	0
Robbery - Firearm	0	0	0
Robbery - Knife or Cutting Instrument	0	0	0
Robbery - Other Dangerous Weapon	0	0	0
Robbery - StrongArm (Hands, Fists,Feet,etc)	0	0	0
Assault (Total)	4	0	4
Assault - Firearm	0	0	0
Assault - Knife or Cutting Instrument	0	0	0
Assault - Other Dangerous Weapon	2	0	2
Assault - StrongArm(Hands,Fists,Feet,etc)	2	0	2
Burglary (Total)	1	0	1

2022 Data Set

A request was made for the CBPD to identify the current and past workloads of the Detective and the overall clearance rate of the Detective unit for the past two years. No such data was forthcoming from the agency.

A review of the mandated crime reporting data sets for the CBPD for the same period would indicate a total of (8) offenses in 2023 and a total of (5) offenses in 2022 that potentially meet the criteria for criminal investigation assignment.

In an expansion of this analysis modeling was applied to all reported crime to the CBPD in 2022 utilizing generally accepted core service principles. This presumed that _**all**_ reported criminal offenses are assigned to the detective for follow up. Criminal Investigation Hours - The annual crimes reported in the Uniform Crime Reporting System are used to calculate hours needed to investigate and address criminal activity in the community. Part I Offenses, which are generally perceived as the most serious offenses, require the most hours of investigation and are multiplied by a factor of ten. Part II Offenses, generally lesser in severity, are multiplied by a factor of two.

Part 1 offense total multiplier of 10	Part 2 offense total multiplier of 2	52 Weeks	Investigative hours Per week
25 x 10 = 250	123 x 2 = 246	496 / 52 = 9.53	**9.53 Hours**

An in person interview was conducted with the Detective on October 31, 2023. The scope of this interview was to identify workload, outcomes, and how case assignments are made and tracked. The Detective reported that he handles certain cases that are either unable to be handled by patrol or the cases that fall under the complex or serious criminal investigations. The Detective also provided insight in those cases handled by other agencies in compliance with the Office of the District Attorney investigative plan design. These cases are generally identified as:

- Child Abuse - County Detectives LCDA Staff
- Child Sexual Abuse County Detectives LCDA Staff-
- Auto Theft - County Detectives LCDA Staff Task Force
- Homicide - PSP / County Detectives LCDA Staff
- Fraud - County Detectives LCDA Staff
- Forgery - County Detectives LCDA Staff
- Computer Crimes - County Detectives LCDA Staff

According to the Detective the following cases are generally handled by the CBPD patrol unit, unless there are escalating circumstances that require the intervention of the Detective.

Domestic Violence	Criminal Mischief	Other Offenses
• Simple Assault DV • Harassment - DV	• Summary • Attempted offenses	• Disorderly conduct • Public Drunkenness • Assault (Simple/ Aggravated)

The Detective reported that he was assigned cases by the patrol officers responsible for initial reporting, and that he generally only reviews those cases he is assigned. This directly conflicted with the information provided in the interview with the Chief of Police that the Detective was responsible for review of all reporting and the subsequent assignment of cases for follow up investigation. From this direct conflict of information certain inferences were made, none of which were conducive to reaching the conclusion that the investigative function was effectively managed with even a minimal level of confidence or competency. The Detective was unable to estimate the number of arrests he effected for any of the following reporting periods 2020, 2021,

2022, and 2023 YTD. When pressed for an estimate of arrest productivity the Detective reported "40 or 50 – or so". This information is not considered as being either statistically valid or reliable. This response as adherence to internal agency KPI(s) capture and analysis was in general agreement with the interview of the Chief of Police who reported he was unable to provide this information without a complete file review. This type of information is readily available via data query of law enforcement restricted data bases, none of which were accessed by the author to confirm or contradict the information provided by the CBPD. From this direct lack of information certain inferences were made, none of which were conducive to reaching the conclusion that the investigative function was effectively managed with even a minimal level of confidence or competency.

EVIDENCE STORAGE, CONTROL, & MANAGEMENT

The CBPD evidence facility is well designed and uses the best available infrastructure. This room is equipped with a pass-through system for the temporary storage of evidence until such time as it is logged in to the evidence room by the evidence custodian. This area of evaluation potentially meets the standards associated with the PLEAC accreditation process surrounding evidence management and storage. The evidence room must be secure and monitored via video camera, this under ideal circumstances includes the access and interior areas of the room. Evidence should be logged in an organized manner. The CBPD utilizes a bar code scanner to
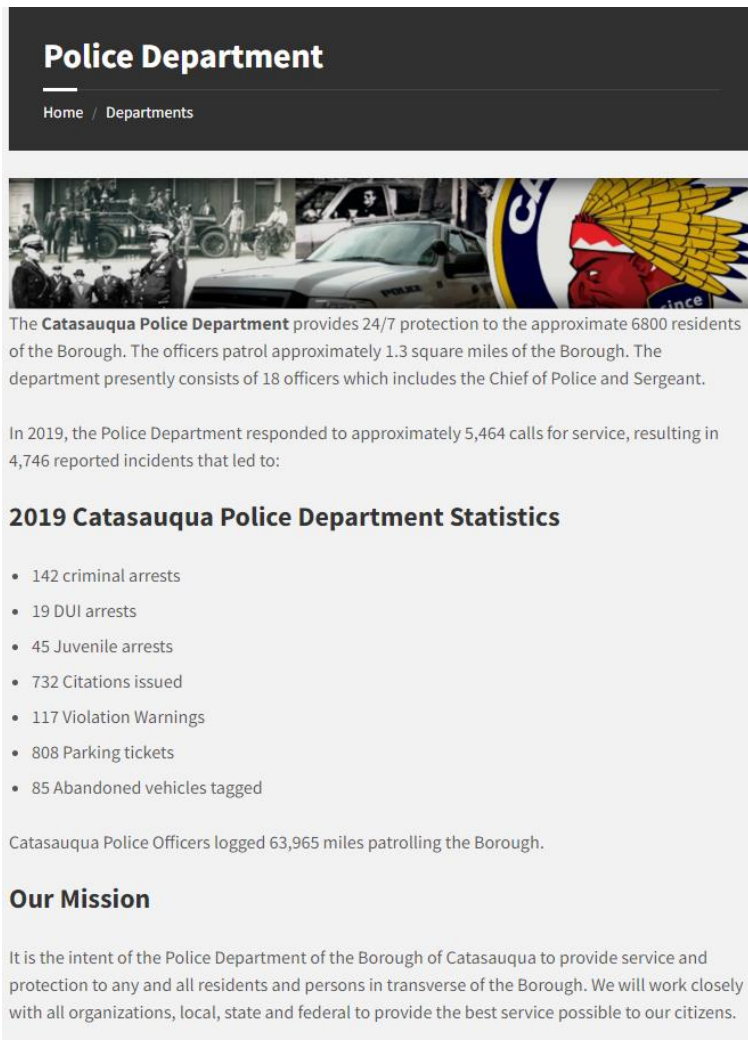
facilitate inventory and evidence control. Narcotics, cash, and weapons should be held separately and secured within the evidence room. An exterior exhaust fan/ventilation system should be within evidence room storage. Without proper air flow and clean air exchange, officers and police personnel could be exposed to potential environmental risks such as airborne toxic fumes, mold, particles, dust, and other contaminants, as well as the unpleasant odor of anything brought into the evidence area. According to the Detective, who is the designated Evidence Custodian, along with a part-time officer (Fire Marshal) the interior of the evidence room meets PLEAC standards. Access to the evidence room was not requested, this was to assure access only to authorized persons, with legitimate needs to access the secure areas.

Periodic inspections should be completed regularly. This is another example of the fundamental management and oversight failures of the CBPD. Both the Chief of Police and the Detective reported there were no inspection or audit trails for maintaining proof of the manner of storage and integrity of the evidence. The Detective states that there was never an audit of the evidence system since he was appointed the custodian of evidence. The Evidence Custodian should ensure that all evidence is being recorded properly by the submitting officers on the proper forms, ensure that the area is secure and in neat order and make sure that all evidence is packaged correctly when submitted to temporary evidence. The CBPD exhibits a material defect or weakness in this function. The failure to adhere to sound practices of evidence inspection and periodic representative audits places the CBPD in jeopardy for being able to identify, respond, and correct and potential evidence management or integrity issues in a timely proactive manner.

SOCIAL MEDIA AND PUBLIC INFORMATION PORTAL

CBPD WEB PAGE

One of the undeniable facts that effective police agencies understand is that there is a dramatic shift in the manner the public obtains information concerning the wide array of aspects affecting the safety of their community. This means that police leadership must undertake measures to assure the public has access to a meaningful and current information portal for the agency. The following is a screen capture from the CBPD web page on November 4, 2023.

Police Department

Home / Departments

The **Catasauqua Police Department** provides 24/7 protection to the approximate 6800 residents of the Borough. The officers patrol approximately 1.3 square miles of the Borough. The department presently consists of 18 officers which includes the Chief of Police and Sergeant.

In 2019, the Police Department responded to approximately 5,464 calls for service, resulting in 4,746 reported incidents that led to:

2019 Catasauqua Police Department Statistics

- 142 criminal arrests
- 19 DUI arrests
- 45 Juvenile arrests
- 732 Citations issued
- 117 Violation Warnings
- 808 Parking tickets
- 85 Abandoned vehicles tagged

Catasauqua Police Officers logged 63,965 miles patrolling the Borough.

Our Mission

It is the intent of the Police Department of the Borough of Catasauqua to provide service and protection to any and all residents and persons in transverse of the Borough. We will work closely with all organizations, local, state and federal to provide the best service possible to our citizens.

The landing page for the CBPD provides a missed opportunity for public engagement.

The very first thing a visitor to the CBPD web page observes is 2019 agency statistics.

While perhaps of historic interest to some readers, this may be properly interpreted as an irrelevancy for immediate needs of most visitors to the web page.

The web user seeking important information such as: "how to" guidance" or "reporting of criminal activity", "tip submission" or "officer conduct " or "officer praise is lacking"

There are sub-categories on the web page for communication.

Police Department

Police Reports

Chief of Police

Personnel
   Police Roster

Police History

These categories _may_ allow visitor to negotiate the web page to reach their desired information objective .

A clear and easy pathway should be

The overall impression of the CBPD web page is one of limited value. It is difficult to navigate to obtain any semblance of current information and not only fails to meet the demands of the public but also fails to meet the needs of the CBPD as a police organization. It is a reasonable inference that most visitors to the CBPD web page are not seeking data from 2019, seeking images of retired CBPD officers, or desiring to read the biography of the CEO. While all of these are appropriate for access using "drop down" tabs on the web page – they should not be the focal point of the web page.

Effective police agencies understand that the value of a successful agency web portal exhibits characteristics with the focal point current and meaningful information. The following are key elements for high performance agency web pages.

Reporting & Right to Know	• Public ability to obtain reporting • Public ability to file reporting remotely • Right to Know Law and explaination should be part of the reporting page
Emergent Issues	• Social platforms (Twitter) or similar informational blasts to immediately provide agency web informational exhange to followers and to the static page concerning emrgent issues such as extreme weather, crash and roadway blockages, and active police of other public safety incidents
Conduct	• Public ability to praise an officer • Public ability for file a conduct concern or complant
Quality of Life	• Public access to inform the agency of concerns for follow up to other municipal partners. (weed violations, junk violations, zoning or other similar concerns). • Ability to provide the public with a quick and easy to access referal to other multi-disciplinary stakeholders
Policy	• High performance police agency posts guiding agency policy on the web page for public access and understanding
Recruitment	• A webpage that actively encourages public engagement is of high value in recruitment of candidates for any membership.

If there is one area that is an essential part of the community policing strategy and provides a high return on engagement, it is a well-designed and actively maintained agency website. Actively maintained means that there are daily news releases, informed active engagement and posting for local traffic advisory information (crash blockages, roadway construction). The effective police web page also integrates other community stakeholders (Fire Rescue Services, EMS, EMA, Public Works) news and information highlighting interagency cooperation.

This function must be an organizational priority and simply cannot be ignored as being one of another governmental task holder. Access is a matter or permission, training, and desire to do better than what the current situation reflects.

SUMMARIZED INTERVIEW OF GOVERNMENTAL UNIT KEY STAKEHOLDERS – CATASAUQUA BOROUGH

In a framework of both independent and joint interviews with elected officials, administrative officials, and Public Safety leadership a picture of the perceptions held by these stakeholders emerged. The takeaway from these interviews was one of what was once an overall historic positive perception of the CBPD. Time has eroded and changed this to one of suspicion, distrust , and overall lack of confidence. This presents an important opportunity for greater understanding of the overall situation facing the whole of government and the administration of the CBPD, while seeking solutions and evaluation of the need for change. The following common themes emerged:

➢ The CBPD lacks transparency and consistency.

➢ The CBPD is perceived as a static, troubled organization, in need of affirmative change.

➢ The CBPD appears to lack the ability to disengage from the constraints of the past governing and administrative bodies for the Borough of Catasauqua. These past practices included deficient oversite of police department spending, overtime, and reporting. This posture contributed in part to an accumulated and uncontrolled fiscal scenario where the municipality was forced to adopt austerity measures to avoid the status of a distressed community.

➢ The CBPD fails to effectively address excessive overtime utilization.

➢ The CBPD has a weak to non-existent social media presence.

➢ The CBPD fails to report accumulated CBA related unfunded liability areas for monitoring.

➢ The CBPD as an organization has reflected the uncertainty of the future created by the fiscal crisis facing the municipality over the past three years. This perceived organizational apathy and lack of a strategic plan resulted in the paralysis of the agency.

➢ The CBPD is not viewed as a "team player" by other key public safety stakeholders. Numerous anecdotal narratives were presented that detailed the failure of the CBPD to

respond to incidents in a prompt manner creating greater opportunities for an unsafe environment for first responders.

➢ The CBPD executive leadership is viewed as providing incomplete, inaccurate, misleading, and irrelevant information to governmental leadership.

➢ The CBPD is perceived to be lacking overall leadership. The overall perception was one of CBPD leadership wishing to "get along with everyone" thus avoiding difficult decisions.

➢ The CBPD lacks confidence from key governmental stakeholders to effectively address problematic concerns provided by officials to the agency head.

➢ The officials expressed concern over scheduling issues and overtime escalation and costs.

➢ Agency resource allocation was questioned for both appropriateness and effectiveness.

➢ Elected officials report receipt of various areas of inquiry and concern from the citizenry related to police officer conduct, traffic related issues, quality of life, and police omni-presence. That are either unaddressed, lacking in follow up or communication of outcomes.

➢ Information conveyed to the governing body is lacking in transparency and generally fails to meet the informational demands necessary for both short-term and long-term decision making.

➢ The CBPD chain of command is either ignored or not adhered to by concerned parties resulting in a failure to provide a unified command structure for informational flow.

➢ There was a stated need for the CBPD to engage in joint inter-agency training for positive expansion of the fire and police relationship.

SUMMARIZED INTERVIEW - CHIEF OF POLICE

During the course of this evaluation there were several opportunities for interaction with the Chief of Police concerning this study and peer to per evaluation. The requests for information were forthcoming, some quickly and some only after prompting. The overall impression of the Chief of Police was one of a friendly if somewhat reserved and dignified presence. The Chief summarized his leadership style as "kind of loose – I expect them (sic. Officers) to do their job". The Chief reported that there was a very good relationship with other external police agencies

and with the other Catasauqua Borough public safety agencies (Fire/Rescue Services, EMS, and EMA.

He reported that the greatest challenges faced by the agency are those related to hiring, staffing, and retention, placing blame on the overall fiscal uncertainty enjoyed by the Borough of Catasauqua in recent years. The Chief reported that this has created the necessity of his time being dedicated to the patrol function to fill vacant shift slots. Conversely, he reported his greatest achievement was advancing the construction and occupancy of a modern police facility, and providing improved technology, and fleet platforms for agency members. The Chief reported that he could not identify any programming or services that may need revision or curtailment in the light of the challenges posed by the fiscal situation facing the municipality. He reported he could not see any programming that should be changed and felt it was actually necessary to add an additional SRO.

During the final interview the issues of overtime and unfunded liabilities were addressed. The Chief reported he is a salary employee (FLSA exempt) and responsible for the approval of all agency overtime and comp time while he adheres to the governance of the CBA. He reported that there is no cap on annual rollover of accrued comp time. This is approved utilizing an automated scheduling platform and after approval is maintained by his administrative assistant. The Chief presented no strategy for overtime control and when asked said it was his goal to have two officers assigned to every shift.

The Chief was informed that during the cursory tour of the facility in August there were several areas of deficiency that should be corrected. This included a failure to post an escape plan (map) in the detention area. There was also a note that there was no CBPD policy guidance for the requirements established by statute in 2014 The *Newborn Protection Act. § 6504.1* for governance of police officers accepting newborns. It was suggested that since the CBPD facility is not a manned facility on a 24/7/365 basis a posting of instructions be provided at the entry area of the public lobby.

The Chief discussed the criminal investigation and evidence management function. The Chief indicated during the interview that there was never a periodic announced or unannounced evidence room inspection, this extended to changes in building venue and assignments of evidence custodian. This was pertained to both internal review and external independent third party review or evidence audit.

No existing metrics are available for assignment of cases to the CBPD Detective. According to both the Chief of Police (and later the Detective there was no reporting metric to easily identify the number of cases assigned, the case status, and outcome (UCR or NIBRS defined).

According to both the agency CEO and the Detective there was no means to produce the number of arrests for the Detective or other officers without "going through the cases". The Chief was asked directly how cases were assigned for follow up by the Detective. The Chief said that the Detective was responsible for review of all reporting and the subsequent assignment of cases for follow up investigation. (In a later interview the Detective reported that he was assigned cases by the patrol officers responsible for initial reporting, and that he generally only reviews those cases he is assigned.) This directly conflicted with the information provided in the interview with the Chief of Police that the Detective was responsible for review of all reporting and the subsequent assignment of cases for follow up investigation. From this direct conflict of information certain inferences were made, none of which were conducive to reaching the conclusion that the investigative function was effectively managed with even a minimal level of confidence or competency.

It became clear when requested to explain the inability to determine the exact number of canine deployments within the CBPD primary jurisdiction and other venues, it is nearly or actually impossible due to duplication in other canine related reporting data sets. At this juncture a request was made to the Chief of Police on October 31, 2023 to review the Canine Unit Evaluation form (MPO-240 (January 2023) that is a required submission by law to MPOETC for certification of the canine handler officer and the police canine. The Chief reported he filed the requested reporting with MPOETC but did not have it readily available. This was interpreted, in the best light possible, for the Chief to be an untruth and the requirements were to be filled in later in the week. It remains undetermined at the filing of this reporting if the required certification(s) were filed properly. A review of the CBPD administration of the canine programming for the DCED evaluation period concluded that the agency was not compliant with the statutory requirements established by Pennsylvania Act 60 of 2022 for canine handlers and the police canines. This was later verified by submission of the required documentation for the legally mandated training. This was provided from the Chief of Police, with compliance attained in November of 2023.

Inability or unwillingness exist to provide even basic traffic enforcement metrics (warning, citation, faulty equipment card issuance) by day, month, year, or combined reporting. This is due to the reporting format which, according to the Chief, causes every traffic contact to be counted as an actual incident.

During an interview with the Chief of Police on October 31, 2023, a discussion was held over new policy and the PLEAC compliant policy design. The focal point on this was the presentation of the "new" PLEAC policies for review and consideration in this evaluation. The specific area of inquiry began with the Use of Force Policy. It was noted the present draft policy had no dates for approval, adoption, or issuance. The existing guiding policy for use of force was requested for production and review. When pointedly asked to provide the agency policy handbook for guidance on those policy directives which are those guiding the agency until adoption of the new

policies, a 32 page document titled "RULES AND REGULATIONS FOR POLICE DEPARTMENT" was produced by the Chief.

This document is marked with an adoption date of October 5, 1981. Suffice it to say this guiding document presents many areas of grave concern. Chief among them is the use of force (7.1) which is grossly insufficient and without any changes due to case law, statutory changes, less lethal technology, agency authorized weapons, and duty to intervene or de-escalation. It is unknown if all CBPD members have access to this document, but in discussion with the Chief of Police it was generally conceded that some may, and some may not.

No further pursuit of this area of interview was pursued further. Reliance upon such a dated series of policies paled in the face of other observed failures and operational inquiries. This failure was perceived as being so serious that during the interview Chief of Police was immediately notified by the consultant (October 31, 2023) of the actual and potential severity of this failure and the perils it may pose was clearly verbally communicated and later memorialized in this reporting.

CONCLUSION

This study was commissioned to identify areas of the agency's strengths and weaknesses and resulted in an extensive series of recommendations to improve the police department. Some of the discussion points and areas of suggestion have been shared, adopted, and are in the process of being applied by the agency. Some have not. The simple fact is that this review was to identify areas of concern, the correction or providing remedies is up to the discretion of the agency head and governmental authorities. The agency lacks sufficient planning on a strategic level for establishment of key performance metrics and objectives, creating a vague, indiscernible, and dimly lit pathway for overall agency success and performance. While the CBPD presents itself as a functional agency with officers maintaining a reasonable approach to police service delivery, the agency is perceived as complacent. Ownership of this must become incumbent upon all agency members.

The Chief summarized his leadership style *as "kind of loose – I expect them (sic. Officers) to do their job".* This appears to be a near universal source of agreement when comments from interviews during this review were considered. Leadership and communication of expectations go hand in hand. Subordinates respond to positively communicated expectations and strive to produce measurable results. The playing of the "blame game" and "excuses will suffice" must end. During interviews with the Chief there was an underlying " I was going to . . . but . . . (insert reason here) ". This was clearly communicated when examining the following areas of critique:

✓ While addressing policy roll out " we are behind because the union won't approve the policies in a timely manner."

- ✓ I sent the canine forms to MPOETC. "I am sure I have a copy of it." "What is the title for that law?" (Act 60 of 2022)

- ✓ We have people leaving because of the Boroughs financial situation.

- ✓ What can I do with the overtime, we are short staffed?

- ✓ All overtime and comp time are approved and sent to the "front office" (executive assistant).

The deflection of ownership of issues needs to be replaced with acceptance of tasking and jointly seeking and implementing solutions. Apathetic agency behaviors appear to exist at all levels and must be effectively addressed to break the current cycle. This begins with applied affirmative and aggressive leadership on formal and informal levels. Emphasis should be placed on the creation of a remedial plan to address agency deficiencies and corrective measures with date certain timelines based upon realistic constraints faced by the degree of challenge and existing agency capabilities. The initiation of organizational change begins with adherence to sound police management concepts framed within the modern organizational behavior and management structure. The agency must maximize the effective use of scheduling software applications already in place to collect, analyze, and assist in the reduction of overtime expenditures. Essential development and implementation of a staff review process for agency reporting with supervisory or command sign off of cases assigned for investigation. This requires a process to apply factors of solvability to review all criminal offense reporting to establish clearly defined metrics for cases suitable for follow up investigation. Utilize a tracking system for case review and follow up investigation, supplemental reporting criteria, and case closure requirements. (This is a common feature in most RMS systems.)

Policy structure, distribution, access, and storage must be a focal point of efforts towards adherence to directives and processes for PLEAC accreditation. The CBPD should strive to be an accredited agency within a reasonable timeline.

The CBPD apparently lacks the capability for internal succession, according to those parties interviewed no identified efforts have been undertaken by agency management to establish and implement a viable succession plan for develop future agency leadership in supervisory or command staff roles. This function is critical for agency preparedness to internally fill available positions due to attrition or departures of existing staff. It is impossible to ignore this inescapable impactful factor in the life of the agency.

These suggestions must be framed in the face of the current and future fiscal scenarios faced by the Borough of Catasauqua. Sometimes it is painful to temporarily curtail certain services, until it

suddenly becomes an unavoidable economic necessity. At this juncture, it is not a matter of "what we want - but what can we afford". Consideration should be given to a formally sanctioned study concerning the feasibility of development of a regional police agency to provide primary police services to the municipality.

A simple solution for cost containment does not exist but what does exist is the unique opportunity for meaningful change.