



February 24, 2010

MEMORANDUM

TO: Police Chief Falco
FR: Mayor Zimmer
RE: Follow up Request Regarding Operational Audit of Police Department

Chief,

As discussed in person, and in memo, I think it is very important that we speak with one voice regarding the Police audit and plans to implement the recommendations in the audit.

My office is drafting a joint press statement for your review, but in the meantime I ask that you refrain from speaking to the press about your reaction to the audit. I hope that we can truly speak with one voice on this urgent matter.

I want to assure you in writing that I will take the time to hear your reasoned viewpoint on the audit, and those of our Public Safety Director, before taking any action to implement recommendations in the audit. We must work together to accomplish a very difficult task ahead of us. As you review the following requests, I ask that you back up your recommendations with explanatory rationale, and data. Simply using scare tactics such as "Crime will rise and public safety will be at risk," is not helpful. Again, your recommendations must be backed up with reasoned arguments and supportive data.

By Monday at noon, I ask that you provide a report on the following:

1. Your recommendations on how to implement civilianization in the Hoboken Police Department. The report should include all departments that you believe could be civilianized, and which departments you would start with to begin civilianization. It should outline a timeline for implementing civilianization.

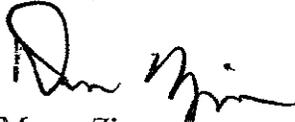
OFFICE OF THE MAYOR

Based on the report, I believe this is a cost-saving measure that must be implemented. I am looking to you as the Police Chief to provide guidance on the best way to implement civilianization in the Police Dept.

2. Your recommendations on implementing a system with Special Police officers to assist with the numerous events held in Hoboken.
3. Your recommendations on how to improve fleet maintenance within the Hoboken Police Department. As discussed earlier, how can we ensure that maintenance gets done in a timely, effective manner, and increase accountability?
4. Staffing levels: Please provide your recommendations regarding staffing levels for the Hoboken Police Dept., given that the officers currently work a 35-hour work week. *(Current staffing policing streets).*

Based on this report, and input from Director Alicea, I believe the Police Dept. is top heavy, and I want to hear your recommendations on how to address this situation.

Thank you.



Mayor Zimmer



Anthony P. Falco, Sr.
Chief of Police



CITY OF HOBOKEN

ONE POLICE PLAZA
HOBOKEN, NJ 07030-5704



Telephone: (201) 420-2002
Facsimile: (201) 714-9415

CHIEF'S MEMORANDUM

Date: Monday, March 1, 2010
To: "Honorable" Mayor Dawn Zimmer
Subject: Police Department Recommendations

Mayor Zimmer:

Please find the attached documentation regarding the specified items requested for the recommendations concerning the police department. If you require any assistance or should have any questions, please don't hesitate to contact me.

Sincerely,


Anthony P. Falco, Sr.
Chief of Police

I. Civilian Recommendations in the Hoboken Police Department Proposal

A. The Hoboken Police Department currently has 12 (twelve) full time civilian employees. The specific breakdown of their current assignment list as follows:

- 1 (One) Administrative Secretary (Chiefs Office) - see Ordinance 59A-8A
- 1 (One) Detective Bureau Assignment Officer Secretary
- 3 (Three) Bureau of Identifications Civilians
- 7 (Seven) Communication Officers (includes both call-taker & dispatchers)

B. Recommendations of Utilization of Civilian Employees:

The following are recommendations of utilizing civilian employees by each specific Bureau/Command:

I. Uniform Patrol Bureau: As listed above, there are currently 7 (Seven) Civilian/Communication Officers assigned to the Uniform Patrol Bureau. To adequately staff the current manpower allocation for Communication Officers, we are in need of an additional 2 (two) Communications officers to ensure that each shift is covered by this personnel.

II. Traffic/ Enforcement Bureau: The Traffic Enforcement Bureau is currently staffed by one Lieutenant, One Sergeant and nine Patrolmen. Out of the nine patrolmen five are assigned to Motorcycle Patrol and Four are assigned to a traffic patrol cars. Traffic Enforcement duties include but are not limited to following: speed enforcement (Radar), accident/crash investigation, traffic flow control, pedestrian safety, DWI (Driving While Intoxicated) enforcement, parking enforcement, etc.. As a result, based on their diversified duties, I believe a civilian position would not viable.

III. Community Services Bureau: The Community Services Bureau currently has One Lieutenant, Two Sergeants and 8 Patrolmen. Their duties include but are not limited to the following: police patrol, crime prevention,, Educational Programs which include G.R.E.A.T (Gang Awareness), D.A.R.E, Eddie Eagle (Firearm Safety), etc. Within this Bureau, are personnel assigned to the function of School Resource Safety Officers. In addition, they host and respond to numerous community events and charitable functions. As a result, based on their wide array of duties and functions that are based on pro-active policing, I believe a civilian position would not be viable.

IV. Bureau Of Identification Bureau: The Bureau Of Identification currently has One Police Captain, One Police Lieutenant, One Police Sergeant, Two Patrolmen and Three Civilian Employees. Their duties include but are not limited to the following: maintenance of police records such as auto accidents, towing, licensing, fingerprinting, photographing, crime stats, UCR Crime Reporting, Outside Employment, etc. In addition to the nature of their diversified assignments and responsibilities, this Office is mandated to maintain and control property. As per NJ Attorney General Guidelines, a Property and Evidence Officer (sworn police supervisory and a commanding officer) is mandated to maintain this function. As a result, I am recommending an additional three civilians to displace two patrolmen that are currently staffed in this Bureau.

V. Anti - Vice Bureau: The Anti-Vice Bureau currently has One Police Lieutenant, Two Sergeants and Four Detectives. Their assignments include but are not limited to the following: Narcotic Investigations, Special Investigations, Joint Task Force Operations with recognized agencies such as New Jersey State Police, Hudson County Prosecutors Office and other law enforcement agencies. Due to the sensitive and confidential nature of their investigations, a civilian position would not be either practical or viable.

VI. Inspectional Services Bureau: The Inspectional Services Bureau currently has Two Police Lieutenants and One Police Sergeant. Their assignments include but are not limited to the following: Internal Affairs Function, Drug Testing for Members of this Department, Attendance Recording System and Varied Sensitive Investigations. As per NJ Attorney General Guidelines, each police department in the State of New Jersey are required and mandated to have this function staffed by Law Enforcement Supervisory Personnel. Due to the sensitive and confidential nature of their investigations, a civilian position would not be either practical or viable.

VII. Detective Bureau/Investigative Bureau: The Detective has currently One Lieutenant, Three Sergeants , Ten Detectives and One Civilian. Their assignments include but are not limited to the following: Complex Criminal Investigations, Evidence Collection & Processing, Crime Scene Processing, Mutual & Joint Investigations with other agencies, Juvenile Delinquency and Aid Bureau, Warrant Enforcement, Megan's Law registration and enforcement (sex offenders) etc. This bureau is responsible for investigations that are sensitive and complex in nature. In addition, juvenile investigations as per NJ Attorney General Mandate that they must be kept confidential. The Detective Bureau currently has two three shifts(day, afternoon & evening) that is staffed to accommodate the many and wide ranging investigations. Currently, there is one civilian who handles such recording keeping functions as OPRA requests, Discovery for court cases and miscellaneous filing. As a result, I am not recommending any additional civilian personnel.

VIII. Training, Planning & Operations Bureau - Administrative Services - The Training Bureau currently has One Lieutenant who is responsible for In-Service Training, Planning and Operations, One Lieutenant who is responsible for Grants Management, One Lieutenant who is responsible for Purchasing/Court Liaison/NCIC Agency Coordinator, and One Lieutenant who is responsible for Alcohol Beverage Control Licensing & Enforcement/Firearms Licensing/Police Background Investigations. This Bureau, based on the many mandated functions that are required by a municipal police department, has One Sergeant and Three Patrolmen as well. This Bureau, as mandated by the New Jersey Attorney General Guidelines is responsible for the coordination and instruction on bi-annual training which includes Domestic Violence, Use of Force and Motor Vehicle Pursuit . In addition, each officer of this department is required to semi-annually qualify with their firearms as per AG mandate. This Bureau also is responsible for the Computers and Technology of this department, which includes maintenance, data associated through CAD system and Computerized Record Management System.

Many of the sworn officers who are currently assigned to this bureau, possess certifications in Method Of Instruction. This enables law enforcement officers to conduct additional types of training along with the NJ Attorney General Guidelines. Since my inception as police chief, I have been pro-active in adding to the training program in areas which include the NJ and United States Constitution, Officer Safety and Police Community Relations. Currently, there are no civilian personnel assigned to this Bureau. However, I recommended that one civilian employee shall be added to this Bureau to supplement the record keeping of training records, assist with clerical duties in the area of licensing, and enhance improvements to the technology training and maintenance.

Item II Implementation of Special Law Enforcement Officer's

Class II Police Officer's are appointed for a term not to exceed four (4) months. They are compensated at the rate of \$12.50 an hour and do not receive any benefits. They work part-time and shall not exceed 20 hours per week except during emergencies. The number of Class II Police Officer's shall not exceed 25% of the total number of regular police officers.

Applicant's for the position of Class II Police Officer must be a resident of Hoboken and successfully complete a background investigation by the Hoboken Police Department. The background investigation includes physical and psychological testing. The cost of the physical and psychological testing will be incurred by the City of Hoboken.

After successful completion of the background investigation, the applicant will attend a PTC certified county police academy for Class II Police Officer training. The cost of the training will be incurred by the City of Hoboken.

Weapons will be purchased by the City of Hoboken and issued to Class II Police Officer's at the start of their tour of duty and returned upon completion. Therefore Class II Police Officer's will only be armed while on duty.

Class II Police Officer's are typically employed during seasonal periods at shore resort communities where the summer population increases. The start up cost for Class II Police Officer's would include but not limited to, the cost of uniforms, weapons, medical exams, psychological exams and police academy training.

The Hoboken Police Department utilized Class II Police Officer's in the past and for many reasons they left the department to seek full time employment with benefits, elsewhere. Applicant's for the position of Class II Police Officer's pursue this position for many reasons. They see it as an opportunity to become a regular full time police officer or to gain experience in law enforcement.

Many realize that having this experience did not automatically make them entitled to full time employment. Applicant's are still required to pass the Civil Service Entrance Exam, place high on the list of eligibles and be considered for full time employment by the City of Hoboken. For this reason and many others Class II Police Officer's eventually leave the department within a short period of time.

The start up cost along with the manpower and time to implement the Class II Program outweigh the sustained services provided by the Class II Police Officer after they are hired. I recently wrote to the PTC requesting their input on the matter as it relates to the use and employment of Class II Police Officer's and have attached a copy of my letter.



CITY of HOBOKEN

ONE POLICE PLAZA
HOBOKEN, NJ 07030-5704

Anthony P. Falco, Sr.
Chief of Police

Telephone: (201) 420-2002
Facsimile: (201) 714-9415

Mr. James Sharrock
Vice-Chairman, New Jersey State Police Training Commission
Chairman, Police Standards Committee
Division of Criminal Justice
New Jersey Police Training Commission
PO Box 085
Trenton, New Jersey 08625

February 25, 2010

Dear Mr. Sharrock,

The Division of Local Government Services has recently released a preliminary review of the staffing levels and organizational structure of the Hoboken Police Department. In that report, the preparer has made several recommendations as to where the police department can maximize manpower while minimizing payroll costs ordinarily associated with staffing including the costs of overtime pay for officers.

One such recommendation was to reduce the number of fully PTC certified officers by incorporating Special Law Enforcement Officers (SLEO's) into the rank and file officers for use during "special events" as well as times of heavy traffic within the city and while "clubs" are opened for business.

The City of Hoboken currently has 134 "clubs" or establishments where alcohol is served operating during evening hours each day. At peak hours, these establishments can require more police attention due to incidents occurring within and outside of the premises. Moreover, heavy traffic conditions in the City of Hoboken are a daily occurrence during rush hours due to the high volume of traffic that is generated from being surrounded by the Lincoln and Holland Tunnels.

The Hoboken Police Department has in the past utilized SLEO Class I and Class II officers. For many reasons, the practice of hiring SLEO's by this department is no longer in use.

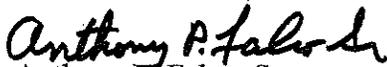
It is my understanding that the Police Training Commission originally approved the creation of SLEO's for the purpose of addressing the need by some shore towns that are inundated with tourists during the summer months as a means of dealing with the sudden overwhelming need for police services in their small jurisdictions. When the summer has ended and the tourists have left the shore areas, the need for police services in those towns is drastically reduced for the remaining 8-9 months. During these months, policing is handled by the full time officers.

It is also my understanding that since the inception of the SLEO concept, many departments that now utilize SLEO's have gotten away from the "spirit" or the original intent that allowed for the creation of this position in the first place and that use of SLEO's by departments for the sole purpose of minimizing overtime costs and/or reducing staffing of full time officers is something that is seriously frowned upon by the Police Training Commission.

I am a recently appointed Chief of Police having served 39 years with this department. Before considering such a recommendation as a means of curtailing payroll costs and/or overtime that would ultimately result in the reduction of the number of fully PTC certified officers employed by this department, I am requesting that your commission take this matter under consideration and render an opinion as to whether this recommendation by the preparer is in accordance with the Police Training Commission's intended purposes when it comes to the use and employment of SLEO's.

I have attached a copy of the specific section of the preparer's report that pertains to the "*Use of Special Law Enforcement Officers*" for your review and consideration. I thank you in advance for your consideration and anxiously await your opinion on this matter.

Very truly yours,


Anthony P. Falco, Sr.
Chief of Police

Recommendations to Improve Fleet Maintenance - Item # 3

1. Currently this department has twenty three (23) marked police units (Uniform Patrol). As of this date, 3 of those vehicles are in state of dis-repair. The remaining police vehicles are older and have noticeable wear and tear. The last new fleet of vehicles were purchased in 2005. As a result, I believe this department is in need of new police vehicles to update the current fleet. In addition, new police vehicle will keep everyday maintenance costs down considerably.
2. 2 (Two) Officers assigned to each vehicle on different shifts - This will enable less wear and tear and cost savings to the maintenance of the fleet and will prolong the life span of each vehicle that is currently in the fleet of police vehicles.
3. Annual purchasing of vehicles - If an estimated five (5) vehicles per year were purchased, this will enable the fleet of vehicles to be constantly updated to ensure the following: provide a safer and more efficient vehicle for each MOS and help reduce the cost of the overall maintenance of the older police vehicles
4. Officer Accountability - Each Officer that is assigned to a both marked police vehicle and an unmarked police vehicle are currently responsible for completing a *Vehicle Inspection Log*. The purpose of this log is for each Officer to list any technical and/or mechanical problems that are observed with their assigned police vehicle. This inspection log must be completed prior to an officer beginning his or her patrols. The goal is to report any problem observed and for each Officer to be accountable for checking the vehicle on each shift (3 shifts per day).
5. Inspections Logs (upon reporting a problem) - The inspection logs are reviewed by the department on a daily basis . If a problem is indicated on the vehicle inspection log, the Traffic/Fleet Supervisor of this department will forward this complaint to the Municipal Garage for immediate attention and repair. During the time period of the vehicle being maintained, which varies depending on the nature of the problem, the vehicle in question will be put out of service and an additional vehicle will be required to supplement for patrol.
6. The mechanic has a log book and checks the vehicles periodically. They service them every 2000 miles for general maintenance. I believe if this system is followed in a timely fashion, this will enable the up-keep of maintenance.

4. POLICE DEPARTMENT STAFFING & DEPLOYMENT LEVELS

A. CURRENT TABLE OF ORGANIZATION

Allocated By Ordinance §59A-8

Chief = 01

Captains = 06

Lieutenants = 17

Sergeants = 33

Police Officers = 120

Administrative Secretary = 01

Current Staffing Levels

Chief = 01

Captains = 04

Lieutenants = 19

Sergeants = 30

Police Officers = 98

Administrative Secretary = 01

B. CURRENT DEPLOYMENT LEVELS

Uniformed Patrol

7 - Civilian Communications Officers

60 - Police Officers** (-9 Assigned to Anti-Crime Patrol)

19 - Sergeants** (-3 Assigned to Anti-Crime Patrol)

8 - Lieutenants** (-1 Assigned to Anti-Crime Patrol)

3 - Captains

Average Deployment Levels per 8 Hour Tour of Duty (8 Day Schedule)

1 - Civilian Communications Officers

12 - Police Officers

3 - Sergeants

1 - Lieutenant

1 - Captain

Traffic Enforcement

9 - Police Officers (5 assigned to Motorcycle Patrol)

1 - Sergeant

1 - Lieutenant* (-1 Sick Leave)

Community Policing Bureau

8 - Police Officers

2 - Sergeants

1 - Lieutenant

Detective Bureau

10 - Police Officers* (-1 Sick Leave)
3 - Sergeants
1 - Lieutenant

Anti-Vice / Narcotics Bureau

4 - Police Officers
2 - Sergeants
1 - Lieutenant

A.B.C. Enforcement

1 - Police Officers
1 - Lieutenant

Taxi Enforcement

1 - Police Officers

Bureau of Identification

3 - Civilian Clerks
2 - Police Officers
1 - Sergeant
1 - Lieutenant
1 - Captain

Training Bureau

2 - Police Officers
1 - Sergeant
1 - Lieutenant

Grants Management

1 - Lieutenant

Purchasing/Requisitions/Claims

1 - Lieutenant

Inspectional Services

1 - Sergeant
2 - Lieutenant

Personnel Unavailable

3 - Police Officers (1-Military Leave / 2-Detailed Prosecutors Office)

C. SUMMARY

The appearance that the department is top heavy is due to the continued under staffing of the department in the police officer's rank. The current shortage is estimated at 28 officers. If the current table of Organization were fully staffed, the supervisor-subordinate ratio would be within the standard parameters postulated by most police management experts as well as federal government ratios established under emergency management standards. The levels suggested in the police audit are based upon individual formulas and not a nationally accepted standard.

At the current time, it is expected that in 2010, the HPD will lose the following personnel through attrition:

- 2 Police Officers
- 1 Sergeants
- 4 Lieutenants

Currently there is also 1 Lieutenant & 2 Police Officers which are on suspension