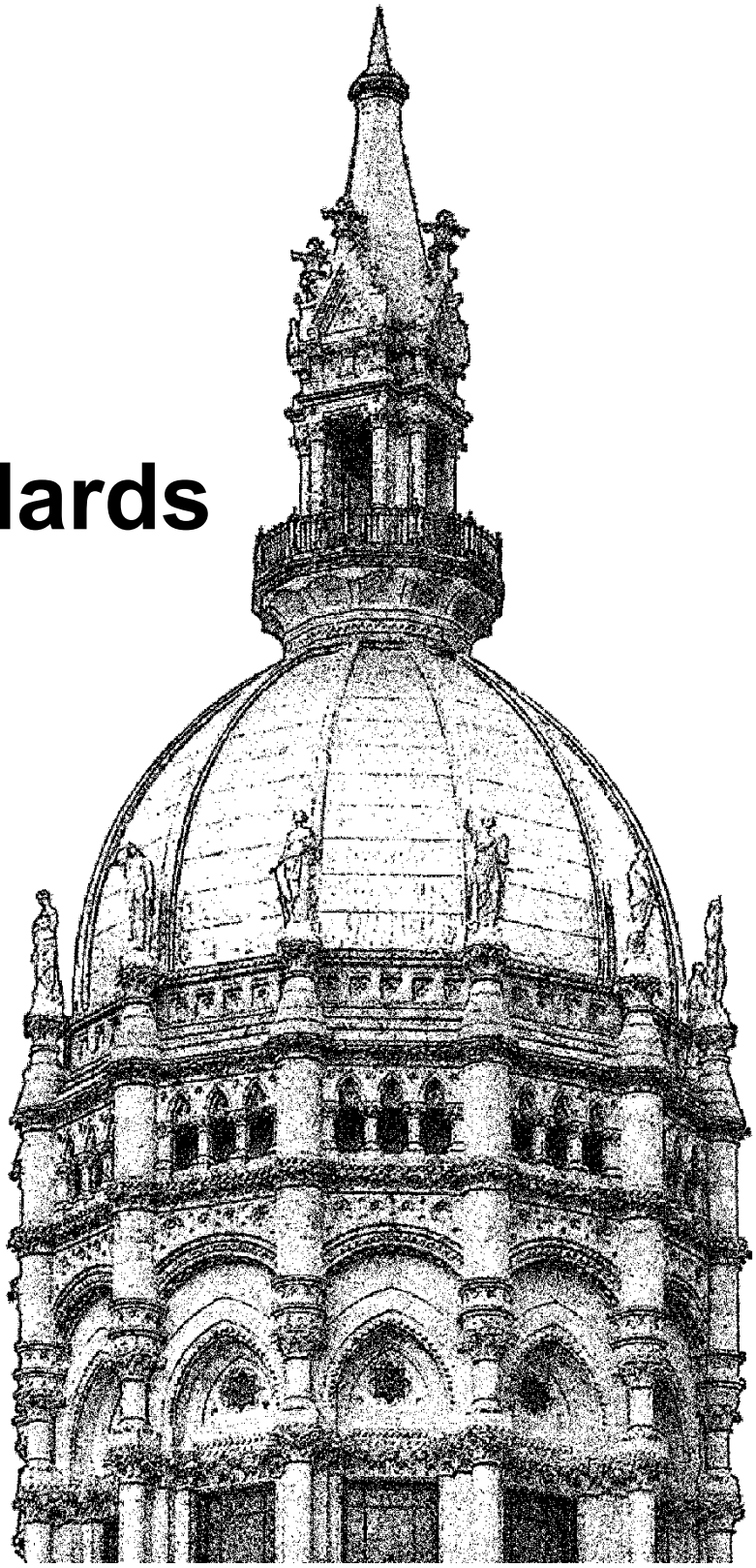
State Police Staffing Standards

Pursuant to
Public Act 12-1
(June 12 Special Session)

June 2013



PRI

Legislative Program Review and Investigations Committee

Connecticut General Assembly

CONNECTICUT GENERAL ASSEMBLY
LEGISLATIVE PROGRAM REVIEW AND INVESTIGATIONS COMMITTEE

The Legislative Program Review and Investigations Committee (PRI) is a bipartisan statutory committee of the Connecticut General Assembly. It was established in 1972 to evaluate the efficiency, effectiveness, and statutory compliance of selected state agencies and programs, recommending remedies where needed. In 1975, the General Assembly expanded the committee's function to include investigations and gave the committee authority to raise and report bills in 1985. In 1977, the committee also acquired responsibility for "sunset" (automatic program termination) performance reviews, but the state's sunset law was amended in 2012; PRI is still involved, but the legislature's subject matter committees have roles as well.

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LEGISLATIVE PROGRAM REVIEW
& INVESTIGATIONS COMMITTEE

State Police Staffing Standards

Pursuant to
Public Act 12-1
(June 12 Special Session)

JUNE 2013

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PRI Report Highlights

June 2013

State Police Staffing Standards

Background

Public Act 12-1 (June 12 Special Session) eliminated a statutory provision enacted in 1998 that the Department of Emergency Services and Public Protection (DESPP) maintain a minimum sworn state police personnel staffing level of 1,248 members. In its place, the Act required the DESPP commissioner, beginning July 1, 2013, to "appoint and maintain a sufficient number of sworn state police personnel to efficiently maintain the operation of the division as determined by the commissioner in accordance with the recommended standards developed" through a study by the Legislative Program Review and Investigations Committee (PRI).

Focusing on information from the four most recent years available (FYs 09-12), the study examined how Connecticut State Police (CSP) staffing levels related to public and trooper safety, including response time to emergency 9-1-1 calls, crime rates, highway accidents, and assaults on officers.

Study information sources included employee data from the state's centralized information system (CORE-CT), state police computer aided dispatch records (CAD/RMS), and federal uniform crime reporting data. Interviews and visits with CSP personnel occurred across all 11 troops, many of the specialized units (e.g., Bureau of Criminal Investigations, Emergency Services Unit, and Traffic Services Unit), and administrative service areas (e.g., Special Licensing and Firearms Unit and Sex Offender Registry). PRI also held an informational forum with the DESPP commissioner, various CSP personnel, and CSP union representatives.

The study found slower response times for 9-1-1 calls when there were fewer state police. Staffing levels were not associated with changes in crime rates, highway accidents, and assaults on officers. Additional factors relevant to staffing levels, however, were identified during the course of the study (e.g., contractual obligations to provide towns with resident state troopers).

Staffing Standards for DESPP to Apply

PRI recommended the following standards for the DESPP commissioner to use in appointing/maintaining a sufficient number of sworn state police personnel:

#1. Officers **respond to 9-1-1 calls** within 15 minutes at least 50% of time

#2. **Functions explicitly stated in statute** are provided

#3. CSP fully meets **contractual obligations** to towns **to provide Resident State Troopers**

#4. There is an adequate number of troopers to staff the 230 patrols taking into consideration the **shift relief factor**

#5. Patrol and Resident State Trooper supervision is sufficient based on a 1:8 **span of control**

#6. The **two-officer minimum** requirement for domestic violence, fatal accidents, untimely death/homicide calls for service is met [at least 90 percent of the time]

#7. The **use of regular duty overtime** has not shown a sustained increase [three years in a row]

Next Steps for DESPP to Implement Staffing Standards

I. Next steps related to response time/more serious calls for service:

- Activate CAD/RMS feature to identify priority calls for service, train personnel, and require staff to use this feature
- Develop a (more stringent) response time standard(s) for more serious calls for service, such as domestic violence
  - Identify/implement changes to reduce response time for domestic violence calls, focusing on Troops D and K

II. Next steps related to statutorily mandated units/task forces:

- Review continued need for statutorily mandated units/task forces, and recommend legislature repeal any no longer needed
- Establish minimum sworn personnel staffing levels for (remaining) statutorily mandated units/task forces, considering such factors as backlogs, data entry timeliness, and civilianization of functions

III. Next steps related to trooper safety/two-officer minimum requirement:

- Develop and/or analyze data on: when backup arrives at scene; assault rates on CSP sworn personnel; and workers' comp. rates
- Decide if it is realistic for the two-officer minimum to be met at least 90 percent of the time—if not, propose a different percent
- Develop policy for who may respond to domestic violence calls
- Track regular duty overtime hours (OT) for sworn personnel
  - Decide if sustained increase in OT should be three years in a row—if not, propose a different number of years

During FY 14, DESPP is to provide written quarterly updates to the Public Safety & Security and PRI committees on progress made to implement these next steps

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Chapter I

Introduction

Public Act 12-1 (June 12 Special Session) eliminated a statutory provision enacted in 1998 requiring the Department of Emergency Services and Public Protection (DESPP), which contains the Division of State Police, to maintain a minimum sworn state police staffing level of 1,248 members. In its place, the Act required the DESPP commissioner, beginning July 1, 2013, to "appoint and maintain a sufficient number of sworn state police personnel to efficiently maintain the operation of the division as determined by the commissioner in accordance with the recommended standards developed" through a study required to be conducted by the Legislative Program Review and Investigations Committee (PRI).[1]

The mandated program review committee study was to develop recommended standards[2] for use by the DESPP commissioner to determine the proposed level of staffing for the Division of State Police for purposes of the biennial budget. Further, the PRI committee was to report the recommended standards it developed to the legislature's Public Safety and Security Committee and forward a copy to the commissioner of the Department of Public Safety and Security.

In developing the recommended standards, the Act directed the committee to consider the following:

- technological improvements;
- federal mandates and funding;
- statistical data on rates and types of criminal activities;
- staffing of patrol positions;
- staffing of positions within the division and department that do not require the exercise of police powers;
- changes in municipal police policy and staffing; and
- other criteria PRI deemed relevant.

[1] An Act Implementing Provisions of the State Budget for the Fiscal Year Beginning July 1, 2012, Public Act 12-1 (June 12 Special Session), Sec. 243. The Act required the PRI committee to report its recommended standards by January 9, 2013 to the legislature's Public Safety and Security Committee and forward a copy to the commissioner of the Department of Public Safety and Security. The PRI committee noted in its study scope approved June 29, 2012 that the report date would be challenging due to a number of time-related factors. On January 9, 2013, the PRI committee submitted an interim report to the Public Safety and Security Committee and on March 5, 2013, the PRI committee received a draft PRI staff report containing recommended staffing standards. After another committee meeting on March 21, 2013 to discuss the draft report further, the committee sought additional feedback on the staffing topic, including by holding a May 3, 2013 informational forum to which both the State Police and the State Police Union were invited and attended. The PRI committee voted to approve its final state police staffing report on June 7, 2013.

[2] As used in this study, a standard is an established requirement.

Scope of Study

In late June 2012, the program review committee approved its study scope to develop recommended state police staffing standards. In accordance with the public act, the program review committee focused its analysis in the following activities:

- Describe the major roles and responsibilities of Connecticut State Police (CSP).[3]
- Review relevant literature for police staffing best practices, other research studies, and recommendations by accrediting bodies and professional associations.
- Assess technological improvements that have occurred and their potential impact on state police staffing.
- Identify any relevant federal mandates or funding requirements.
- Analyze trends in rates and types of criminal activity for their association with state police staffing levels.
- Examine trends in the staffing of state police patrol positions:
    - associated trends in number of calls for service and response times; and
    - use of overtime.
- Assess which state police division responsibilities require sworn officers as opposed to civilian employees, with consideration of public and police safety.
- Review changes in municipal police policy and staffing that impact state police resources.

Methodology

The goal of the Connecticut State Police is to keep the public and troopers[4] safe. Determining how many CSP sworn staff are required should be driven by how public and trooper safety is benefitted or harmed by changes in staffing levels. This study approach made the following assumptions about public and trooper safety:

The public is safer when CSP:

- responds to emergency 9-1-1 calls within an acceptable amount of time;
- deters crimes from being committed;
- solves crimes when they are committed;
- promotes highway safety so that fatal and other accidents with injuries are kept to a minimum; and
- satisfies service expectations held by the citizenry of Connecticut.

Troopers need to provide these services while maintaining personal safety. Indicators of trooper safety include the number of:

[3] Throughout this study, Connecticut State Police (CSP) is used interchangeably with the Division of State Police, unless otherwise indicated.
[4] "Trooper" is used generally to refer to all CSP sworn personnel

- accidents in police cruisers;
- assaults on officers; and
- workers' compensation cases (i.e., injuries on the job).

Each of these measures of public and trooper safety was assessed for association with staffing level. The theory behind this assessment was that if a relationship was found between any measure and staffing numbers, that would provide an objective piece of information on which to base staffing decisions, i.e., to develop a standard. The study was guided by the following questions:

- Did CSP take longer to respond to 9-1-1 calls when there were fewer officers available?
- Did crime rates decrease when more officers were available?
- Were crimes more likely to be solved when staffing levels were higher?
- Did fatal accidents and non-fatal accidents with injuries increase when trooper levels decreased?
- Was citizen satisfaction with CSP services lower when staffing levels were lower?
- Were troopers more likely to be in accidents, assaulted, and otherwise injured on the job when staffing levels were lower?

Based on the answers to these questions, possible staffing level standards were identified. If there was an association between a public/trooper safety measure and staffing level, PRI considered the area conducive to a standard for determining appropriate staffing level for CSP. Conversely, if no association was found between a public/trooper safety measure and staffing levels, the area was not considered as a potential staffing level standard.

During the course of the study, six additional public and trooper safety related areas were identified as potential staffing level standards for CSP.

The public is safer when:

- Functions explicitly stated in statute are provided by CSP;
- CSP fully meets contractual obligations to towns to provide resident state troopers;
- There is an adequate number of troopers to staff the 230 patrols, taking into consideration the shift relief factor; and
- Patrol and resident state trooper supervision is sufficient based on a 1:8 span of control.

Troopers are safer when:

- The two-officer minimum requirement for domestic violence, fatal accidents and untimely death/homicide calls for service is being met [at least 90 percent of the time]; and

- The use of regular duty overtime has not shown a sustained increase [three years in a row].[5]

The primary time period examined was FY 09 to FY 12. These fiscal years had the most complete information from the available sources used to analyze the potential relationship between staffing levels and cited measures. As noted throughout this report, higher staffing levels occurred in FY 09 and lower staffing levels in FY 12. For some analyses, monthly rather than annual staffing data was used to determine how fluctuations within a given year may have related to the public and trooper safety related measures.

Depending on the factor examined, variability in staffing levels could occur across the individual troops. In such instances, additional analyses were performed contrasting the individual troop findings. Sworn personnel and civilians assigned to specialized units were also examined.

For some analyses, the position in which a trooper worked was considered. For example, patrol troopers and resident state troopers were considered for certain response time analyses, and rank, such as the number of sergeants, was also considered for span of control analyses.

Sources of Information

Many different sources of information were used to analyze the potential relationship between staffing levels and the public and trooper safety related measures. Information was collected and analyzed from a variety of sources both within and outside of DESPP.

1) <u>CORE-CT</u>

Data for staffing levels was taken primarily from CORE-CT, the state information system containing employee information on positions, time and attendance, leave and light duty status, overtime, rank, and years of service. Monthly data, as of the first of each month, was collected for the time period from July 2008 through June 2012 for most of the staffing analyses. The number of sworn personnel varies from month to month. Depending on which month is chosen, the annual trend in the number of CSP sworn personnel differs.

Given this variability, PRI adopted a methodology for this study of using the average of the monthly staffing levels to represent staffing levels for the fiscal year. PRI also found a difference between the number of sworn personnel assigned to and the number active in a position. Sworn personnel may not be active in an assigned position due to:

- Military leave;
- Workers' compensation leave;
- Family medical leave (FMLA); or
- Other leave.

[5] Brackets indicate possible parameter to be determined by the Connecticut State Police

Sworn personnel may also not be active in an assigned position due to injuries that occurred either on or off the job, and require an assignment to "light duty." For many of the analyses, PRI staff only included the active, non-light duty, sworn personnel available to perform their jobs.

2) Computer Aided Dispatch (CAD)/Record Management System (RMS)

Detailed information from CAD/RMS was provided to PRI. The approximately 2.7 million calls for service analyzed included information to calculate response times, numbers of calls for service for different types of incidents, and number of officers responding to certain types of calls for service that require at least two officers.

3) Uniform Crime Reporting Data

The CSP Crimes Analysis Unit provided PRI staff with information on criminal offenses, arrests and clearance rates in Connecticut (Uniform Crime Report data) that is subsequently provided to the Federal Bureau of Investigation for national crime counts. Offenses are divided into Crime Index Offenses (the most serious), other Group A offenses (more serious), and Group B offenses (less serious). Annual data on the number of assaults on Connecticut State Police officers was also provided for calendar years 2007 through 2011.

4) 9-1-1 Call Data

The DESPP Office of Statewide Emergency Telecommunications (OSET) maintains statistics on the number of 9-1-1 calls received by CSP Public Safety Answering Points (PSAPs). Quarterly information for the period of July 2008 to June 2012 on the CSP PSAPs located in Troops A, B, E, G, H, I, L, and W was provided to PRI staff on the number of 9-1-1 calls received, amount of time before the call was answered, number of calls transferred to local police departments, and the number of abandoned calls (i.e., no one on the line when call was answered by dispatch operator).

5) Citizen Complaints and Commendations Data

The Internal Affairs Unit, within the Bureau of Professional Standards and Compliance, provided information on the number of incidences of complaints and commendations, type of investigation by the Internal Affairs Unit, and results of any inquiries and investigations.

6) Department Accident Records

The Bureau of Professional Standards and Compliance provided information on 370 department police cruiser accidents that occurred from January 1, 2011, through October 31, 2012. Information included date of accident, rank of sworn personnel, troop/unit assignment of sworn personnel, whether vehicle was occupied at the time of the accident, whether the sworn personnel was on duty or off duty at the time of the accident, and whether the sworn personnel was injured in the accident.

7) Traffic Ticket Data

The Centralized Infractions Bureau within the Judicial Department provided PRI staff with state police ticket data including the number of tickets issued statewide and by individual troop for fiscal years 2009 through 2012.

8) Budget and Overtime Information

Budgetary and overtime information was provided to PRI staff from the CSP human resources and overtime unit offices, DESPP Fiscal Services Unit, the Legislative Office of Fiscal Analysis, and the Office of Policy and Management. Analyses of overtime hours were obtained from CORE-CT.

9) Interviews and Visits with CSP Personnel

PRI staff interviewed personnel from the following areas within CSP:

- Commissioner's Office
- Office of Field Operations
- Crimes Analysis Unit
- Human Resources
- Payroll
- Overtime Unit
- Fiscal Services Unit
- Major Crimes Unit
- Emergency Services Unit
- Sex Offender Registry
- Accreditation Unit
- Police Officer Training Academy
- Fire and Explosion Investigation Unit
- Traffic Services Unit
- Special Licensing and Firearms Unit
- Research and Information Services
- CAD/RMS
- Office of Statewide Emergency Telecommunications (OSET)
- Computer Crimes
- Bureau of Criminal Investigations
- Fingerprinting Unit
- Polygraph Unit

Committee staff also met with the following external stakeholders: Connecticut State Police Union; Office of State Comptroller Retirement Division; Department of Transportation/ Highway Construction; Connecticut Police Chiefs Association; and NexGen, the vendor working with the CAD/RMS unit. Committee staff also contacted the Connecticut Conference of Municipalities and the Council of Small Towns for meetings, which did not transpire.

Program review committee staff visited all 11 CSP troops and had discussions with district command officers and participated in several "ride-alongs" with troopers. The visits and ride-alongs were to gain a better understanding of troop operations, troop characteristics, and the patrol function. PRI staff also reviewed preliminary analyses with CSP personnel to obtain their interpretation and possible explanation of findings.

10) Public Hearing

The committee held a public hearing on September 25, 2012 on the study topic and received testimony from the DESPP commissioner, the Connecticut State Police Union, and the Connecticut Council of Small Towns (COST).

11) Other States

PRI staff contacted several other states for basic information, including all New England states, Maryland, and Alaska. Information was primarily obtained for service coordination between state police and municipalities and the level of civilianization of certain functions.

12) Literature Review

Committee staff reviewed research studies from other states and material from professional associations, including the Commission on Accreditation for Law Enforcement Agencies (CALEA), the International Association of Chiefs of Police (IACP), the Association of Public Safety Communications Officials (APCO), the National Highway Traffic Safety Administration (NHTSA), the Bureau of Justice Statistics (within the U.S. Department of Justice), and other national associations. Earlier CSP staffing allocation studies were also examined.

13) Informational Forum

At the request of PRI committee members, a Legislative Program Review and Investigations Committee informational forum for the study was held on May 3, 2013 at the Legislative Office Building. The purpose of the forum was to provide committee members with an opportunity to question and hear directly from the DESPP commissioner and the Connecticut State Police Union regarding the committee draft proposed state police staffing standards and related topics.

Study Limitations

Although every effort was made to study public and trooper safety and staffing levels comprehensively, there were a number of study limitations. The manner in which information was captured within some of the data systems was sometimes limited. For example, PRI staff was unable to identify accidents involving intoxicated drivers, types of tickets written, and response time for resident state troopers versus patrol troopers. Although staffing levels were compiled by month, some information was only available on a quarterly or annual basis.

Limited analyses were conducted to assess the roles that intervening factors played in public/trooper safety and staffing levels including geography/topography, population density, budget, weather, presence of municipal constables and police departments, and CSP policies/goals.

Report Organization

As highlighted in the Table of Contents, this report is divided into 16 chapters, followed by several appendices. Most of the chapters relate to individual factors examined by the committee during this study, and Chapter XVI provides a summary of the model standards. Appendix H provides feedback from the DESPP commissioner on the model standards.

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Chapter II

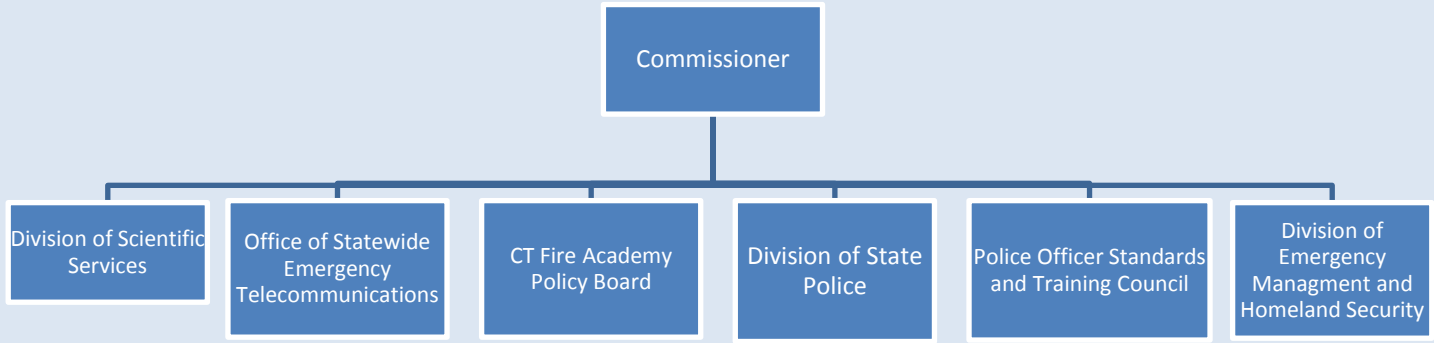
State Police Organization, Functions, and Staffing History

Department of Emergency Services and Public Protection (DESPP)

In 2011, Public Act 11-51 established the Department of Emergency Services and Public Protection (DESPP), formerly known as the Department of Public Safety. In addition to a name change, the legislation added new responsibilities to the department and transferred some functions to other agencies. Some of the transferred functions included the responsibility for and the operation of weigh stations to the Department of Motor Vehicles, and the transfer of state building inspector and fire marshal offices (not including fire investigation responsibilities) to the then newly created Department of Construction Services.

Prior to these changes, the Department of Public Safety consisted of three divisions: Division of State Police; Division of Scientific Services; and Division of Fire, Emergency, and Building Services. As shown in Figure II-1, DESPP currently is organized into six core areas: Division of Scientific Services; Office of Statewide Emergency Telecommunications; Commission on Fire Prevention and Control/CT Fire Academy; Division of State Police; Police Officer Standards and Training Council (POSTC); and the Division of Emergency Management and Homeland Security. Several other supportive functions and offices not shown in the figure contribute to the operations of the department.[6]

Figure II-1. Department of Emergency Services and Public Protection



[6] Other functions within DESPP include: Human Resources, Fiscal Services, Equal Employment Compliance, Legal/Government Affairs, STOPS (State Troopers Offering Peer Support), and Professional Standards Compliance.

The changes to the former Department of Public Safety were primarily administrative consolidations. For example, preceding P.A. 11-51, both POSTC and the Department of Emergency Management and Homeland Security were free standing entities until they were made a council and division respectively, under DESPP.

Mission. The mission of the Department of Emergency Services and Public Protection is to protect and improve the quality of life for all by providing enforcement, regulatory, and scientific services through prevention, education, and innovative use of technology.[7] Furthermore, this mission is achieved through the operations of the individual divisions depicted in Figure II-1. The majority of DESPP resources and personnel are within the Division of State Police, as discussed in more detail throughout this report.

Division of State Police

The Division of State Police is the largest division within DESPP. Through its core offices and units, it provides law enforcement protection and other services throughout the state.

Mission and goals. In addition to the department's mission, the state police division has its own three-fold mission: 1) delivery of full service policing coverage to 81 of the state's 169 towns without their own police departments; 2) statewide delivery of specialized investigative resources utilized by local police agencies, federal law enforcement, and state police troops; and 3) traditional statewide highway patrol services.

As part of the State Police 2012-2015 Multiyear Plan, the department has developed specific goals in four main categories intended to assist managers in understanding the overall objectives of the department. This plan of both short- and long-term goals was created as part of the requirements for retaining accreditation through the Commission on Accreditation for Law Enforcement (CALEA).[8] The four categories in which the department has identified goals are: traffic and public safety; service; efficiency; and leadership.

Some goals are broader than others, and broad goals may have specific, annual objectives that may change from year to year. As a result, while specific objectives may change, a broad goal may remain the same from year to year. An example of this is the goal to *improve highway safety by reducing accidents and fatal motor crashes through education, visibility, enforcement and data driven evaluations.* While one year the division purposely might have an increased presence on the road and issue more citations as a successful strategy to reduce accidents and fatalities, other strategies may be used in another year. Hence, the objective of improving highway safety will always be a goal of the state police regardless of the specific initiatives to achieve the goal.

On the other hand, some of the more specific goals outlined in the plan have already been achieved or are in progress, such as commencing a trooper trainee class by June 2012, merging

[7] DESPP Administration and Operations (A & O) Manual 3.1.1(b)

[8] CALEA is a law enforcement accreditation program that provides a process by which an agency may conduct an internal review and assessment of its policies and procedures and ultimately make necessary changes to meet CALEA standards.

Troops H and W, and initiating the process of consolidating the dispatch function across the three districts.

DESPP Administration and Operations Manual. In addition to establishing goals and meeting standards set by CALEA, the department has an Administration and Operations (A & O) Manual. The manual, effective December 1987, was established by the Commissioner of Public Safety, now DESPP, pursuant to state statute.[9] The manual applies primarily to the state police division, but also is intended to provide all department employees, and personnel who are either employed with the department or working under department supervision, with written policies and procedures consistent with the goals of the agency's mission statement. Additionally, the manual offers definitions, descriptions, and other relevant information about the structure and functions of the units throughout the department.

Key powers and duties. Relevant statutes and the division mission and goals were reviewed to provide a baseline of CSP's primary functions in the state. Over time, both the legislature and the department have created initiatives expanding CSP's responsibilities beyond its original duties. C.G.S. Sec. 29-7 sets out the primary powers and duties of the state police, listed here.

- The Division of State Police within DESPP, upon its initiative, or when requested by any person, shall, whenever practical, assist in or assume the investigation, detection and prosecution of any criminal matter or alleged violation of law.

- All state policemen shall have, in any part of the state, the same powers with respect to criminal matters and the enforcement of the law relating thereto as policemen or constables have in their respective jurisdictions.

- The DESPP commissioner shall devise and make effective a system of police patrols throughout the state, exclusive of cities or boroughs, for the purpose of preventing or detecting any violation of the criminal law or any law relating to motor vehicles and shall establish and maintain such barracks or substations as may prove necessary to accomplish such purpose.

These and other statutory requirements specifying state police activities form the authority for the state police function in Connecticut. Additionally, the discretionary resident state trooper program, established in statute[10] and discussed in more detail in Chapter III, serves as a vital component to the patrol function.

In addition to patrolling the state's highways, the primary functions of the state police include providing law enforcement and criminal investigation services for towns that do not have police departments, and participating in several specialized units and task forces at the local, state, and federal levels. Over time, the CSP has had to adapt to ever-increasing responsibilities

[9] C.G.S. Secs. 4-8 and 29-2
[10] C.G.S. Sec. 29-5

and, especially in more recent years, has had to balance its increased responsibilities with decreasing staff resources.

Examples of the department's changing roles are reflected in societal changes in the state as a whole, both historically and more currently. For example, with the construction of highway systems throughout the state over the years, more officers have been needed to fulfill increased traffic services functions. Moreover, as the nature, occurrence, and frequency of crime have changed, the division and the legislature have created task forces and special units dedicated to preventing and investigating certain types of crimes, particularly related to narcotics, organized crime, and, more recently, firearms trafficking. Officers assigned to these specialized units have separate duties and responsibilities from the officers in the patrol function and require additional training, as discussed later.

Individual state troopers can provide many services through a variety of roles. These include:

- patrol officer;
- manager;
- detective;
- resident state trooper;
- officer within a specialized unit;
- trainer at the state police training academy; or
- support for other local, state, and federal law enforcement officers.

While the critical CSP responsibilities are discussed below, it is difficult to fully capture all the functions CSP performs on a daily basis.

Organization and Functions of the Division of State Police

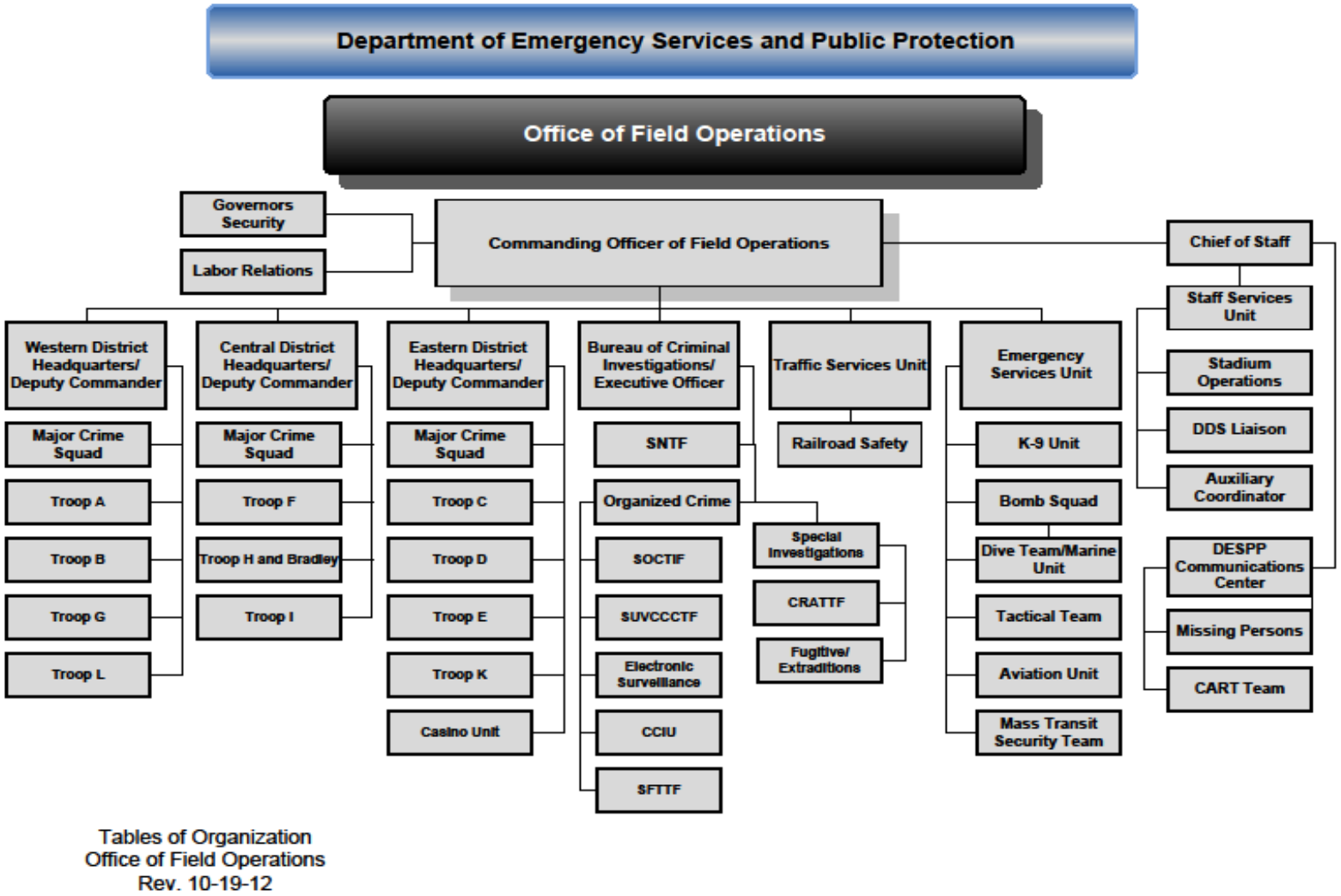
The organization of the Division of State Police can be broken down into three key areas: Office of Field Operations (OFO); Office of Administrative Services (OAS); and Bureau of Professional Standards. These three areas of the division employ the sworn and civilian personnel required for providing police and support services to the state.

Office of Field Operations

The Office of Field Operations (OFO) is responsible for providing direct law enforcement services in the 81 municipalities in which there are no organized local police forces through 11 troops carved out of three districts. The State Police are considered to have primary law enforcement jurisdiction in these towns. For the 88 municipalities with their own organized police forces, the State Police do not have primary jurisdiction, but may assist upon a municipal request. State highways are also under state police jurisdiction.

A majority of field operations sworn personnel work within the troops and districts. Figure II-2 shows the different components of OFO. As shown in the chart, the field operations

Figure II-2. Organizational Chart: Office of Field Operations



Source: Connecticut State Police

office includes: troops, specialized units, and several other non-specialized units that report directly to OFO.

District structure. Connecticut is divided into three geographic districts for state police field operations: Western, Central, and Eastern. Each district is overseen by a commanding and executive officer with the ranks of major and captain, respectively. The three district commanders report directly to the OFO commander, but also assist in devising and implementing operational policies and procedures to govern their assigned personnel at the troop level.[11] Each of the three districts is divided into troops, which provide the patrol and local law enforcement functions within their boundaries. Table II-1 lists the troops included in each district.

Table II-1. District Composition		
Western District (Four Troops)	**Central District (Three Troops)**	**Eastern District (Four Troops)**
Troop A Troop B Troop G Troop L	Troop F Troop H (covers Bradley International Airport)[12] Troop I	Troop C Troop D Troop E Troop K

Major Crimes. Each district operates a Major Crimes Squad (MCS), with a Major Crimes Criminal Investigations Unit (CIU) located at each of the district's troops. CIUs are staffed with one sergeant and a number of detectives. Major Crime personnel at the district and troop levels are the primary investigators for complex cases occurring within the geographical areas over which the district has primary law enforcement jurisdiction. The CIUs will also investigate crimes committed within the towns patrolled by local police as requested by the local police administration or the local state's attorney's office. In addition to detectives, each district has a major crimes van located at the district headquarters that functions as a mobile reconstruction lab for processing crime scenes. Each MCS commander's duties include ensuring that the district major crimes van and squad are prepared to respond at any time.

Major Crime Squad investigators process major crime scenes and assume primary responsibility for investigating the cases where state police have primary jurisdiction. The types of cases are:

- homicide;
- assaults which may result in death;
- bank robbery;
- kidnapping (first degree);
- arson and suspicious explosion;
- suspicious death; and
- any other case assigned by the district commander.

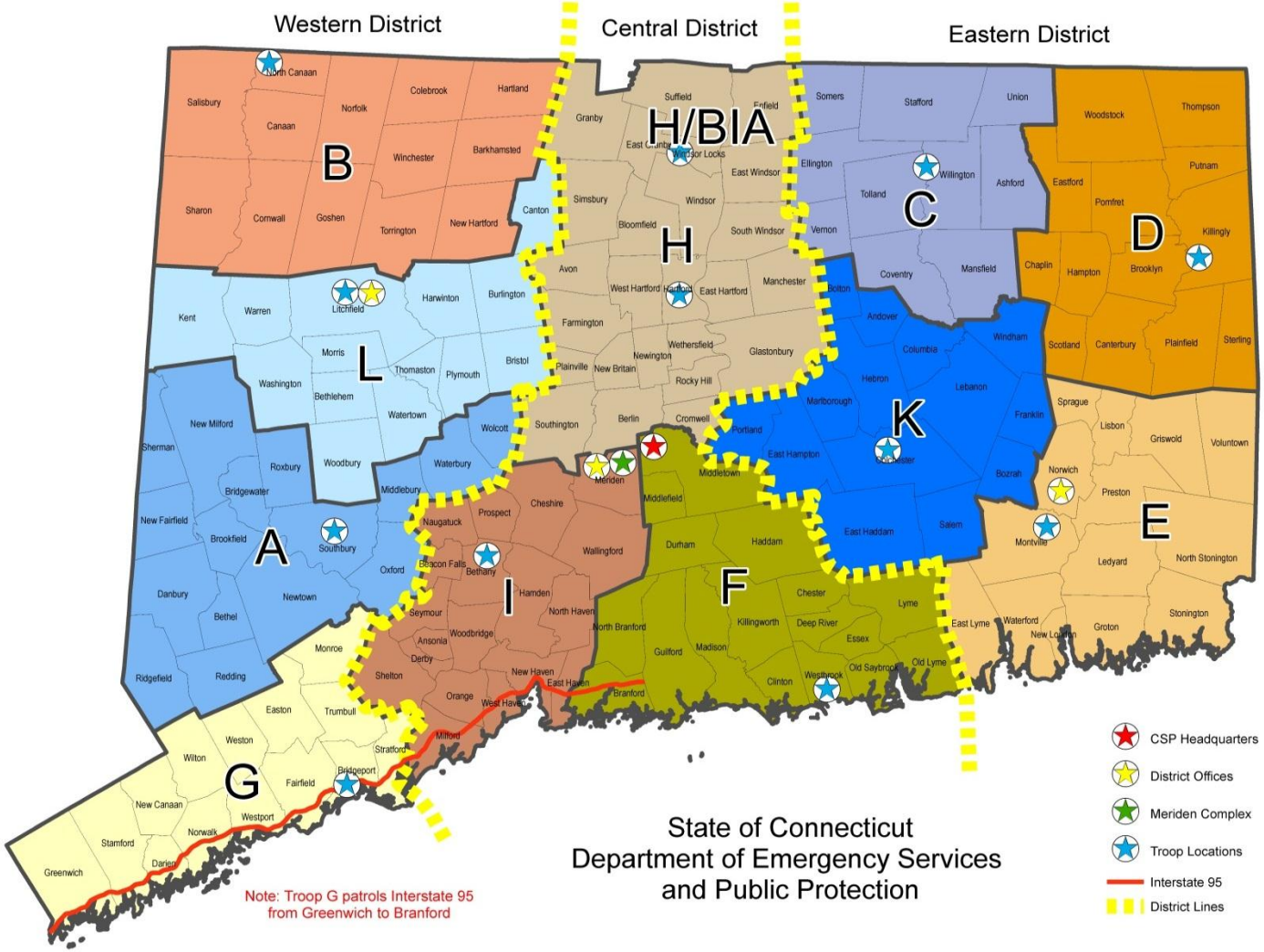
[11] A & O Manual 2.2.3(4)(c)
[12] As of March 2012, Troop W at Bradley International Airport ceased to exist and its functions were merged with Troop H, headquartered in Hartford.

Troop structure. Similar to the district command structure, troops have commanding and executive officers with the ranks of lieutenant and master sergeant, respectively. The troop commander is appointed by the DESPP commissioner and is responsible for the geographic area within his or her troop boundaries, while the executive officer serves as the second-in-command. In addition to sworn personnel, each troop has a number of civilian employees who carry out the dispatch function and other clerical duties. Table II-2 shows the district and troop level rank structure.

Table II-2. District and Troop Rank Structure
District Level
District Commander (Major)
Executive Officer (Captain)
Troop Level
Commanding Officer (Lieutenant)
Executive Officer (Master Sergeant or Senior Sergeant)
Patrol Manager (Sergeant)
Patrol (Trooper)
Source: A & O Manual 2.2.3(b)(7)(F)(2)

Each troop has a physical location known as a barracks where all police operations, such as dispatch and administrative operations, happen. The barracks serve as the central locations where patrol officers report and receive their daily patrols, work on reports, and complete other administrative tasks. Additionally, each barracks is equipped to hold evidence and prisoners as needed. Currently, CSP has primary jurisdiction over 81 towns across the state, and the state's other 88 towns are each covered by local police departments. The map on the next page shows the district and troop boundaries as of August 2012.

Connecticut State Police Facilities



Patrol function. As mentioned earlier, one of the responsibilities of the state police is to patrol the state's highways and secondary roads in towns that do not have their own local police forces.[13] As part of an internal staffing review conducted by CSP in September 2012, each troop submitted the number of limited access highway miles and secondary roads that each troop covers, presented in Table II-3.

Table II-3. Limited Access Highway (LAH) and Secondary Roadway Mileage Reported by Troop (miles)

Troop	LAH	Secondary roadway	Notes
A	161.9	-	none provided
B	298.51	664.5	-
C	52	800	-
D	40	1,000	-
E	52	826	-
F	76.5	256	-
G	236	-	There are no towns under CSP jurisdiction- Hwy patrol only
H	290	-	Jurisdiction of East Granby only through RST program
I	169.6	15.7	Only reported major secondary roadways mileage
K	98	700	-
L	15.8	1,273.4	-
Total	**1,490.31**	**5,535.6**	-

Source: Connecticut State Police

The patrol function is operationalized by the deployment of officers from each of the eleven troop barracks. This function is described in the department's A&O Manual as being the backbone of the department and is the operational component of the state police requiring the largest allocation of trooper resources.

The patrol function encompasses all police responsibilities. The patrol trooper, as part of the basic patrol objective, creates the public impression of police omnipresence. This is accomplished by using unpredictable patrol patterns, unmarked cruisers, or special-purpose troopers and equipment.[14] The primary duties of the patrol function, as outlined in the A&O Manual, include:

- suppress law violations, including motor vehicle laws;

[13] C.G.S. Sec. 13a-1(3) defines a limited access highway (LAH) as "any state highway so designated under the provision of 13b-27", which involves the Department of Transportation. C.G.S. Sec 13a-4 defines state highway as "a highway, bridge or appurtenance to a highway or bridge designated as part of the state highway system within the provisions of chapter 237, or a highway, bridge or appurtenance to a highway or bridge specifically included in the state highway system by general statute."

[14] A & O Manual 15.3.1.

- suppress civil disturbances;
- arrest law violators; and
- provide aid, relief, and information to citizens.

Planning and management of the patrol function. Each troop provides twenty-four-hour patrol coverage, seven days a week. Troopers are scheduled on a "5-3 workweek" whereby each officer works five days and then has three days off on a rotating schedule over a 56-day period. Officers can utilize their three days off to work overtime assignments; however, an officer cannot work more than 18 hours in a 24-hour period and cannot fill more than two of the officer's three days off with overtime assignments, as discussed later in the report.

At each troop, the day is broken down into three shifts. The start times of these shifts may vary from troop to troop, but shifts are divided into *days, evenings, and midnights*. Each shift requires a minimum number of officers to cover the patrol function based on the number of patrols established by the troop; each patrol is a specific geographic area to which one trooper is assigned during a shift. All of the troops have a minimum of four patrols for each shift. The number of patrols within each troop has not, in most cases, been revised in the last 30-40 years,[15] although several of the troops have reconfigured their existing patrols or added an officer to meet certain needs. These adjustments result from the need to account for changes in crime, population density, and other factors.

A regular shift for a trooper at a barracks is either 9 or 9.25 hours, depending on where the officer is in his or her 56-day work cycle. The 56-day work cycle consists of the following:

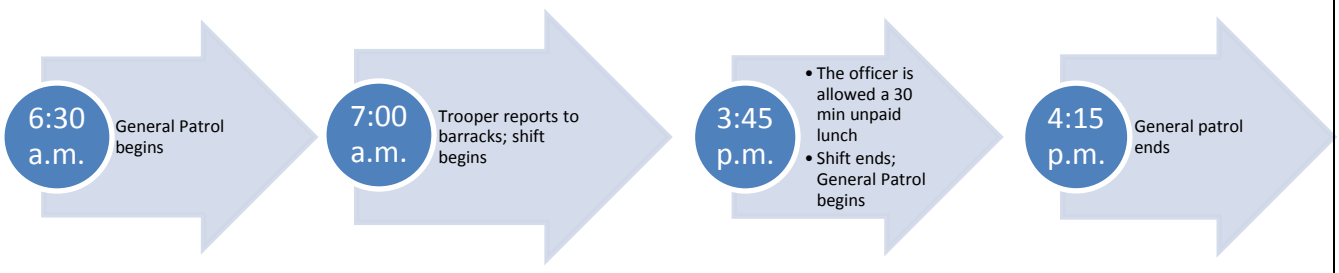
- 20 days at 9.25 hours;
- 15 days at 9 hours; and
- 21 days off.[16]

Before and after an officer's shift, he or she will conduct what is called General Patrol (GP). General Patrol is the 30 minutes before and the 30 minutes after a shift that an officer commutes between his or her home and the barracks. During this time the officer is intended to take calls for service, assist with calls, and serve as a presence on the road.[17]

Officers with the rank of major and above work a "5-2, eight-hour" shift. Unlike the ranks of captain and below, the commute time to and from work is not compensable. During the shift, officers have an unpaid thirty-minute lunch, but may be called upon to answer calls for service. Figure II-3 breaks down one shift, for a patrol trooper, given a 9.25 hour day.

[15] Troop H was able to increase its number of patrols by one in 2006-2007. Additionally, at one time Troop E had a loop patrol on weekends that covered the casinos located within the troop boundaries; the patrol no longer exists.
[16] The configuration described averages to a 40-hour workweek.
[17] While General Patrol is 30 minutes before and after a shift, it does not take every officer that amount of time to commute between his or her home and the barracks. This is a paid function for troopers per the NP-1 collective bargaining contract.

Figure II-3. Shift Schedule for a Patrol Trooper Based on a 9.25 Hour Workday



Source: Connecticut State Police

Additional patrol efforts on highways. While the numbers of patrols per shift has not changed in the last several decades for most troops, additional measures have been taken to increase safety on the state's highways during peak commuting hours. Specifically, the federally funded Highway Incident Management System (HIMS) program engages both CSP and Department of Transportation (DOT) personnel in order to reduce incidents and delays along I-95. Based on identified "hot spots," three troopers and a sergeant from Troop G are assigned to these designated areas. The program allows the day shift at Troop G to be held over for a total of four additional hours to assist with traffic control.

Dispatch consolidation. In early 2012, the division consolidated the dispatch function in the Western District, one of its three command districts. Initial goals the department identified as part of this initiative were to allow the reassignment of sworn troopers back to patrol duties, improve the department's ability to respond to incoming calls for service during both planned events and unplanned large scale emergencies, and achieve operational efficiencies and cost savings.[18]

Dispatch consolidation was first implemented for three of the four Western District troops -- Troops A, B, and L -- during April and May 2012.[19] The new consolidated dispatch center is located at Troop L in Litchfield, which is situated between Troops A and B.

Pre-consolidation, each troop had its own dispatch center, each staffed with civilian dispatchers and one desk trooper to take calls 24 hours a day. The desk trooper at each troop barracks remained at the desk, answered calls, and performed other administrative tasks, such as assisting walk-ins. Post-consolidation, a state police sergeant is still present at Troop L to aid

[18] Connecticut State Police, *State Police Dispatch Consolidation of Troops A, B, & L, 2012.*

[19] The fourth troop in the Western District, Troop G, covers I-95 from Greenwich to Branford and has extremely high call volumes. It was not involved in the Western District dispatch consolidation.

civilian staff in the deployment of troopers, make decisions about the troops, and ultimately oversee the now consolidated dispatch center during each shift.

Part of this recent effort was to reassign the former desk troopers back to patrol duties. While to date, no new patrols have been formally added to any of the Western District troops as a result of this consolidation, personnel who previously served as desk troopers at Troops A and B now are permitted to leave the barracks to address calls for service or assist other troopers when necessary. Alarm systems at Troops A and B have been installed, permitting the previous "desk officer" to leave the barracks as necessary. Each troop regularly reports the amount of time the desk officer is deployed to outside calls for service. The alarm installations were necessary due to the storage of evidence and other confidential material at the barracks.

No analysis has been completed by the department at this time to determine the efficiency of the recently consolidated dispatch function. The department should continue to evaluate this effort and obtain feedback from the troops, including rank and file troopers, to ensure the original goals continue to be met.

The Eastern District dispatch function will be consolidated next, with operations to be located in Troop C in Tolland. This consolidation will include all four district troops--Troops C, D, E, and K. The Central District dispatch function will be consolidated once the Eastern District dispatch is fully operational.

Differences among troops. PRI staff interviewed command personnel and patrol troopers at each of the troops in order to learn about the daily operations and unique characteristics of the troops. It became evident that no troop deals with the same incident characteristics. That and other differences among troops are highlighted below, several of which are covered in detail throughout the report and staffing analysis:

- geographical makeup;
- type (highway or local) and length of roadways;
- presence of organized local law enforcement in troop towns;
- population;
- call for service volume; and
- types of calls for service that occur within troop boundaries.

Table II-4 shows the total geographic area (including land and water) by troop, and by CSP primary and non-CSP jurisdiction (i.e., area within CSP troop boundaries but under the law enforcement jurisdiction of organized municipal police forces). Of note is that in seven of the 11 troops, the area under primary state police jurisdiction is larger than the area covered by local police departments. In contrast, in terms of population, Table II-5 shows in the two farthest right columns that 16 percent of the state's citizens live in towns under primary state police jurisdiction while 84 percent live in towns with their own organized police forces. Other troop population differences are highlighted in Table II-5 as well.

Table II-4. Total Geographic Area by Troop			
Troop	**Total Area 2010 (sq. mi)**	**CSP Primary Jurisdiction Area (sq. mi)**	**Non-CSP Jurisdiction Area (sq. mi)**
A	505.43	165.62	330.5
B	528.94	454.80	72.26
C	366.85	309.94	55.27
D	454.07	411.09	42.36
E	500.19	320.27	136.14
F	470.81	246.83	202.13
G*	432.23	-	349.69
H	623.22	17.67	592.79
I	379.75	45.76	321.83
K	433.95	372.20	59.00
L	425.08	309.18	113.87
Total	**5,120.52**	**2,653.36**	**2,275.84**

*Troop G has no towns under primary CSP jurisdiction.
Source: PRI staff analysis of U.S. Census Data, 2010

Table II-5. Total Population by Troop in 2000 and 2010, Percent Change, Density (2010), and Non-CSP and CSP Jurisdiction						
Troop	**Total Population 2000**	**Total Population 2010**	**% Change Population**	**2010 Population Density (sq. mi)**	**2010 Non-CSP Jurisdiction Population as % of Total Population**	**2010 CSP Jurisdiction Population as % of Total Population**
A	371,709	394,086	6.02%	809	84%	16%
B	76,098	79,170	4.04%	154		
C	118,828	133,554	12.39%	370		
D	82,136	88,843	8.17%	199		
E	220,158	231,970	5.37%	529		
F	203,050	213,164	4.98%	498		
G	661,163	682,523	3.23%	1,952		
H	785,241	819,431	4.35%	1,343		
I	622,939	651,751	4.63%	1,777		
K	110,125	118,795	7.87%	281		
L	154,118	160,810	4.34%	386		
Total	**3,405,565**	**3,574,097**	**4.95%**	**-**	**-**	**-**

Source: PRI staff analysis of U.S. Census Data, 2000 and 2010

Table II-6 shows the population change by troop for the municipalities under CSP primary jurisdiction. Overall, the number of people living in towns under CSP jurisdiction

increased from 2000 to 2010 by an average of 8.9 percent. The largest percentage increase is seen in Troop C (16 percent).

Table II-6. Population Change in CSP Jurisdictions by Troop: 2000-2010			
Troop	**2000 CSP Jurisdiction Population**	**2010 CSP Jurisdiction Population**	**% Change**
A	50,128	54,038	7.8%
B	30,232	31,545	4.3%
C	79,261	91,940	16.0%
D	67,517	73,438	8.8%
E	81,405	85,680	5.3%
F	54,577	58,937	8.0%
G	-	-	-
H	4,745	5,148	8.5%
I	18,993	21,017	10.7%
K	88,041	96,328	9.4%
L	44,418	47,397	6.7%
Total	**519,317**	**565,468**	**8.9%**
Sources: PRI staff analysis of U.S. Census Data, 2000 and 2010			

Municipalities with their own police forces within the troops (i.e., non-CSP jurisdiction areas) also experienced an overall average increase in population from 2000 to 2010, but at a lower rate of 4.2 percent, as shown in Table II-7. More information about CSP and non-CSP jurisdiction towns is provided in Chapter III.

Table II-7. Population Change in Non-CSP Jurisdictions by Troop: 2000-2010			
Troop	**2000 Non-CSP Jurisdiction Population**	**2010 Non-CSP Jurisdiction Population**	**% Change**
A	321,581	340,048	5.7%
B	45,866	47,625	3.8%
C	39,567	41,614	5.2%
D	14,619	15,405	5.4%
E	138,753	146,290	5.4%
F	148,473	154,227	3.9%
G	661,163	682,523	3.2%
H	780,496	814,283	4.3%
I	603,946	630,734	4.4%
K	22,084	22,467	1.7%
L	109,700	113,413	3.4%
Total	**2,886,248**	**3,008,629**	**4.2%**
Sources: PRI staff analysis of U.S. Census Data, 2000 and 2010			

Finally, in addition to geographic area and population size differences, each troop is responsible for patrolling and responding to calls for service within its boundaries, regardless of

whether the host municipality has its own police force, at all state buildings, (e.g., courts and correctional facilities), highway rest areas, state parks, weigh stations, casinos, and state schools.

Specialized units within the Office of Field Operations. In addition to the police services provided at the district and troop levels, there are several specialized units within the Office of Field Operations (OFO) staffed with sworn personnel. These units have been created both by legislation and administratively by the state police, as responsibilities have expanded over time. A specialized unit assignment is a non-patrol placement of an officer for more than 90 days for which a trooper, trooper first class, or sergeant must apply.[20]

Troopers selected to work in these units conduct complex and in-depth investigations, and on many occasions collaborate with other law enforcement officials at the local, state, and federal levels in their specialized fields. These units are considered "specialized" because the positions, filled by sworn officers, require specific skills, knowledge, and abilities in addition to the law enforcement expertise possessed by the officers.

The process to apply for a position within a specialized unit is outlined in the A & O Manual. Once an opening in a specialized unit becomes available, a department-wide announcement of the vacancy is made. This announcement includes a list of the minimum qualifications and/or special skills required to successfully complete the duties of the position. The criteria for a position in a specialized assignment vary by unit.

Important to the specialized units is most of the job functions performed are not visible outside the department. These units provide a range of services that cannot be performed at the troop level because of the additional training and skill necessary to complete the types of investigations performed by the units.

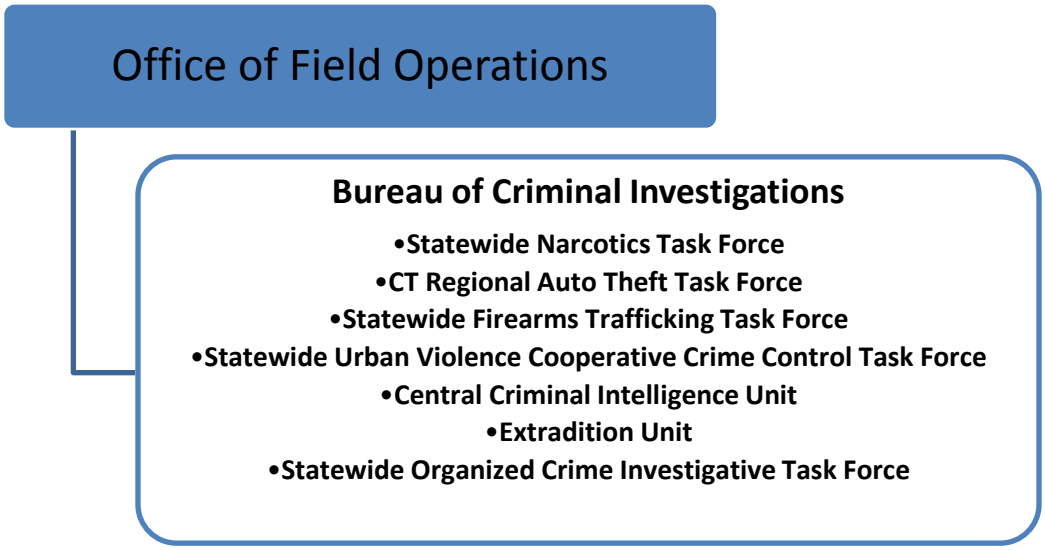
Committee staff was told these units on the whole, similar to other functions of the Division of State Police, have become reactionary in nature due to funding and staffing shortages. Over time, the division has transferred officers out of the specialized units and placed them back on the road in order to staff the troop patrol function.[21] In several cases, vacancies due to reassignment to the patrol function, retirement, transfers, or promotion have not been re-filled. This has left several units only able to maintain daily operations and limits their ability to conduct investigations, decrease backlogs, and be proactive.

Bureau of Criminal Investigations. The Bureau of Criminal Investigations (BCI) performs specialized department criminal investigations and includes seven task forces and units implemented by statute or contract. (The electronic surveillance lab is also situated within BCI.) The task forces and units conduct long-term and multifaceted investigations. Based on the current staffing levels in some of the sub-entities, the necessary reports are being filed; however, CSP told PRI staff there are not enough personnel to conduct investigations. In some cases, it would be considered unsafe for the officers remaining in the sub-entities to conduct certain functions because of the possible risk involved in the type of investigations conducted.

[20] A & O Manual 4.5.3 Specialized Assignments, CALEA 16.2.1b.
[21] Some of the specialized unit officers pulled for patrol were brought back into their original assignments after a period of time.

One unique aspect of BCI is many of the entities within it were established to integrate local officers into state police efforts; these local officers are granted special state police authority while assigned to the bureau. This feature has historically provided the opportunity to increase investigative resources and enhance communications between CSP and local authorities over the last several years, but this integration has diminished. Many factors have been cited by the bureau as contributing to this decrease, such as budget, staffing shortfalls, and limited local officer incentive funding. The seven entities that operate within the bureau are shown in Figure II-4 and described more fully in Appendix A.

Figure II-4. Bureau of Criminal Investigations



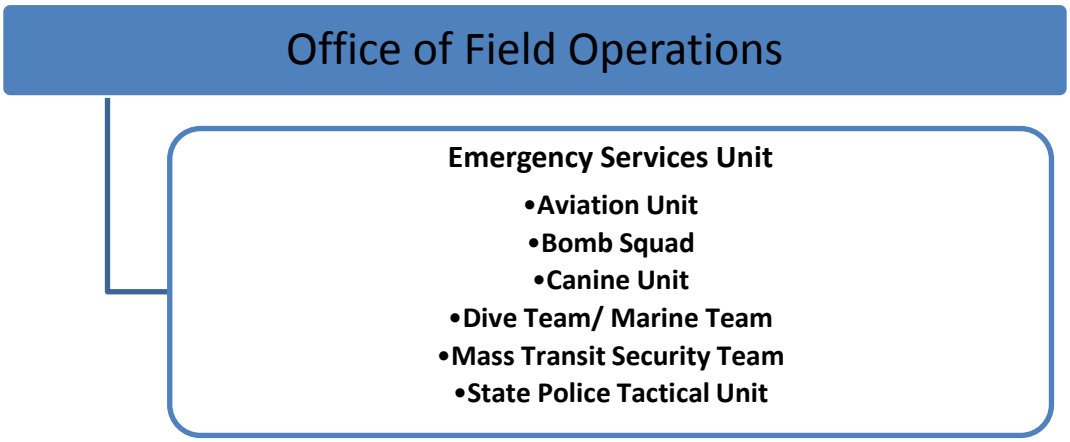
Emergency Services Unit*:* The Emergency Services Unit (ESU) provides specialized emergency services in support of department tactical commands, or at the request of local police departments.[22] ESU is made up of six specialized units and is centrally headquartered at the Fleet Administration building in Colchester. The unit provides specialized assistance to all state police troops and units, as well as local, federal, or other state agencies as necessary.

What is unique and noteworthy about ESU is many of the troopers and sergeants within the six units are trained and capable of fulfilling multiple roles in any unit. ESU has full-time staff responsible for day-to-day operations, administrative functions, equipment maintenance, scheduling of specialization training, applying for grant funding, and other responsibilities. Additionally, there are a number of part-time officers, performing varying functions elsewhere in the division (e.g., at a troop), who respond to ESU calls at a moment's notice.

Like the Bureau of Criminal Investigations, Emergency Services has experienced times when officers have been reassigned for a period of time to patrol functions within troops. The units within ESU are shown in Figure II-5 and described in Appendix A.

[22] A & O Manual 2.2.3(b)(3)

Figure II-5. Specialized Units within Emergency Services Unit



Traffic Services Unit. The Traffic Services Unit (TSU) is responsible for the delivery of specialized traffic enforcement service statewide. In addition, the unit is responsible for a variety of non-enforcement functions, including collision reconstruction, facilitating traffic escorts for dignitaries, high profile prisoner transports and providing specialized training to state police personnel and municipal police agencies. The unit's commanding officer serves as the State Traffic Coordinator who, as part of this function, is responsible for coordinating statewide traffic safety and enforcement programs. There are several enforcement and safety education programs maintained by the unit -- some examples include: DUI Detection, Breath Alcohol Testing Mobile (BAT), Seatbelt Enforcement, Highway Work Zone Safety, Comprehensive Speed/Safety projects, and traffic safety education initiatives.

The unit has three principle enforcement components: Commercial Vehicle Enforcement Teams, Aggressive Driving Enforcement Teams, and Collision Analysis and Reconstruction Unit (C.A.R.S.). These components are described in Appendix A.

Direct reports to OFO. In addition to the troops and specialized units within the Office of Field Operations, there are sworn personnel dedicated to several other functions that require a direct report to field operations command staff. Some of these functions are required by statute or formal agreement (i.e., Memorandum of Understanding). These direct reports include:

- Department of Developmental Services Liaison (MOU);
- Governor's Security Unit (C.G.S. Sec. 29-5f);
- Missing Persons Team; and
- Stadium Operations/Rentschler Field.

Descriptions of these units/functions are provided in Appendix A.

Office of Administrative Services

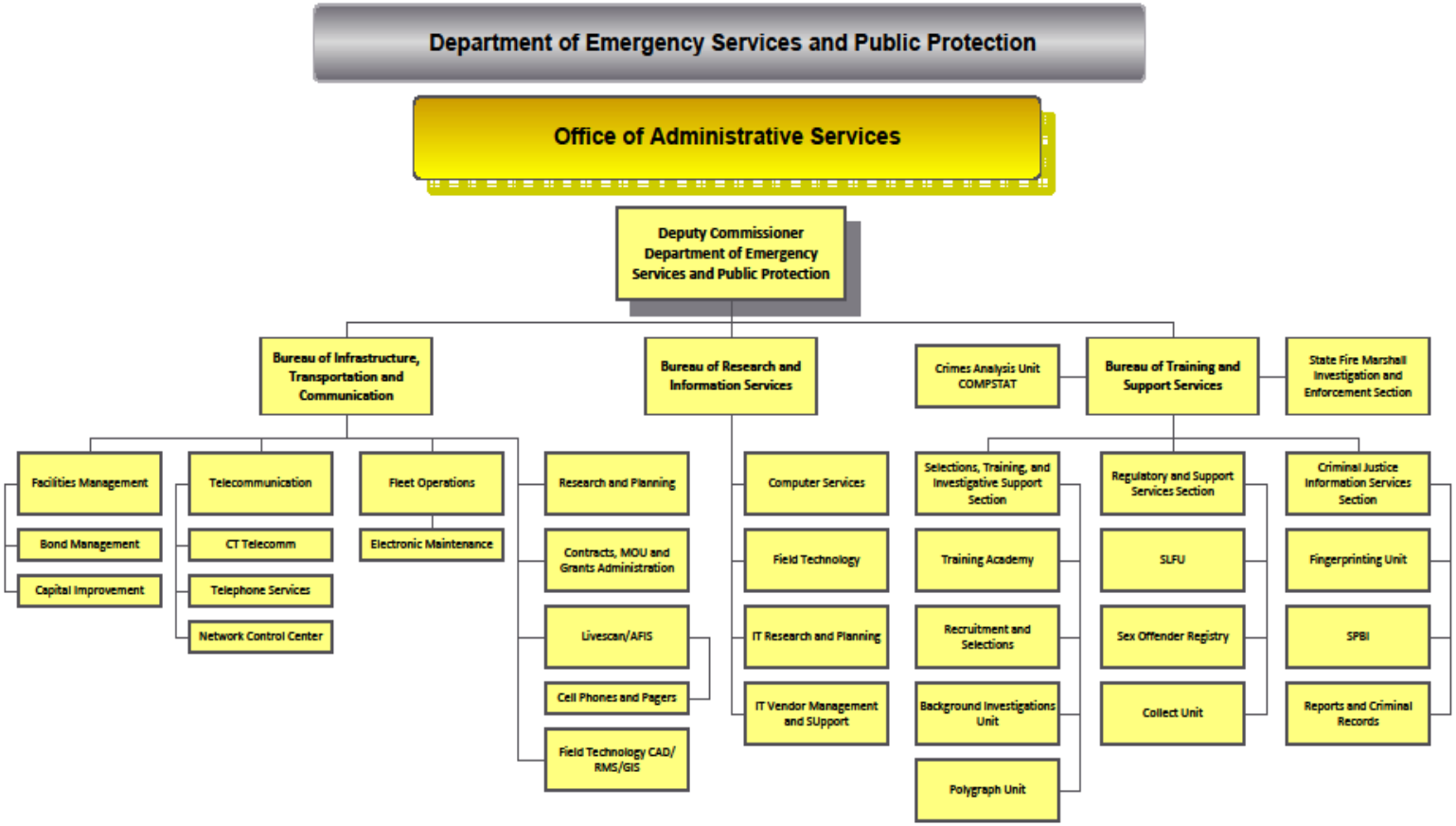
Figure II-6 shows the organization and functions of the Office of Administrative Services (OAS). The office is responsible for state police division training, planning, and support duties. In addition to providing administrative support to the division, OAS maintains several registries and licensing functions. The office is divided into the following four bureaus:

- Infrastructure, Transportation and Communication;
- Research and Information Services;
- Training and Support Services; and
- Professional Standards and Compliance.

Each bureau has several subunits that include, in some cases, both sworn and civilian personnel who carry out specific tasks in support of the division.

Specialized units within OAS. The Office of Administrative Services, similar to the Office of Field Operations, has specialized units that include the Polygraph Unit and the Fire and Explosion Investigative Unit. These units are considered specialized assignments per the A & O manual and have application and selection processes similar to specialized units under OFO. A description of these two units is provided in Appendix B.

Figure II-6. Organizational Chart: Office of Administrative Services

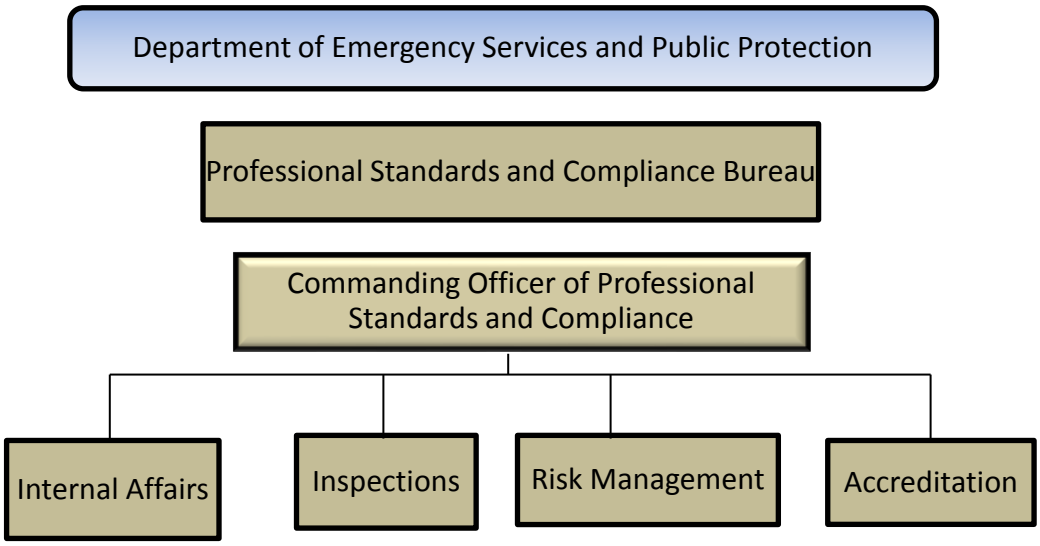


Source: Connecticut State Police

Bureau of Professional Standards and Compliance

The Bureau of Professional Standards and Compliance receives and investigates all complaints against personnel and any allegations of employee misconduct.[23] The bureau is also responsible for maintaining accreditation standards set by CALEA and POSTC, and performs evaluations of department units and functions to ensure compliance with agency policies and procedures. These functions are carried out through four subcomponents of the bureau: Internal Affairs, Inspections Unit, Risk Management Unit, and Accreditation Unit. Figure II-7 depicts the organization of the bureau.

Figure II-7. Professional Standards and Compliance Bureau



Source: Tables of Organization Professional Standards Rev. 10-16-12, Connecticut State Police

Other DESPP Divisions Using State Police Officers

While the primary provision of state police services and support functions falls under the Division of State Police, there are sworn personnel in other divisions of the Department of Emergency Services and Public Protection. These other divisions using sworn state police officers provide investigative and other specialized services to the Division of State Police and the state through a number of units. Some of these divisions are listed in Table II-8 and descriptions are provided in Appendix C.

[23] A & O Manual 2.2.3d

Table II-8. Other Divisions Within DESPP with Sworn State Police Officers		
Division/Bureau	*Unit*	*Sub units*
Division of Scientific Services	Computer Crimes	N/A
Division of Emergency Management and Homeland Security (DEMHS)	Office of Counter Terrorism	Critical Infrastructure Unit (CIU) Joint Terrorism Task Force (JTTF) Connecticut Intelligence Center (CTIC)
Source: Connecticut State Police		

Staffing History and Expenditures

The Connecticut State Police Department was established in 1903 under a board of commissioners, which was required to appoint five state police officers and an additional five officers as the board saw fit. From 1903 until 1972, the number of sworn personnel was specified in statute, and those staffing numbers (some in the nature of a ceiling) were amended twenty times. In 1973, the statute was amended to authorize the appointment of an "adequate number to efficiently operate the division within budgetary constraints."[24] In 1998, legislation required the then-DSP commissioner to appoint and maintain 1,248 sworn officers by July 1, 2001, and eliminated the requirement of appointments needing to be made within budgetary allowances.[25] In June 2012, the minimum staffing level of 1,248, a number that was only met on occasion, was removed from statute (P.A. 12-1 (June 12 SS).

Table II-9 shows the legislative changes to the number of sworn state police over time. It also shows when the resident state trooper statute was enacted, in 1959, when "not more than 30" were allowed to be designated.

[24] Public Act 73-734

[25] The original July 1, 2001 effective date for the 1,248 minimum was amended in 2003, changing the effective date for the 1,248 minimum to January 1, 2006 (Public Act 03-6).

Table II-9. Legislative Changes to Staffing Levels of CSP				
Date	**Legislation**	**Total No. of officers**	**Resident State Troopers**	**Notes**
1903	1903 Ch. 141	Shall appoint five and may appoint an additional five as "necessity may require"		
1913	1913 Ch. 121	Shall appoint five and may appoint an additional ten as "necessity may require"		
1921	1921 Ch. 273	Shall appoint up to 50		
1923	1923 Ch. 202	Shall appoint up to 80		
1927	1927 Ch.292	Shall appoint up to 100		
1929	1929 Ch 214	Shall appoint 125		
1935	1935 Ch. 298	Shall appoint 175		
1937	1937 Ch. 389	Shall appoint 200		
1937	1937 Ch. 453	Shall appoint 225		
1941	1941 Ch 74	Shall appoint 277		
1945	PA 154	Shall appoint 302		
1947	PA 67	Shall appoint 312		
1953	PA 427	May appoint 362		
1957	PA 431	May appoint 462		
1959	PA 361		No more than 30	
1961	PA 606		No more than 36	
1963	PA 633	May appoint 512	-	Act increased no. from 450 to 500
1965	PA 290	May appoint 602	No more than 46	Increased no. of policemen to 590
1967	PA 127; PA 544	May appoint 667	No more than 55	Increased no. of policemen to 665
1969	PA 587; PA 602	May appoint 777	No more than 60	Increased no. of policemen to be appointed to 765
1972	SA 53	May appoint 822	-	Increased no. of to 810
1973	PA 73-734; PA 73-416	-	No more than 68	Replaced specific number of appointees with requirement that an adequate number be appointed to efficiently maintain departments' operation…
1985	PA 85-202	-		Deleted the language limiting the maximum number of Resident State Troopers to 68 and provided that appointments be made within available appropriations
1998	PA 98-151	A minimum of 1,248		Required commissioner to appoint and maintain a minimum of 1,248 by July 1, 2001
2003	PA 03-6			Replace July 1, 2001, with "on and after January 1, 2006
2012	PA 12-1	Eliminates the 1,248 minimum		Requires the emergency services and public protection commissioner to appoint and maintain the number that he judges and determines "sufficient to efficiently maintain the division."
Sources: Legislative histories and OLR				

Current Staffing Methodology of Connecticut State Police

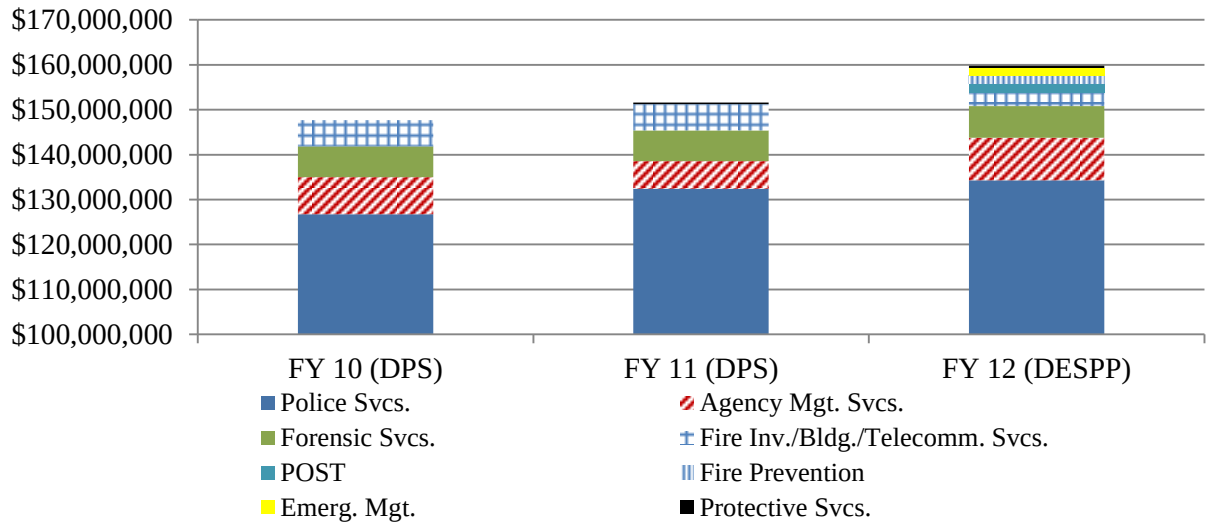
State police sworn staff numbers have changed over time since CSP's inception, due largely to mission expansion and dynamic changes occurring across the state. Today, CSP mainly relies on historical staffing levels for the patrol function at each troop and for many of the specialized units as its staffing level methodology. As discussed earlier, the number of patrols established by each troop, and thus the minimum number of troopers to staff those patrols at each troop, 24 hours a day, has not increased over the last 30 to 40 years, despite various increases in population, crime, traffic, and other relevant factors.

Command staff is aware of staffing issues related to their respective troops. In a recently prepared staffing analysis, individual troops and units used a variety of methods to propose minimum and optimum staffing levels, including population changes and history.

General Fund Expenditures for State Police Services

Figure II-8 shows the General Fund (GF) expenditures for state police services as a portion of the larger department's total GF expenditures. It should be noted that in FYs 10 and 11, the state police function resided in the Department of Public Safety (DPS). In FY 12, state police services were re-located in the newly-established Department of Emergency Services and Public Protection. DESPP largely combined the functions of the previous Department of Public Safety with those of other entities, namely the former Department of Emergency Management and Homeland Security.

Figure II-8. General Fund Expenditures For State Police: FYs 10-12*
(Personal Services/Other Expenses)

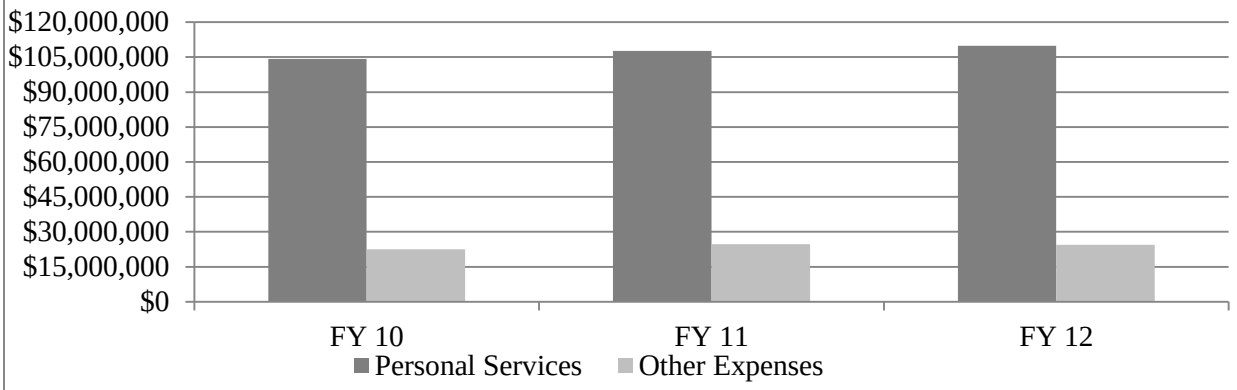


* Department of Public Safety (FYs 10 and 11; Department of Emergency Services and Public Protection (FY 12)
Source of data: DESPP Fiscal Services

As the figure shows, the program category, Police Services, which is most of the state's core state police functions such as field operations (i.e., troops) and the specialized units, accounted for the bulk of the department's General Fund expenditures in all three fiscal years. In addition, overall General Fund expenditures in FY 12 increased just over eight percent from expenditures in FY10 -- $147.7 million to $159.7 million -- some of which is based on new functions added to DESPP in FY 12.

Police Services. Figure II-9 provides a more detailed examination of personal services and other expenses for Police Services.[26] As the figure shows, personal services expenditures increased 5.5 percent, from $104.2 million in FY 10, to $109.8 million in FY 12. Other expenses increased over the three-year time frame, from $22.5 million in FY 10 to $24.4 million in FY 12 (8.3 percent), though there was actually a decrease of roughly $300,000 between FY 11 and FY 12 (1.2 percent).

Figure II-9. General Fund Expenditures for Police Services: FYs 10-12



Source of data: DESPP Fiscal Services

Troop expenditures. The operational expenditures (personal services and other expenses) at the troop level were examined for FYs 10-12, as shown in Table II-10. Overall, troops averaged an 11.3 percent increase in operational costs for the three fiscal years combined, and all but two troops had overall cost increases. Troops H and A had the greatest percent increases, at 19.9 percent and 19.3 percent respectively. Troop H assumed Troop W in March 2012, which most likely accounts for the increase in operational costs that year. At the same time, excluding Troop W, Troop I was the only troop with an overall decrease in operational costs, at 1.4 percent. For FY 12, Troop G had the largest operations budget, $9.9 million, while Troop B had the lowest at just over $5 million.

[26] Personal services expenses include full- and part-time salaries, overtime payments, longevity payments, federal insurance payments, shift differential payments, and meal allowances. Other expenses include motor vehicle maintenance/repairs/rental/and fuel, laundry service, postage, fees, education/training, phone, and utilities.

Table II-10. Operational Costs by Troop: FYs 2010-2012				
Troop	**FY 10**	**FY 11**	**FY 12**	**% Change**
A	$6,997,977	$7,522,230	$8,346,807	19.3%
B	$4,731,153	$4,822,301	$5,046,068	6.7%
C	$7,477,627	$8,064,115	$8,783,505	17.5%
D	$6,268,443	$6,765,612	$7,031,570	12.2%
E	$7,017,729	$7,040,825	$7,753,439	10.5%
F	$6,844,313	$7,125,939	$7,667,239	12.0%
G	$9,103,499	$9,203,991	$9,896,917	8.7%
H	$7,148,362	$7,210,974	$8,571,199*	19.9%
I	$5,625,334	$5,347,306	$5,544,898	-1.4%
K	$7,091,887	$7,095,186	$7,496,686	5.7%
L	$5,948,144	$6,349,694	$7,056,480	18.6%
W	$1,301,956	$1,560,227	$876,477*	-32.7%
	$75,556,424	$78,108,400	$83,194,808	11.3%

*These FY 12 figures for Troop H and W reflect the merge of Troop W into Troop H in March 2012.
Source of data: DESPP Fiscal Services

General trooper costs. In addition to the budget expenditures presented above, committee staff collected some general background information on trooper start-up costs, recurring trooper expenses, and overtime costs. This information does not represent an exhaustive examination of such costs, but is provided solely for reference.

Based on the most recent state police academy class, the Office of Fiscal Analysis (OFA), in conjunction with the Office of Policy and Management (OPM), calculated that the current start-up cost to recruit and train for hire one new trooper was $57,500. In addition, the total annualized cost for a trooper's first year of service, taking into account start-up costs, fringe benefit costs, and prorated annual costs, was calculated to be $103,900. After a trooper's first year of service, the annual recurring cost for the trooper, including fringe benefits, was determined to be $80,600.

Grants. In addition to General Fund budget expenditures, information was received from DESPP for state and federal grants for the Division of State Police, as shown in Appendix F. For the last three years, the division received a total of $25.3 million in grant funding.

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Chapter III

Changes in Municipal Police Policy and Staffing

As part of the program review committee's charge to develop recommended staffing standards, P.A. 12-1 (June 12 Special Session) required the committee to consider "changes in municipal police policy and staffing." This consideration reflects the reality in Connecticut that the decision each of the state's 169 municipalities makes about the provision of police protection impacts state police force staffing. With respect to this charge, PRI focused its analysis on:

- the various ways law enforcement services are provided at the municipal level, with particular attention on the resident state trooper (RST) program;
- what, if any, changes in municipal law enforcement service-structure have occurred in recent years; and
- regionalization efforts among municipalities for providing select police services.

In summary, although there has been very little change over the past decade in the types of law enforcement coverage within the state's municipalities, policy decisions made at the local level regarding the type of police coverage a municipality wants affects the overall staffing resources of the State Police. Moreover, under the RST program, CSP is contractually bound with particular municipalities to provide troopers for law enforcement purposes, in return for those municipalities paying 70 percent of the trooper expenses - 110 resident troopers (roughly 20 percent of state police patrol troopers) were assigned to 55 municipalities in FY 12. Another 26 towns were without any local law enforcement structure and were patrolled by the State Police as part of troop patrol coverage. In total, CSP has primary law enforcement jurisdiction in 81 towns with approximately 16 percent of the state's population and 52 percent of the state's total geographic area.

Municipal Authority

Among the many municipal powers granted by state law is to "provide for police protection and regulate and prescribe the duties of the persons providing police protection with respect to criminal matters within the limits of the municipality for the safekeeping of all persons arrested and awaiting trial and do all other things necessary or desirable for the policing of the municipality."[27] A municipality may provide police protection for its citizens in many ways, as discussed below, and is not limited to establishing an organized police department. However, while municipalities have the authority, they are not required to provide for these services, and statutorily do not have to take any action to develop a local structure to provide law enforcement services.

[27] C.G.S. Sec. 7-148(c)(4)

Municipal Policies for Providing Law Enforcement Services

There are different ways general police services are provided currently within municipalities in Connecticut based on policy decisions made at the local level. Overall, municipal law enforcement policies can be grouped in four ways:

Policy 1: Local organized police department overseen by a police chief: **88 towns (52 percent)**.

Policy 2: Resident State Trooper contract, with "special constables" appointed by the town chief elected officer and employed as local police officers certified by POSTC (full- or part-time): **34 towns (20 percent)**.

Policy 3: Resident State Trooper contract, no appointed "special constables:" **21 towns (12 percent)**.

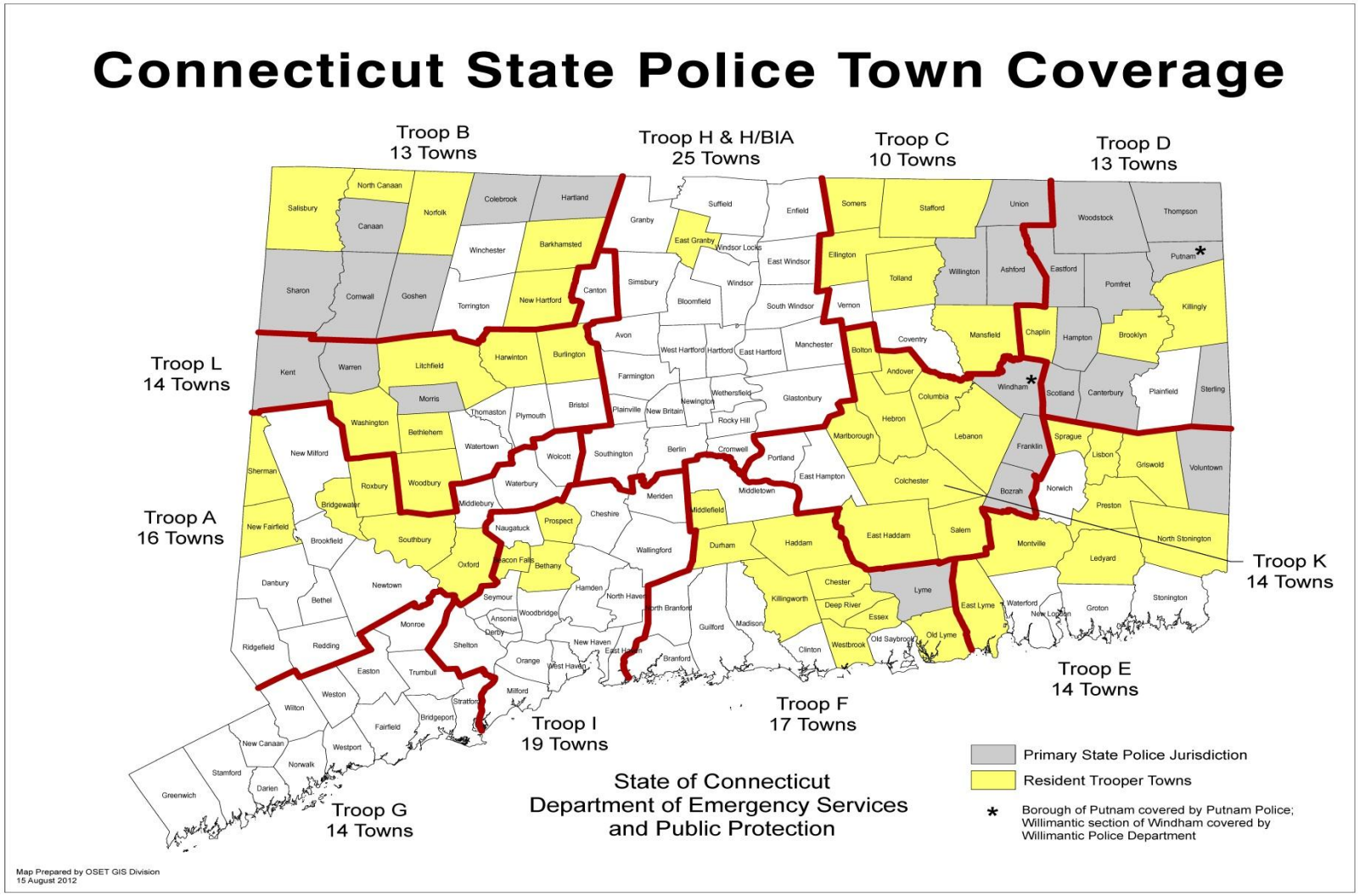
Policy 4: Total reliance on the state police troop that includes the municipality within its boundaries: **26 towns (15 percent).**

Generally, towns utilizing Policies 1 and 4 described above are at opposite ends of the state's municipal police coverage continuum. For example, towns with their own local organized police departments (i.e., Policy 1) are covered 24 hours a day, year-round, whereas in other towns, law enforcement services rest solely with the state police troop where the municipality is located (i.e., Policy 4).

Towns using Policy 2 or Policy 3 above, present a more complicated situation in terms of their impact on state police trooper staffing. Such towns – even though they have resident troopers and/or special constables – will, at certain times of day or week, rely on the state police troops to provide primary police coverage, similar to those towns that continuously rely on the State Police for patrol coverage. Depending on the number of resident troopers a town contracts for, and whether it uses special constables and how they are deployed by shift, there may be times when neither a resident trooper nor a special constable is on duty. As such, CSP patrols provide coverage for those towns.

A map of the state showing the type of local law enforcement coverage by town is provided in Figure III-1 (towns with special constables are not specifically indicated, but are discussed later in this chapter). A description of the different policies municipalities use to provide law enforcement protection is provided below. A full accounting of the municipal law enforcement delivery policies by town, and the corresponding number of officers, is provided in Appendix D.

Figure III-1.Type of Local Law Enforcement Coverage in Connecticut by Town



Policy 1 - Organized Local Police Departments

There are 88 municipalities in Connecticut with their own local police departments.[28] In addition, although not specifically designated as municipalities, the following entities within municipalities have police departments and officers: 1) a Special Services District within the Town of Putnam employs 15 officers, known as the Putnam Police Department; 2) the City of Willimantic within the Town of Windham has 43 officers; and 3) Groton City and Groton Long Point – both political subdivisions within the Town of Groton – have 31 and 10 officers respectively. The Towns of Putnam and Windham are otherwise patrolled by the State Police, and the Town of Groton has its own police force.

Table III-1 provides a list of the towns with municipal police departments and the number of POSTC-trained law enforcement officers for each town.

Table III-1. Municipalities with Local Police Departments and Number of Officers: September 2012

	Town	# Officers		Town	# Officers		Town	# Officers
1	Ansonia	46	31	Hamden	104	61	Seymour	42
2	Avon	36	32	Hartford	481	62	Shelton	54
3	Berlin	41	33	Madison	32	63	Simsbury	35
4	Bethel	39	34	Manchester	116	64	S. Windsor	40
5	Bloomfield	48	35	Meriden	123	65	Southington	73
6	Branford	59	36	Middlebury	15	66	Stamford	275
7	Bridgeport	442	37	Middletown	103	67	Stonington	38
8	Bristol	110	38	Milford	112	68	Stratford	115
9	Brookfield	34	39	Monroe	44	69	Suffield	22
10	Canton	15	40	Naugatuck	56	70	Thomaston	15
11	Cheshire	49	41	New Britain	131	71	Torrington	87
12	Clinton	27	42	New Canaan	43	72	Trumbull	74
13	Coventry	14	43	New Haven	418	73	Vernon	45
14	Cromwell	26	44	New London	81	74	Wallingford	67
15	Danbury	157	45	New Milford	49	75	Waterbury	282
16	Darien	55	46	Newington	51	76	Waterford	48
17	Derby	36	47	Newtown	46	77	Watertown	45
18	East Hampton	16	48	N. Branford	22	78	West Hartford	126
19	East Hartford	120	49	North Haven	49	79	West Haven	119
20	East Haven	56	50	Norwalk	173	80	Weston	15
21	East Windsor	20	51	Norwich	83	81	Westport	73
22	Easton	17	52	Old Saybrook	27	82	Wethersfield	48
23	Enfield	94	53	Orange	43	83	Wilton	43
24	Fairfield	107	54	Plainfield	16	84	Winchester	18
25	Farmington	49	55	Plainville	31	85	Windsor	49
26	Glastonbury	56	56	Plymouth	27	86	Windsor Locks	24
27	Granby	15	57	Portland	12	87	Wolcott	25
28	Greenwich	174	58	Redding	17	88	Woodbridge	26
29	Groton	67	59	Ridgefield	41		**TOTAL**	**6,565**
30	Guilford	37	60	Rocky Hill	34			

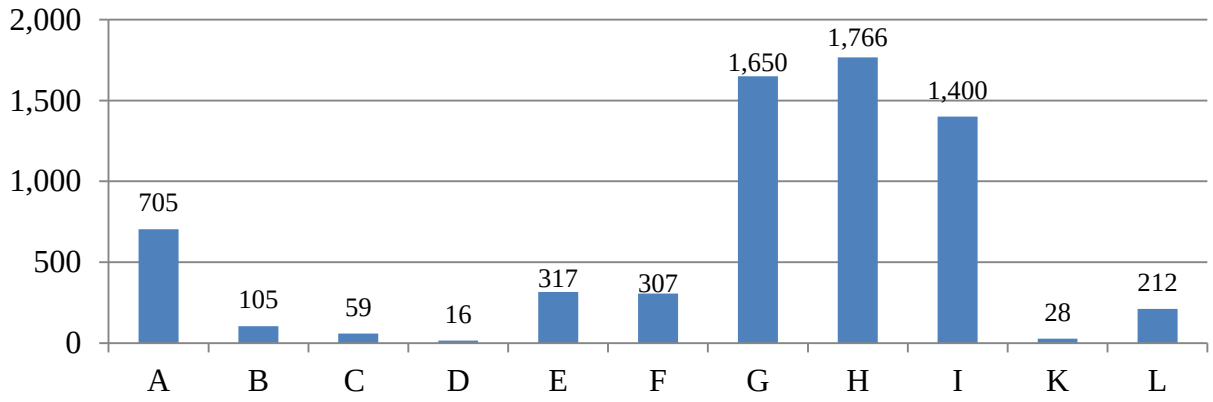
Source of data: Police Officer Standards and Training Council

[28] Law enforcement officers within municipal police departments receive their required training through the Police Officer Standards and Training Council (POSTC) training academy, and not the CSP academy.

As of September 2012, there were 6,565 trained officers working in municipalities statewide.[29] The five largest departments were Hartford (481), Bridgeport (442), New Haven (418), Waterbury (282), and Stamford (275). The departments with the five lowest numbers of officers were Portland (12), Coventry (14), Canton, Granby, Middlebury, Thomaston, and Weston (15), East Hampton and Plainfield (16), and Easton and Redding (17). The average size of police departments in the state was 75 members, and the median was 47.

Number of municipal police officers by CSP troop. Figure III-2 shows the number of officers within municipal police departments by state police troop. Troops H, G, and I had the most local police officers: Troop H (1,766 officers in 25 of the 26 towns in that troop), Troop G (1,650 officers located in the troop's 14 towns), and Troop I (1,400 officers in 16 of the troop's 19 towns). The troops with the fewest number of officers in municipal police departments were Troop D (16 officers in 1 of its 13 towns), Troop K (28 officers in 2 of its 14 towns), and Troop C (59 officers in 2 of its 10 towns). Troops G, H, and I are considered primarily highway troops and focus their efforts mostly on patrolling major interstate highways traversing their troop areas.

Figure III-2. Local Law Enforcement Officers: Totals by CSP Troop



Source of data: POSTC (Information current as of September 2012)

Percent of CSP troop population covered by local police departments. Table III-2 shows the total population by troop, along with the total population covered by local police departments within each troop. Also shown in parentheses are the total number of towns in each troop and the number of those towns with their own police departments. Overall, local police departments cover just over 84 percent of the state's population. This ranges from a low of 17.3 percent of the population within Troop D, to 100 percent within Troop G. (Additional population-related information is provided earlier in the report.)

[29] Ninety-nine additional POSTC-trained officers were located in Putnam, Willimantic, Groton City, and Groton Long Point.

Table III-2. Percent of Troop Area Population Covered by Local Police Departments By CSP Troop: 2010			
State Police Troop	**Troop Population (# of towns)**	**Population of Towns w/ Local PDs (# of towns)**	**% of Total Troop Population Covered By Local PDs**
D	88,843 (13)	15,405 (1)	17.3%
K	118,795 (14)	22,467 (2)	18.9%
C	133,554 (10)	41,614 (2)	31.2%
B	79,170 (13)	47,625(2)	60.2%
E	231,970 (14)	146,290 (5)	63.1%
L	160,810 (14)	113,413 (5)	70.5%
F	213,164 (17)	154,227(7)	72.4%
A	394,086 (16)	340,048 (10)	86.3%
I	651,751 (19)	630,734 (16)	96.8%
H	819,431 (25)	814,283(24)	99.4%
G	682,523 (14)	682,523 (14)	100.0%
Totals	**3,574,097 (169)**	**3,008,629 (88)**	**84.2%**
Source: PRI staff analysis of U.S. Census Data, 2010			

Area covered. The total geographic area (land and water) within each troop's boundaries, along with the area covered by the 88 towns with local police departments within each troop, is provided in Table III-3. The 88 municipal police departments cover just under half (48.2 percent) of the state's geographic area. At the state police troop level, the area covered by towns with municipal police departments ranged from a low of 9.5 percent in Troop D, to 100 percent in Troop G.

Table III-3. Percent of Total Area Covered by Local Police Departments (by CSP Troop)			
State Police Troop	**Troop Area (Sq. Miles)**	**Area of Towns w/ Local PDs**	**% of Total Troop Area Covered By Local PDs**
D	454.07	42.98	9.5%
B	528.94	74.14	14.0%
K	433.95	61.75	14.2%
C	366.85	56.31	15.3%
L	425.08	115.9	27.3%
E	500.19	179.92	36.0%
F	470.81	223.98	47.6%
A	505.43	339.81	67.2%
I	379.75	333.99	87.9%
H	623.22	605.55	97.2%
G	432.23	432.23	100.0%
Totals	**5,120.52**	**2,466.56**	**48.2%**
Sources: POSTC and PRI staff analysis of U.S. Census Data, 2010			

Trends for local police departments and officers. Within the past decade, the number of local police departments has remained at 88 -- no municipal police department has been disbanded, while 11 years ago a town last established a municipal police force prior to not having one (Redding 2002). Regarding personnel, the total number of municipal police officers, has steadily increased each of the years reviewed, from 5,436 in 2008, to 6,565 in 2012.[30] This is a 20.7 percent increase and represents an average 13.8 more officers per municipality over the four years.

Policy 2: Resident State Trooper Program - With Local Special Constables
Policy 3: Resident State Trooper Program - Without Local Special Constables

C.G.S. Sec. 29-5 allows the DESPP commissioner to appoint state troopers to provide police services to a municipality, or two or more adjoining municipalities, without an organized police force, for which the municipalities pay a share of the costs.[31] For FY 12:

- 55 towns participated in the resident state trooper program;
- 34 of those towns hired "special constables" (i.e., Policy 2); and
- the remaining 21 towns had resident troopers with no additional local police resources (i.e., Policy 3).

For analysis purposes, it is somewhat difficult to fully separate the two types of local law enforcement service represented by Policy 2 and Policy 3. It is important to note, however, currently each town employing special constables also contracts for at least one resident trooper.

To participate in the resident state trooper (RST) program, a municipality must enter into a contract with the State Police for a particular number of resident troopers and is statutorily required to pay a portion of the costs associated with the services provided by each trooper, which is discussed in more detail below. As a result, there is a contractual obligation on the part of the State Police to provide trooper staffing resources to towns. Although not in statute, in practice, each contract establishes that the town "hereby delegates to the State Police the authority to supervise and direct the law enforcement operations of the appointed constables and police officers in the Town as set forth below" (e.g., what rules to follow).

Becoming a resident trooper. Resident troopers are state police officers with the same powers and rights, and subject to the same rules and regulations of the Division of State Police, as all other state troopers.

The RST program is a specialized and discretionary function within the Division of State Police. Troopers wanting to become part of the program must be designated as such by the

[30] Municipal officer numbers data provided to PRI by POSTC.

[31] The RST program was established in 1947, and there were many years when only up to a maximum number of resident troopers could be appointed per statute. This number changed six times since the program's inception, ranging from 30 in 1959, to 68 in 1973. The law was modified in 1985 deleting the maximum number of resident troopers and requiring appointments be made within available appropriations by the State Police. Resident troopers in the past were required to be residents of the towns where they patrolled, which is no longer the case.

department through a selection process. A state trooper, trooper first class, or sergeant may file an application at any time for transfer from their current duties to the RST program. Upon a vacancy within the program, as with any specialized unit, an announcement is made department-wide listing the minimum qualifications and/or special skills required for the position. Placement in the resident state trooper program is based on the person's qualifications in accordance with the position requirements determined by the department.

Duties and responsibilities. The services provided by a resident trooper to a municipality are the same as those provided by a local police department. This includes town patrol functions, enforcing motor vehicle laws, investigating crimes, investigating car accidents, participating in community policing activities and outreach, and applying for federal grants. It is important to keep in mind that the primary responsibility for the delivery of police services in a resident trooper town resides with CSP as long as a resident trooper is assigned to the town. While a resident trooper is on duty, the trooper is specifically assigned to that town, and may only leave the town boundary at the decision of the trooper commander (i.e., to assist in emergencies). If a resident trooper is not on duty, or if the trooper is on leave for up to five days, police services for that town are provided by the state police troop patrol where the town is located. If a resident trooper is on leave for more than five days, another trooper is temporarily assigned as the resident trooper for that town. In towns where there are constables on duty when the RST is not, supervision of the constable(s) is provided by a CSP shift sergeant at the troop.

Resident troopers have the same use of troop barrack facilities and resources as all other troopers, namely criminal processing functions (e.g., holding cells, fingerprinting, and polygraph). As such, municipalities with resident trooper contracts do not have to provide those resources/services at the local level.

Municipal feasibility study required. The Administration and Operations Manual section for the resident state trooper program requires any town wanting to participate in the program to first complete a feasibility study prior to CSP assigning a resident trooper(s).[32] The purpose of the study is to identify the level of service necessary to meet the town's needs, and then match those needs with the appropriate RST resources.

Feasibility studies may be completed in conjunction with the State Police or solely by the town, as long as the results are fully communicated with the department prior to the assignment of a resident trooper(s). Various factors about the town, such as size, geography, highways, accidents, and calls for service, should be examined as part of the study to determine what the adequate coverage should be for the town. Towns may also want to see general response time information from CSP to help them determine the number of RSTs needed and/or the shifts to be covered.

Municipal/State Police contract. Once a feasibility study is reviewed and approved by DESPP, a formal agreement is made between the town(s) and the commissioner. The agreement, approved by the attorney general's office, cannot exceed two years before a new one is required. Contracts may be discontinued by either party upon adequate notice, which is typically 30 days.

[32] A & O Manual 15.3.2(a)(1) (resident state trooper program)

CSP told PRI staff that no town request to contract for the assignment of resident troopers has been denied.

Number of RST contract towns and RSTs. Table III-4 shows the total number of towns participating in the RST program along with the total number of resident troopers for FYs 2006-2012. The total number of RSTs is the average number of resident troopers paid for by municipalities during each fiscal year, given some towns may only require the service of an RST for part of the year. Towns may amend their contracts at any point during the two-year contract cycle to adjust the number of RSTs, including, for example, for additional coverage during different times of the year (e.g., shoreline towns during the summer months).

Table III-4. Resident State Trooper Program: FYs 2006-12

Fiscal Year	Number of Towns with RSTs	Total RSTs (average)	Avg. Number RSTs per Town
2006	58	113	1.94
2007	58	115	1.98
2008	57	118	2.07
2009	57	120	2.10
2010	56	116	2.07
2011	56	117.5	2.09
2012	55	109.5	1.95

Source of data: CSP

The number of towns using resident troopers has decreased by three since FY 06, from 58 to 55 (five percent). The number of resident troopers, however, increased from 113 in FY 06 to the seven-year high of 120 in FY 09, but then decreased to the seven-year low of 109.5 in FY 12. The average number of resident troopers used by any given town during the period analyzed ranged from a low of 1.94 to a high of 2.10.

Although three towns discontinued their participation in the RST program since FY 06, the 55 remaining towns contracting for resident troopers remained the same in each of the years examined.[33] Eighteen of these towns, however, changed their number of contracted resident state troopers; on average, four to seven towns made changes from the previous year.

Table III-5 shows the 55 towns participating in the RST program in FY 12, and the number of resident troopers by town. The table also includes, where applicable, the number of special constables employed by towns (a more detailed description of special constables is provided later in this chapter.) The number of RSTs by town ranged from a low of 1 in 30 towns, to a high of 9 in Mansfield, and the number of special constables ranged from 1 in several towns, to a high of 23 in Montville.

[33] The three towns discontinuing their participation in the resident trooper program were Thompson (September 2007), Kent (June 2009), and Sterling (August 2011). The population of the three towns totals 16,267, while their geographic area totals just over 125 square miles. The towns now fall under the patrol jurisdication of the State Police. Newspaper accounts indicate the question of returning to a RST currently is under discussion in Kent.

Table III-5. Municipalities with Resident Troopers, or Resident Troopers and Special Constables, and Numbers: FY 12							
	Town	**# RSTs**	**# Constables**		**Town**	**# RSTs**	**# Constables**
1	Andover	1		31	Mansfield	9	3
2	Barkhamsted	1		32	Marlborough	2	2
3	Beacon Falls	1	10	33	Middlefield	1	2
4	Bethany	1	5	34	Montville	1	23
5	Bethlehem	1	6	35	New Fairfield	7	6
6	Bolton	2		36	New Hartford	2	2
7	Bridgewater	1	3	37	Norfolk	1	
8	Brooklyn	2		38	North Canaan	1	
9	Burlington	2	10	39	North Stonington	3	
10	Chaplin	1		40	Old Lyme	1	9
11	Chester	1	3	41	Oxford	5	8
12	Colchester	1	11	42	Preston	2	
13	Columbia	1		43	Prospect	1	16
14	Deep River	1	3	44	Roxbury	1	1
15	Durham	1		45	Salem	2	
16	East Granby	2	4	46	Salisbury	1	1
17	East Haddam	2	5	47	Sherman	1	
18	East Lyme	1	21	48	Somers	5	3
19	Ellington	5	12	49	Southbury	1	20
20	Essex	2	3	50	Sprague	1	
21	Griswold (Jewett City)	2		51	Stafford	4	6
22	Haddam	2		52	Tolland	5	
23	Harwinton	2		53	Washington	1	3
24	Hebron	2	5	54	Westbrook	3	5
25	Killingly	4		55	Woodbury	1	12
26	Killingworth	1			**Totals**	**109.5**	**250**
27	Lebanon	1	3				
28	Ledyard	1	21				
29	Lisbon	1					
30	Litchfield	1.5	3				
Special constable data current as of September 2012 Sources of data: CSP and POSTC							

Percent of CSP troop population covered by resident troopers. The total population by troop, along with the total population covered by resident troopers within each troop, is provided in Table III-6. Overall, resident troopers patrol towns with just under 13 percent of the state's population for some part of a 24-hour day.

At the individual troop level, 60 percent of the population in Troop C is patrolled by resident troopers, followed by 56 percent in Troop K. Again, there are no resident troopers in Troop G and only one town in Troop H is so covered, so little to none of the population in those troops is covered by RSTs. However, since 30 towns contract for just one resident state trooper, and another 14 contract for two, these towns and others that do not contract for enough resident troopers for continuous assignments rely on their state police troops for police coverage when there is no RST (or special constable) on duty. In towns where there are constables on duty in the

absence of a resident trooper, the special constables provide coverage under the supervision of their respective troops.

Table III-6. Percent of Population Covered by Resident State Troopers by CSP Troop: 2010			
State Police Troop	**Troop Population**	**Population of Towns w/ RSTs**	**% of Total Troop Population Covered by RSTs**
C	133,554	80,728	60.4
K	118,795	66,511	56.0
E	231,970	83,077	35.8
D	88,843	27,885	31.4
F	213,164	56,531	26.5
L	160,810	40,569	25.2
B	79,170	19,534	24.7
A	394,086	54,038	13.7
I	651,751	21,017	3.2
H	819,431	5,148	0.6
G	682,523	0	0.0
Totals	**3,574,097**	**455,038**	**12.7**
Source: PRI staff analysis of U.S. Census Data, 2010			

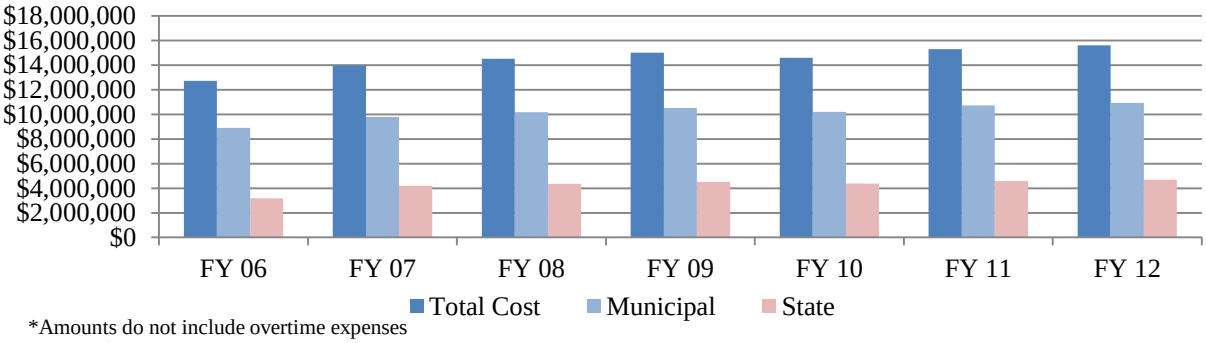
Area covered. The total geographic area by troop, along with the area covered by resident troopers within each troop for some part of a 24-hour day, is provided in Table III-7. Resident troopers, when they are on duty, cover 34.1 percent of the state's square mileage. Over 70 percent of Troop K's area is patrolled by resident troopers for some part of a 24-hour day, followed by 56 percent of Troop E.

Table III-7. Percent of Total Area Covered by Resident State Troopers by CSP Troop: 2010			
State Police Troop	**Troop Area (Sq. Miles)**	**Area of Towns w/ RSTs**	**% of Total Troop Area Covered by RSTs**
K	433.95	304.49	70.2
E	500.19	280.48	56.1
L	425.08	213.3	50.2
F	470.81	212.36	45.1
C	366.85	207.12	56.5
B	528.94	202.98	38.4
A	505.43	165.62	32.8
D	454.07	98.66	21.7
I	379.75	45.76	12.1
H	623.22	17.67	2.8
G	432.23	0	0.0
Totals	**5,120.52**	**1,748.44**	**34.1%**
Source: PRI staff analysis of U.S. Census Data, 2010			

Resident state trooper costs. State law currently requires each town participating in the resident trooper program to pay 70 percent[34] of the compensation and other expenses of each resident trooper detailed to a town. The amount charged has changed over time: The town share of a resident trooper in 1977 was 60 percent, increased to 70 percent in 1991, and then to 75 percent in 1992, only to decrease that same year to the present 70 percent level. In addition, effective July 1, 2011, each town is required to pay 100 percent of any overtime costs of resident troopers and the portion of fringe benefits directly incurred with such overtime costs.[35]

Figure III-3 shows the costs associated with the resident state trooper program for FYs 2006-12. The program's total cost, municipal share, and the amount paid by the state are provided in the figure by year.

Figure III-3. Resident State Trooper Costs: Total, State, Municipal*
FYs 2006-12



*Amounts do not include overtime expenses
Source of data: CSP

Total cost. The total cost of the resident state trooper program ranged from a low of $12.7 million in FY 06, to a high of $15.6 million in FY 12. The municipal share increased from $8.9 million to $10.9 million over the seven years, while the state's share rose from $3.2 million to $4.7 million.

Average cost. The average total cost per resident trooper in FY 06 was $112,673, which rose to $141,283 in FY 12, an increase of just over 25 percent. The average town share per trooper was $98,898 in FY 12, up from $78,871 in FY 06. And the state's average per-trooper share increased from $33,802 in FY 06 to $42,385 in FY 12. Towns may request a trooper of a particular rank up to, and including, a sergeant (and need to pay a higher cost based on a higher salary). Moreover, it is state police practice to require towns with four or more resident troopers to also contract for a full-time resident trooper sergeant, who has supervisory responsibilities for the town's resident troopers (there were 13 RST sergeants assigned during the 2011-13 contract cycle). The supervision of resident troopers in all other circumstances is the responsibility of the barracks sergeant on duty during the shifts when RSTs are also on duty.

Special constables. Of the 55 towns that contract for RSTs, as Table III-5 shows above, 34 towns employ 250 special constables who work under the supervision of resident troopers (or

[34] C.G.S. Sec. 29-5
[35] Per P.A. 11-51 (Sec.168), amending C.G.S. Sec. 29-5

resident trooper sergeants) pursuant to the towns' RST contracts. As previously referenced, towns may employ special constables to provide law enforcement services. C.G.S. Sec. 7-92 authorizes the chief executive officer of any municipality to appoint people to serve as special constables (special constables are different than elected constables, in that special constables are trained municipal law enforcement officers and elected constables are not). The key function of special constables is to preserve the public peace within the municipality, and they serve by two-year terms.

A special constable has the authority to make arrests for the commission of crime within the appointing municipality.[36] Special constables who perform criminal law enforcement duties are considered peace officers for purposes of the penal code.[37] This means they can use physical force and, in certain circumstances, deadly physical force to make an arrest or prevent an escape.[38] With exceptions, they may arrest, without a previous complaint or warrant, anyone apprehended in the act or upon the speedy information of others.[39]

Two important distinctions between special constables and local police officers are: 1) special constables have no police powers outside of their municipal jurisdiction, whereas police officers can make felony arrests in any part of the state; and 2) special constables cannot execute search warrants within or outside of their jurisdiction.

Special constables must complete the requirements of the Police Officer Standards and Training Council, similar to municipal police officers. As noted, all current special constables work under the supervision of a resident state trooper (or RST sergeant) contracted by the town (a contract and policy requirement of the Connecticut State Police if the town wishes its special constables to be dispatched by the State Police or have access to CSP radio and computer systems; it is not a statutory requirement). Many medium-sized towns have adopted the policy of using resident troopers and special constables as a more cost-effective way of providing increased police patrols, given the State Police retain primary responsibility for providing supervision, dispatch, and criminal processing functions.

Table III-8 summarizes the use of special constables in Connecticut, based on POSTC data. Although not a statutory requirement, currently all towns with special constables also have resident troopers. In addition, as the table shows, while 9.1 percent of the state's population is located in towns with special constables, almost 22 percent of the state's geographic area is in towns with special constables. Although not shown in the table, the total number of constables steadily increased for FYs 2008-12, from 205 to 250 (almost 22 percent). An increased number of constables helps augment state police patrol staffing resources dedicated to municipal law enforcement, but also requires supervisory resources from the State Police. In addition,

[36] Appointed constables who perform criminal law enforcement duties are defined as police officers for purposes of the POSTC training requirements (C.G.S. Sec. 7-294a). This means they must satisfy these requirements in order to perform such duties. The law does not define criminal law enforcement duties, but the attorney general has said that the terms law enforcement duties, police duties, or police functions encompass one or more of the following activities: "(1) enforcement of criminal or traffic laws, (2) preservation of public order, (3) the protection of life or property; and (4) the prevention, detection or investigation of crime." (Op. Attorney General, Sep. 21, 1993, p. 4)
[37] C.G.S. 53a-3(9).
[38] C.G.S. 53a-22.
[39] C.G.S. 54-1f(a).

according to CSP, just under 60 percent of the constables are full-time, while the other 40 percent are part-time.

Table III-8. Summary of Special Constables in Connecticut: FY 12*									
Troop	**# Towns**	**# Towns w/ Constables**	**# of Constables**	**Total Pop 2010**	**Const. Pop.**	**% Pop. Covered**	**Town Area Sq. Miles**	**Const. Area**	**% Area Covered**
A	16	5	38	394,086	50,457	12.8	505.43	142.22	28.1
B	13	2	3	79,170	10,711	13.5	528.94	98.25	18.6
C	10	4	24	133,554	65,676	49.2	366.85	167.46	45.6
D	13	0	0	88,843	0	0	454.07	0	0
E	14	3	65	231,970	53,781	23.2	500.19	126.18	25.2
F	17	6	25	213,164	34,272	16.1	470.81	106.49	22.6
G	14	0	0	682,523	0	0	432.23	0	0
H	25	1	4	819,431	5,148	0.6	623.22	17.67	2.8
I	19	3	31	651,751	21,017	3.2	379.75	45.76	12.1
K	14	5	26	118,795	48,592	40.9	433.95	222.34	51.2
L	14	5	34	160,810	34,927	21.7	425.08	182.16	42.9
	169	**34**	**250**	**3,574,097**	**324,581**	**9.1**	**5,120.52**	**1,108.53**	**21.6**

*Currently all special constables are in towns that contract with the resident state trooper program.
Source: POSTC and PRI staff analysis

Policy 4: Towns Patrolled by CSP Troops Only

Twenty-six towns throughout the state do not have an organized local structure to provide law enforcement services through a municipal police department, nor do they contract for a resident state trooper. As a result, the Connecticut State Police include those towns as part of its troop patrols. Although there is no law specifying it is the responsibility of the State Police to do so, CSP believes, as the "protector of last resort" in the state, its responsibility is to provide law enforcement services in municipalities where none exist, even though the decision not to provide police protection is a municipal one.

Table III-9 provides a summary of selected characteristics of the towns patrolled by the Connecticut State Police. Overall, the 26 towns with state police troop coverage are spread across seven of CSP's 11 troops. The towns account for just over three percent of the state's population, meaning the towns with no formal local police function have relatively small populations. The same holds true for total geographic area, with the 26 towns accounting for just under 18 percent of the state's total square mileage. At the individual troop level, the nine CSP-patrolled towns in Troop D account for over half of the population of the 26 towns patrolled by the State Police, and almost 70 percent of the total area.

It is difficult to quantify the staffing and financial resources devoted by the state police troops to patrolling towns without any organized police presence. At the same time, unlike towns

participating in the RST program that share the cost of their resident troopers with the state, towns fully under the coverage of the State Police do not provide any reimbursement for the patrol services provided by the State Police. CSP assumes this cost as part of its overall patrol function.

Table III-9. Summary of Towns with CSP Patrol Only by Troops

Troop	# Towns With CSP Patrol Only	Total Pop. 2010	CSP Pop.	% Pop. Covered	Total Sq. Mile	CSP Area	% Area Covered
A	0	394,086	0	0.0	505.43	0.00	0.0
B	6	79,170	12,011	15.2	528.94	251.82	47.6
C	3	133,554	11,212	8.4	366.85	102.82	28.0
D	9	88,843	45,553	51.3	454.07	312.43	68.8
E	1	231,970	2,603	1.1	500.19	39.79	8.0
F	1	213,164	2,406	1.1	470.81	34.47	7.3
G	0	682,523	0	0.0	432.23	0.00	0.0
H	0	819,431	0	0.0	623.22	0.00	0.0
I	0	651,751	0	0.0	379.75	0.00	0.0
K	3	118,795	29,817	25.1	433.95	67.71	15.6
L	3	160,810	6,828	4.2	425.08	95.88	22.6
Total	**26**	**3,574,097**	**110,430**	**3.1**	**5,120.52**	**904.92**	**17.7**

Source: PRI staff analysis

Statewide Summary

Table III-10 provides a summary of the number of towns choosing each of the four law enforcement service policies just described, arranged by CSP district and troop (see Appendix D for a complete town-by-town listing). The table shows the CSP Central District had the highest percentage of towns with local police departments (77 percent), while the Eastern District had the lowest, with 20 percent. The percentage of towns using resident troopers and special constables was relatively equal across all three CSP districts: Western District (21.1 percent), Central District (16.4 percent), and Eastern District (23.5 percent). The Eastern District had the highest percentage of towns using resident troopers only and no special constables, with 26 percent, while the Western District had 9 percent, and the Central District, 5 percent. The Eastern District also had the largest percentage of towns solely relying on coverage from the state police troop patrols (31.4 percent), while the Central District only had 1.6 percent of its towns using only CSP troop patrol coverage.

Table III-10. Municipal Police Protection Policies: Totals by CSP District, Troop, and Statewide									
		Policy 1		**Policy 2**		**Policy 3**		**Policy 4**	
	Total # Towns	**Local PD**	*%*	**RST With Constables**	*%*	**RST Without Constables**	*%*	**CSP Patrol Only**	*%*
WESTERN DISTRICT									
Troop A	16	10	*62.5*	5	*31.3*	1	*6.3*	0	*0.0*
Troop B	13	2	*15.4*	2	*15.4*	3	*23.1*	6	*46.2*
Troop G	14	14	*100*	0	*0.0*	0	*0.0*	0	*0.0*
Troop L	14	5	*35.7*	5	*35.7*	1	*7.1*	3	*21.4*
Totals	**57**	**31**	***54.4***	**12**	***21.1***	**5**	***8.8***	**9**	***15.8***
CENTRAL DISTRICT									
Troop F	17	7	*41.2*	6	*35.3*	**3**	*17.6*	1	*5.9*
Troop H	25	24	*96.0*	1	*4.0*	0	*0.0*	0	*0.0*
Troop I	19	16	*84.2*	3	*15.8*	0	*0.0*	0	*0.0*
Totals	**61**	**47**	***77.0***	**10**	***16.4***	**3**	***4.9***	**1**	***1.6***
EASTERN DISTRICT									
Troop C	10	2	*20.0*	4	*40.0*	**1**	*10.0*	3	*30.0*
Troop D	13	1	*7.7*	0	*0.0*	**3**	*23.1*	**9**	*69.2*
Troop E	14	5	*35.7*	3	*21.4*	5	*35.7*	1	*7.1*
Troop K	14	2	*14.3*	5	*35.7*	4	*28.6*	3	*21.4*
Totals	**51**	**10**	***19.6***	**12**	***23.5***	**13**	***25.5***	**16**	***31.4***
State Totals	**169**	**88**		**34**		**21**		**26**	
Source: PRI staff analysis									

Regionalization

State law allows two or more municipalities to jointly perform any function that each municipality may legally perform separately by entering into an interlocal agreement.[40] Statute also allows the chief executive officer of any municipality to request any other municipal chief executive officer to furnish police assistance when necessary to protect the safety or well-being of the municipality.[41]

Municipalities may make police services available to other municipalities. Any police officer provided from one municipality to another has the same powers, duties, privileges and immunities as are conferred on the law enforcement officers of the municipality requesting assistance. The municipality supplying police assistance must be reimbursed for all expenditures incurred in providing the assistance by the municipality making the initial request. In addition, the chief executive officer of any municipality that provides police protection solely by a

[40] C.G.S. Sec. 7-148cc
[41] C.G.S. Sec. 7-277a

constabulary force may enter into an agreement with one or more municipalities to furnish or receive police assistance.

The Connecticut Chiefs of Police Association provided information as to the types of regionalized law enforcement efforts statewide. The number of such regionalized law enforcement efforts and the services offered are varied, as shown in Table III-11.

Table III-11. Regionalized Law Enforcement Efforts
(Based on Connecticut Police Chiefs Association Regions)

Capitol Region (Avon, Berlin, Bloomfield, Bristol, Canton, Coventry, Cromwell, East Hartford, East Hampton, East Windsor, Enfield, Farmington, Glastonbury, Granby, Hartford, Manchester, Middletown, New Britain, Newington, Plainville, Rocky Hill, Simsbury, Southington, South Windsor, Suffield, Vernon, West Hartford, Wethersfield, Windsor, Windsor Locks, Central CT State University, State Capitol, UCONN Health Center)	• Capital Region Emergency Services Team • Metro Traffic Services • MTS (Commercial Vehicle Inspection Team) • East Central Narcotics • North Central Municipal Accident Reconstruction • North Central Municipal Emergency Services Team • MidState Accident Reconstruction • MidState Narcotics • MidState Major Crimes
Fairfield County Region (Bethel, Bridgeport, Brookfield, Danbury, Darien, Easton, Fairfield, Greenwich, Monroe, New Canaan, New Milford, Newtown, Norwalk, Redding, Ridgefield, Shelton, Stamford, Stratford, Trumbull, Weston, Westport, Wilton)	• Southwest Emergency Response Team • Non-Emergency Interagency Agreements (includes joint operations for DWI checkpoints, accident investigation, and traffic enforcement) • Regional Traffic Enforcement Units
South Central Region (Ansonia, Branford, Derby, East Haven, Guilford, Hamden, Meriden, Milford, New Haven, North Haven, North Branford, Orange, Seymour, Wallingford, West Haven, Woodbridge, Southern CT State University, University of New Haven, Yale University	• Crisis Intervention Team • Active Shooter Training • Emergency Response Team • Entry-Level Recruitment and Testing • Re-Certification Training for Field Officers and Executive Managers • Voice Communications Systems
East Region (Clinton, Groton City, Groton Long Point, Groton Town, Madison, New London, Norwich, Old Saybrook, Plainfield, Putnam, Stonington, Waterford, Willimantic, Eastern CT State University, UCONN-Storrs)	• Monthly Planned Trainings (e.g., active shooter) • Coordinated Maritime Activities • Work with US Coast Guard on Port Security • Police Policy and Procedure Group
West Region (Ansonia, Cheshire, Middlebury, Middletown, Naugatuck, New Milford, Plymouth, Southington, Thomaston, Torrington, Waterbury, Watertown, Winchester/Winsted, Wolcott)	• Regional Accident Investigation Team and Traffic Squad (Watertown, Wolcott, Naugatuck, Middlebury) • Regional SWAT Team (Waterbury, Watertown, Wolcott, Middlebury) • Torrington has own SWAT, Traffic, Accident Investigation Teams

Source: Connecticut Police Chiefs Association

Specialized CSP services to municipalities with organized police departments. As noted earlier, state police specialized services may be requested by any municipality, including those operating their own police departments and those participating in regionalized law enforcement services, as well as the various state's attorneys for particular cases. While it is difficult to determine the full impact of regionalized law enforcement service organizations on

the need for state police services, and thus on state police staffing, committee staff sought and obtained information about "outside assists" provided by the State Police. ("Outside assists" is the term used to describe those instances when state police services are provided to entities normally not under direct CSP jurisdiction, namely municipalities with their own police departments.) These assists involved CSP's Emergency Services Unit (e.g., bomb squad, canine squad, dive team, and aerial patrol), the Major Crimes Unit within each CSP district (e.g., major crimes van and investigators), and the Traffic Services Unit (e.g., vehicle collision analysis/reconstruction, and breath alcohol testing vehicle).

Table III-12 summarizes the hours given by the Emergency Services, Major Crimes, and Traffic Services Units to provide organized municipal police departments with specialized law enforcement efforts for the one-year period from September 2011 to September 2012. [42] The information is presented as a proxy to show the level of staff resources CSP devotes to assisting the municipalities with their own police departments. (Not included in the table is the time spent by individual troops or other specialized units in assisting such municipalities.)

Table III-12. Selected CSP Specialized Units: Hours Spent Assisting Municipalities with Organized Police Departments (9/2011 to 9/2012)

Unit	Regular Hours	Overtime Hours	Total Hours
Western District Major Crimes	3,593	8,310	11,903
Central District Major Crimes	4,734	2,462	7,196
Eastern District Major Crimes	2,340	1,360	3,700
Emergency Services	Undetermined*	3,071	3,070
Traffic Services	1,245	1,526	2,771
Totals	**11,912**	**16,729**	**28,640**

Note: Other specialized units (e.g., Fire/Explosives Investigation, Sex Offender Registry, Background Investigations, State Licensing and Firearms) also provide some services for municipalities statewide; more general "assists" by the Traffic Services Unit are not included in the analysis (e.g., dignitary escorts, Department of Correction escorts).
*Emergency services only provided overtime hours, and not regular hours spent assisting municipalities.
Source of data: Connecticut State Police

As the table shows, CSP provided over 28,600 work hours of specialized services to municipalities with their own police departments for the one-year time period. Specifically, the Western District Major Crimes Unit provided almost 12,000 hours to assisting various local police departments. During the same period, Major Crimes in the Central and Eastern Districts provided 3,700 and 3,070 hours respectively, and the Traffic Services Unit provided just under 2,800 hours of assistance.

Other States

Committee staff queried several other states as to the relationship between their state police departments and municipalities. Specifically, all the New England states, Maryland, and Alaska were asked if there are instances where their state police forces have primary jurisdiction

[42] These units also provide specialized services to municipalities under CSP's jurisdiction, including those with resident troopers.

in municipalities/towns that do not have their own local police departments.[43] If any state responded affirmatively, the state was asked the degree to which that occurred and if municipalities pay for such services. Of the seven states queried, three responded as summarized below:

- Maine: Most, but not all, municipalities have their own police forces. The State Police shares jurisdiction with county sheriff departments and coverage of municipalities lacking organized police departments is made with many sheriff departments to avoid duplication. Call-sharing agreements exist with most of Maine's 16 counties. There is no cost sharing or charge for state police services.

- Maryland: There is a local division of the state police department that may assume law enforcement jurisdiction in towns without their own police departments. This occurs in three towns and one county, which is in the last year of a three-year phase out program. Municipalities/counties pay the total direct costs of the state police services plus 26 percent of indirect costs.

- Vermont: Towns without their own police departments defer to the services of the State Police. State troopers provide law enforcement services to approximately 200 towns, covering 90 percent of the state's land mass and 50 percent of its population. Town tax dollars pay for the services.

[43] Beyond the New England states reviewed as Connecticut's regional neighbors, PRI staff were informed that Alaska and Maryland had similarities to Connecticut useful to this study—Alaska in the way its sheriffs operated and Maryland as to its state and municipal demographics.

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Chapter IV

State Police Recruits, Staffing Levels, and Overtime

Summary of CSP Staffing Levels

Staffing Levels

- Due to monthly variability, PRI adopted a methodology of calculating staffing levels by using the average of the 12 months within a given fiscal year
  - The number of CSP sworn personnel declined 12-14 percent from FY 09 to FY 12
- There was an average of 42-73 active sworn personnel per troop in FY 12, accounting for slightly more than half of all sworn CSP personnel
- Other sworn personnel are part of the resident state trooper program (10-11 percent) or serving in one of the approximately 380 positions across a myriad of other units such as Major Crimes, Bureau of Criminal Investigations, and Emergency Services Unit
- Fewer than five percent of sworn personnel have management roles
- Projecting the time at which an officer will terminate service with CSP is somewhat challenging and may be impacted by factors such as the economy or retirement incentive programs
  - In one class examined, almost one quarter of the September 1988 graduates left CSP within the first eight years, followed by no additional losses until the 20 year anniversary was reached, at which point a full 25 percent left on their 20th year of service, and an additional 22 percent after their 21st year of service

Overtime

- Regular duty overtime decreased 54 percent from FY 09 to FY 12, most of the decrease occurring in FY 11
- Although the number of active sworn personnel remained constant at 1,092 in FYs 10 and 11, the amount of regular duty overtime was reduced by 288,557 hours (48 percent). CSP personnel interviewed by PRI staff attributed the decrease to a policy decision made to sharply limit overtime
- The average number of overtime hours per dispatcher at the consolidated Troop L dispatch center more than doubled in the month following the consolidation of Troops A and B dispatch into Troop L

This chapter provides staffing level trends for sworn personnel in patrol and resident state trooper positions and those working in specialized units. A description of officer rank,

management levels, and personnel on leave or light duty is followed by information about length of service and reasons for leaving CSP. The chapter concludes with an analysis of overtime worked by sworn personnel and dispatch operators. First, though, brief background information on the Connecticut State Police Training Academy and the trooper trainees who graduated from the 107th through the 122nd Training Troops is provided. (Appendix E contains a description of the recruitment and selection process, as well as post-academy training requirements.)

Recruits

Recruit training at the Connecticut State Police Training Academy is a 28-week, Monday through Friday, live-in paramilitary style training program. The program focuses on academics, physical fitness, defensive tactics, and practical law enforcement policies, as well as standard operating procedures within the Connecticut State Police.

As reported by the State Police, the Recruit Training Program implements and adopts innovative training practices to maintain the highest caliber of entry level troopers. This includes the use of a problem solving model of training that complements the traditional classroom curriculum. The problem solving model, utilized via experiential training, teaches recruits to analyze all resources when confronted with police-related issues on calls for service and to choose the most appropriate course of conduct for a given situation with emphasis on maintaining high ethical standards.[44]

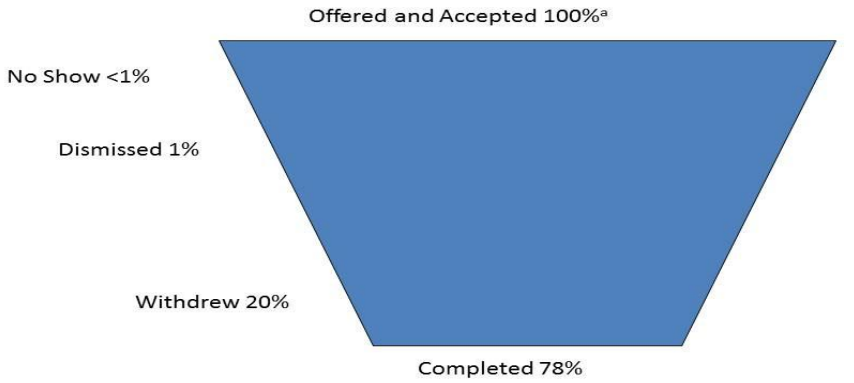
Academy graduates. At the end of six months, trooper trainee candidates who complete training then graduate from the academy and begin their field training at the troop barracks to which they are assigned. Over time, CSP has increased the size of the incoming trooper trainee classes in order to meet staffing requirements.[45] Whether the initial class size begins with 110 or 60 candidates, though, there is attrition throughout each academy class. Candidates typically drop out within the first seven to ten days; however, it is not uncommon to lose trainees throughout the duration of the academy. There could be several reasons that a trooper candidate leaves the academy once an offer has been made, such as: 1) the candidate is not present on the first day of the academy; 2) the candidate is dismissed from the academy; or 3) the candidate elects to withdraw from the academy.

Figure IV-1 shows the number of trooper trainee candidates who graduated from the Academy from 2002 to 2010. Of 644 offers made to enter the academy, 10 percent of these applicants did not enroll in the academy; another seven percent (47) declined; and three percent (19) deferred enrollment. Once enrolled at the academy, only one percent of enrollees were dismissed. Additionally, one in five trooper trainee candidates withdrew from the academy once enrolled in the training program. Given the relatively sizeable attrition rate, significantly more applicants than are ultimately needed would have to be offered spots in order to end up with the targeted number of new state police troopers. The academy provides an exit exam to anyone who

[44] Connecticut State Police Training Academy and Range Staffing Analysis, September 2012.
[45] This has not been done every year and depends on the number of trooper trainee positions approved by the Office of Policy and Management.

chooses to leave before the class is completed. This information is kept and reviewed on an as-needed basis.

Figure IV-1. Reasons why Trooper Trainee Candidates Did Not Graduate from the Academy 2002-2010



[a]Of 644 offers made, 47 declined and 19 deferred, resulting in a total of 578 who accepted offers.
Source of data: PRI staff analysis, CT State Police Training Academy statistics for 114th-121st classes.

Table IV-1 shows the number of graduates in the 16 training classes that concluded from July 1998 through December 2012 (the 107th through the 122nd) and the number of trainees assigned to each troop.

Table IV-1. Number of New Graduates by Troop Assignment: 1998-2012

		Troop Assignment											
Training Troop	**Graduation Date**	**A**	**B**	**C**	**D**	**E**	**F**	**G**	**H**	**I**	**K**	**L**	**Total**
107th	July 1998	2	3	7	6	7	9	7	4	8	9	7	69
108th	March 1999	6	5	1	5	6	4	3	3	3	3	3	42
109th	May 2000	3	3	4	5	3	2	4	0	1	6	5	36
110th	June 2000	5	2	1	4	5	4	8	5	3	3	1	41
111th	October 2000	2	4	2	1	4	5	4	3	0	0	5	30
112th	February 2001	10	1	0	0	5	0	6	3	8	0	0	33
113th	June 2001	2	2	1	7	0	0	5	1	4	2	6	30
114th	January 2002	10	5	13	2	3	12	5	4	7	11	11	83
115th	December 2002	2	1	1	3	2	2	4	4	1	1	1	22
116th	April 2005	8	4	4	6	3	4	10	7	4	1	2	53
117th	July 2006	7	5	8	5	8	6	6	8	6	5	9	73
118th	July 2007	7	7	7	2	5	7	4	4	4	6	7	60
119th	May 2008	3	3	4	2	4	4	6	3	2	5	5	41
120th	April 2009	5	3	7	6	5	5	8	8	4	5	5	61
121st	November 2010	6	1	6	6	5	4	11	4	4	7	4	58
122nd	December 2012	3	5	3	5	6	6	4	3	3	3	1	42
	Total	**81**	**54**	**69**	**65**	**71**	**74**	**95**	**64**	**62**	**67**	**72**	**774**
	Average	**5**	**3**	**4**	**4**	**4**	**5**	**6**	**4**	**4**	**4**	**5**	

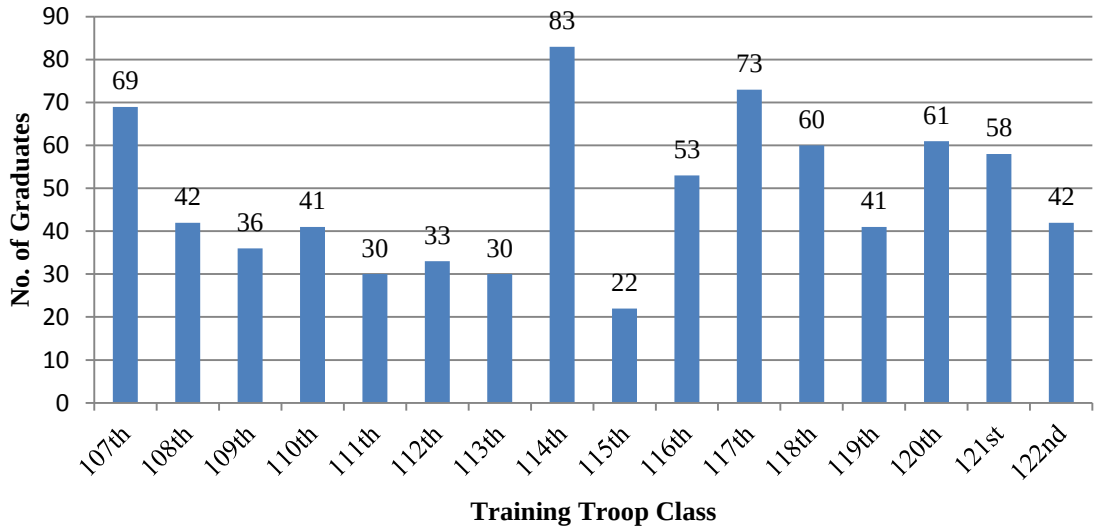
Source: Connecticut State Police

Consistent with its overall number of patrol troopers, Troop G had the highest number of trooper trainees assigned to its barracks over the last fourteen years, with 95 graduates. Troop A had the second highest number of troopers received at 81 graduates. Troop B, the troop with the smallest number of patrol troopers, received the fewest number of academy graduates, totaling 54 over the time period.

As the table also shows, in some years since 1998, no training classes have started—i.e., 2003, 2004, and 2011—but in other years, more than one trainee class has graduated. The three classes begun in 2000, for example, were in response to the 1998 legislation establishing the number 1,248 as the required minimum, then with an effective date of July 1, 2001. The table also shows that in some years, several troops did not receive any new troopers.

Figure IV-2 provides a visual of the number of trooper trainee graduates by training class. The 114th (January 2002) had the highest number graduated over the time period with 83 troopers graduated. The 117th training class (July 2006) was second, with 73 officers graduated. Although the number of graduates per class varies over the time frame, each class did not begin with the same starting number of trooper trainee candidates.

Figure IV-2. Number of Trooper Trainee Graduates by Training Troop Class

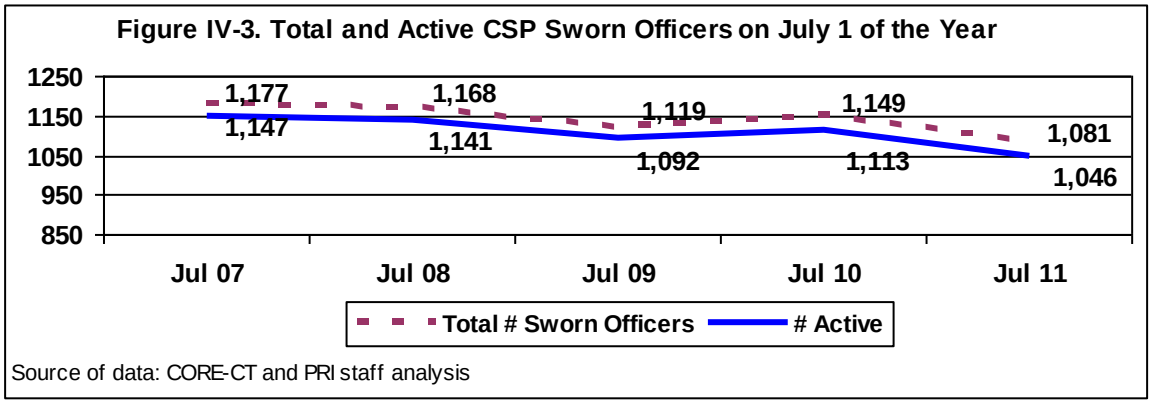


Source: Connecticut State Police

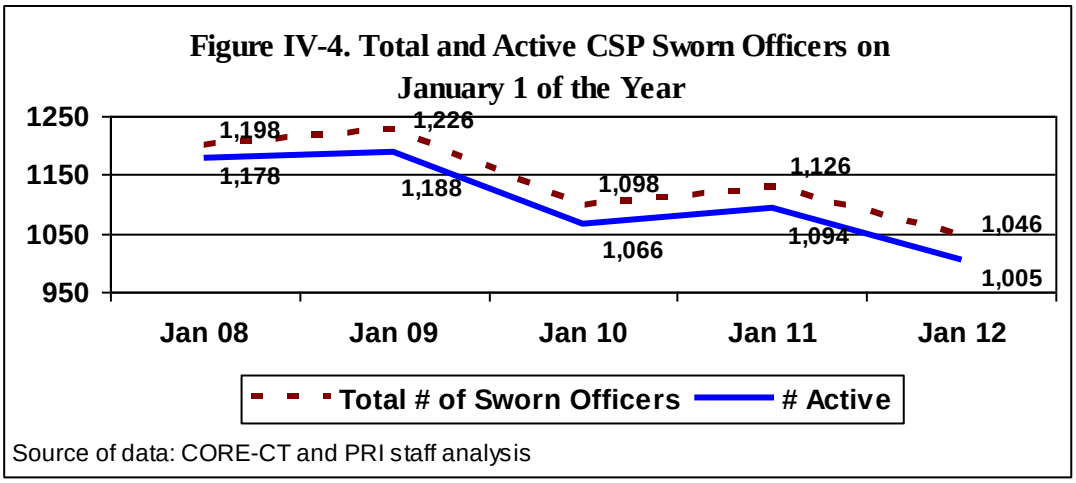
Staffing Levels

As directed by Public Act 12-1 (June 12 Special Session), and in order to understand the current sworn staffing situation at the Connecticut State Police, staffing level trends were examined. Data for the analyses in this chapter were taken from CORE-CT, the state information system containing employee information on positions.

Total number of CSP sworn personnel. The number of CSP sworn personnel varies from month to month, meaning that depending on which month is chosen, the trend in the number of CSP sworn personnel varies as well. The total number of CSP sworn personnel—including officers on leave and light duty—for every July 1 between 2007 and 2011, for example, is shown in Figure IV-3. The dotted line shows an eight percent decline in the total number of CSP sworn officers. Considering only active CSP sworn officers (not on leave or light duty), the solid line shows a similar decline (nine percent) during the same time period.

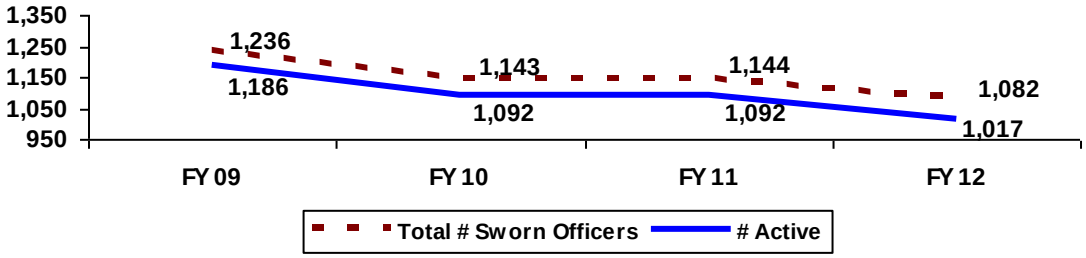


Using a different month of the year, the same information is shown for every January 1 between 2008 and 2012 (Figure IV-4). Here the dotted line shows a 13 percent decline in the total number of CSP sworn officers. Considering only active CSP sworn officers (not on leave or light duty), the solid line shows a somewhat similar decline (15 percent) during the same time period.



The differences found, whether July or January annual trend data is examined, demonstrate the variability in staffing levels from month to month. Given this variability, PRI adopted a methodology for this study of using the average of the monthly staffing levels to represent staffing levels for the fiscal year. Applying this strategy, Figure IV-5 shows a 12 percent decline in total number of CSP sworn officers, and a 14 percent decline in active officers from FY 09 to FY 12, the period used for the study analyses.

Figure IV-5. Average Monthly Number of CSP Sworn Officers



Source of data: CORE-CT and PRI staff analysis

Number of sworn personnel in the troops. The Administration and Operations Manual states: "the patrol force is often called the backbone of the department and is the function of the department requiring the largest allocation of troopers."[46]

Figure IV-5 shows there is a difference between the number of sworn personnel *assigned* to a position (i.e., Total # of Sworn Officers) and the number of sworn personnel *active* in a position (i.e., # Active). Sworn personnel may be assigned to a position but not be active due to:

- military leave;
- workers' compensation leave;
- family medical leave (FMLA); or
- other leave.

Sworn personnel may also not be active in an assigned position due to injuries that occurred either on or off the job, and require an assignment to "light duty."

Table IV-2 shows the average number of active sworn personnel for each troop for FYs 09-12. Overall, there was an eight percent decline in the total number of active sworn personnel in the troops from 704 to 650. While the overall number decreased, there was variability among the individual troops. Increasing trends appear for Troops A, C, and H. Decreasing trends appear for Troops B, D, E, F, I, and K.

[46] A & O Manual 15.3.1b.

Table IV-2. Number of Active Sworn Personnel by Troop: FY 09 –FY 12[1,2]				
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**
A	69	63	69	70
B	50	49	46	42
C	70	71	73	73
D	63	61	61	56
E	70	64	62	58
F	68	63	59	53
G	69	73	75	70
H	67	67	64	69
I	52	50	47	42
K	67	66	64	60
L	59	56	59	57
Total	**704**	**683**	**679**	**650**

[1]Excludes personnel on light duty.
[2]Includes all sworn personnel in the troop, from trooper trainees to lieutenants.
Source of data: CORE-CT and PRI staff analysis

Number of patrol and resident state troopers. Focusing on active patrol and resident state troopers rather than all active sworn personnel, there was a three percent decrease in the number of active patrol and resident state troopers. Table IV-3 shows the annual average number of active patrol and resident state troopers in each of the current troops and the changes in staffing level from FY 09 to FY 12. The number of patrol troopers in Troop H increased in FY 12 due to the merger with Troop W, which is not included in the table.[47] On the other hand, Troops F, B, I, and E each experienced at least a 10 percent decrease in the number of active patrol and resident state troopers.

[47] As noted earlier, Troop W, operating at Bradley International Airport, was merged into Troop H in March 2012. Prior to the merger, Troop W had a relatively different role from the other troops, funded in part by federal dollars and rarely responding to calls for service outside of the airport. It also did not have any resident state troopers.

Table IV-3. Average Number of Active Sworn Staff in Troop Patrols and RST Program				
Unit	**FY 09**	**FY 10**	**FY 11**	**FY 12**
RST Program[1]				
Troop A	15.92	15.58	16.58	15.17
Troop B	6.67	5.58	5.83	5.75
Troop C	29.75	28.42	29.50	26.50
Troop D	8.08	7.33	8.00	8.42
Troop E	12.08	12.00	11.25	12.58
Troop F	13.33	14.25	11.75	12.67
Troop H	3.00	3.00	2.08	2.00
Troop I	3.00	3.00	3.00	3.92
Troop K	16.00	14.58	14.92	15.00
Troop L	12.50	10.50	9.83	8.50
Total Active RSTs	120.3	114.2	112.8	110.5
Patrol Troopers Only				
Troop A	43.50	38.67	41.58	47.00
Troop B	33.58	34.50	32.17	29.75
Troop C	29.25	32.92	32.50	38.25
Troop D	44.92	44.42	41.58	40.33
Troop E	46.92	42.50	40.92	37.50
Troop F	41.75	39.00	37.50	32.25
Troop G	53.33	58.33	58.25	59.50
Troop H	52.00	53.25	51.92	55.83
Troop I	38.50	37.67	34.42	30.58
Troop K	37.83	39.83	36.92	36.58
Troop L	34.58	35.25	38.00	40.08
Total Active Patrol Troopers	456.17	456.33	445.75	447.67
RST Program and Patrol Troopers				
Troop A	59	54	58	62
Troop B	40	40	38	36
Troop C	59	61	62	65
Troop D	53	52	50	49
Troop E	59	54	52	50
Troop F	55	53	49	45
Troop G	53	58	58	59
Troop H	55	56	54	58
Troop I	42	41	37	34
Troop K	54	54	52	52
Troop L	47	46	48	48
Total	**576**	**569**	**558**	**558**
Avg. per Troop	**52**	**52**	**51**	**51**

[1]Includes sergeants assigned to RST program
Source of data: CORE-CT and PRI staff analysis

Trends in active status based on leave. As noted earlier, sworn personnel may not be active in an assigned patrol position due to leave or light duty status. An analysis was conducted to determine whether leave and light duty occurred at relatively similar rates overall and at the individual troop level from FY 09 to FY 12. One complicating factor is that CSP began more fully tracking light duty in CORE-CT beginning in April 2011. Time periods prior to April 2011 do not have complete information on this status, with any increases in light duty in FY 12 potentially an artifact of these recordkeeping changes. However, CSP human resources personnel consider leaves and workers' compensation information accurate in prior years. Thus, the following analysis excludes light duty assignments, and focuses on leave and workers' compensation statistics.

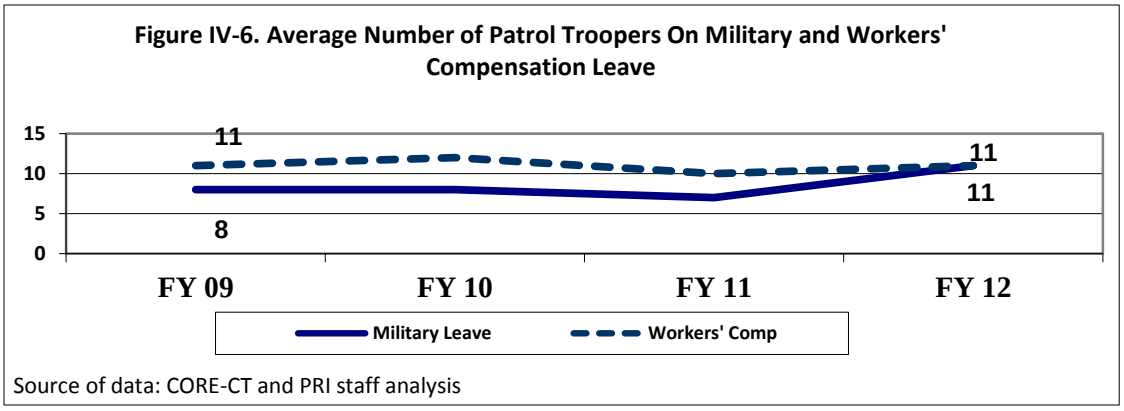
Table IV-4 shows the average number of patrol and resident state troopers unavailable for active duty due to leave, including leave due to workers' compensation for FYs 09-12. There has been an overall 39 percent increase in the average number of patrol and resident state troopers on leave, with the sharpest increase occurring in FY 12.

Table IV-4. Average Number of Patrol and Resident State Troopers on Leave: FY 09–FY 12

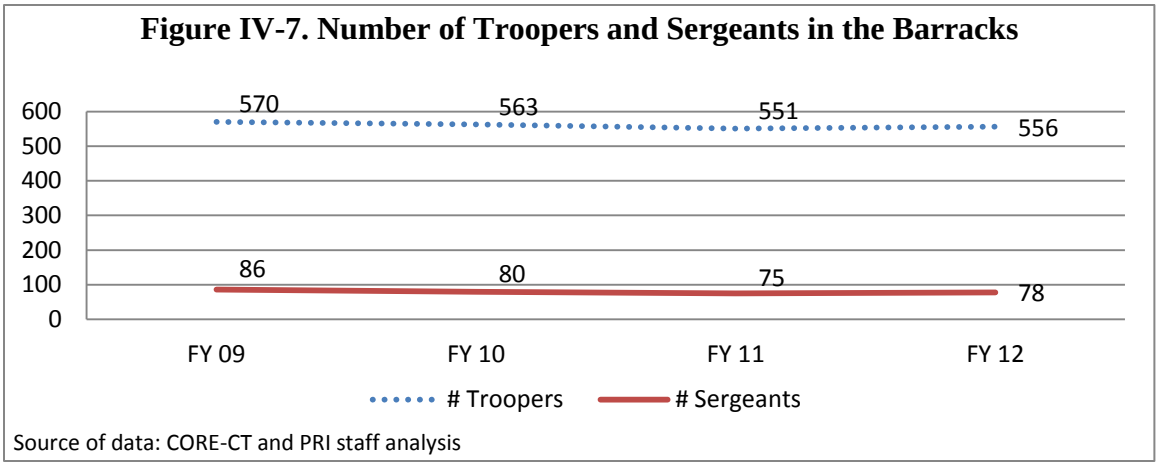
Troop	FY 09	FY 10	FY 11	FY 12	Change from FY 09 to FY 12
F	1.3	1.8	2.9	7.7	+475%
E	2.9	3.9	3.1	6.8	+131%
D	2.3	2.1	4.1	4.2	+79%
A	3.2	3.2	3.4	5.3	+66%
K	2.3	3.9	2.9	2.9	+30%
G	4.1	3.4	2.0	5.3	+29%
B	1.8	1.2	1.8	2.3	+27%
C	3.6	4.5	4.3	4.3	+21%
L	3.3	1.9	1.1	3.8	+13%
I	5.2	3.6	3.1	4.3	-16%
H	6.5	5.0	2.3	3.4	-47%
Total on Leave	**36.5**	**34.4**	**30.8**	**50.2**	
Total # Troopers	**564**	**555**	**544**	**539**	
Avg. on Leave per Troop	**3.3**	**3.1**	**2.8**	**4.6**	**+39%**

Source of data: CORE-CT and PRI staff analysis

One of the reasons for the increase in troopers on leave is the increase in the number away on military leave as the overall number of patrol and resident state troopers is decreasing (Figure IV-6).



Number of sergeants. The monthly average number of sergeants assigned to a barracks supervising the patrol and resident state troopers is shown in Figure IV-7 for FYs 09-12. Note there were five sergeants under contract with municipalities to supervise constables, and they were excluded from the count of the number of sergeants available to supervise resident state troopers or patrol troopers.



While the number of troopers in the barracks (patrol troopers and resident state troopers combined) decreased slightly by two percent, from 570 to 556, the number of sergeants in the barracks decreased at more than four times that rate, by approximately nine percent, from 86 to 78.

Number of sworn personnel in specialized units. Table IV-5 shows the average number of sworn staff in specialized units for FY 09 through FY 12. These specialized units are often where sworn personnel assigned elsewhere are placed when they are on light duty, as these units are not considered patrol-focused. Therefore, these figures include both the average number of sworn active and permanently assigned personnel, and the sworn personnel who are on light duty (and presumably assigned somewhere else when not on light duty). Light duty sworn personnel are included because they may perform the same tasks as non-light duty sworn personnel within the specialized units.

There was a 23 percent decrease from FY 09 to FY 12 in total number of staff in these specialized units. Overall, the Bureau of Criminal Investigations (BCI) experienced a 43 percent decrease in staffing from FY 09 to FY 12, the largest of all the specialized units. The staffing levels for particular units within BCI provide detail on where reductions occurred.

Table IV-5. Average Number of Active Sworn Staff (including light duty) in Particular Units

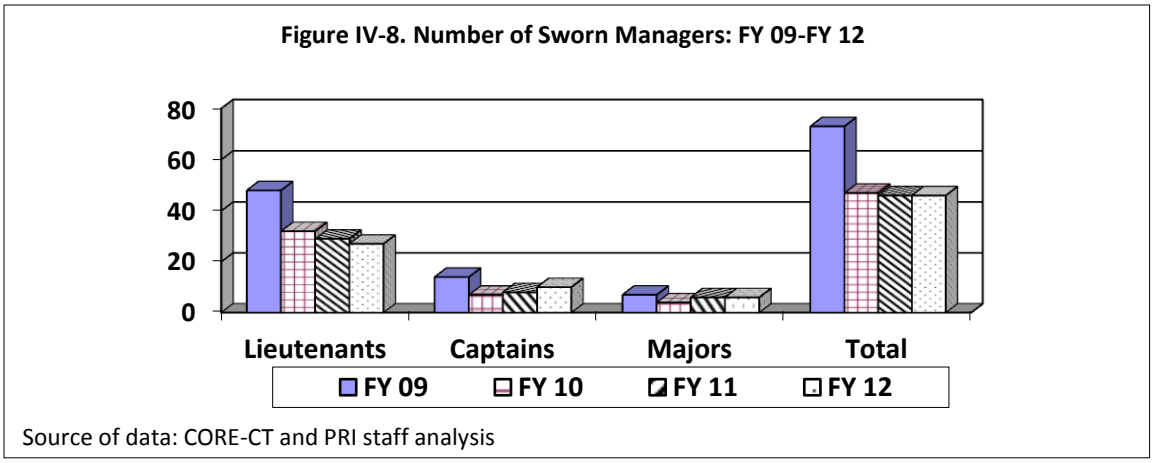
Unit	FY 09	FY 10	FY 11	FY 12	Percent Change from FY 09 to FY 12
BCI Total	82.0	53.6	59.7	46.7	-43.0%
BCI-Auto Theft	13.6	8.7	6.7	2.9	
BCI-SOCITF	6.9	5.8	5.4	4.6	
BCI-SUVCCTF	9.1	2.8	2.2	2.3	
BCI-Firearms Task Force	8.5	4.4	3.4	2.3	
BCI-Narcotics	30.9	23.6	26.2	21.8	
BCI-Fugitive Task Force	2.9	3.0	0	0.5	
BCI-Central Criminal Intelligence Unit	3.7	1.1	2.9	1.3	
BCI-Other	6.4	4.2	12.9	11.0	
Emergency Services Unit	19.1	17.4	19.7	24.4	+27.7%
Computer Crimes	11.7	12.9	11.6	10.9	-6.8%
Major Crimes Squads	88.1	92.4	86.1	80.7	-8.4%
Office of Counter Terrorism	11.7	11.7	11.2	9.6	-17.9%
Casino Unit	34.6	30.5	32.7	31.3	-9.5%
Traffic Services Unit	50.6	40.7	38.0	31.8	-37.2%
Other[1]	193.6	159.6	168.0	144.7	-25.2%
Total Non-Troop Sworn Personnel	**491.4**	**418.8**	**427.0**	**380.1**	**-22.6%**

[1]Includes Troop W, a federally funded airport security troop.
Source of data: CORE-CT time and attendance data

Sworn personnel by rank. CSP defines sworn managers as those serving in the following five ranks:

- Colonels
- Lieutenant Colonels
- Lieutenants
- Captains
- Majors

The actual number of sworn personnel in managerial positions declined by 37 percent from FY 09 to FY 12 (Figure IV-8), with the greatest decrease occurring from FY 09 to FY 10. Especially impacted were lieutenants (33 percent decrease from FY 09 to FY 10), and captains and majors (43 percent decrease).



The remaining six ranks are considered non-management:

- Master Sergeant
- Sergeant
- Police Officer
- Trooper First Class
- Trooper
- Trooper Trainee

Table IV-6 shows the average number of active sworn personnel in each of the non-management ranks for FY 09 to FY 12. The number of sworn personnel in non-management positions declined by 13 percent, with the greatest decreases occurring in the ranks of trooper first class (20 percent decrease) and sergeant (18 percent decrease).

Table IV-6. Average Number of Sworn By Non-Management Rank: FY 09-FY 12[1]

Rank	FY 09	FY 10	FY 11	FY 12
Trooper Trainee	27	20	29	0
Trooper	206	244	264	266
Trooper First Class	672	600	574	534
Police Officer	4	4	3	2
Sergeant	190	165	163	156
Master Sergeant	14	12	13	12
Total	**1,113**	**1,045**	**1,046**	**970**

[1]Excludes personnel on leave or light duty
Source of data: CORE-CT time and attendance data and PRI staff analysis

Ratio of active sworn managers to non-managers. Table IV-7 compares the number of sworn personnel who are in management positions. Except for FY 09, fewer than five percent of sworn personnel have been in management positions. Stated another way, over 95 percent of sworn personnel have been in non-management positions.

Table IV-7. Percent of Sworn Personnel in Management Positions				
# of Sworn:	**FY 09**	**FY 10**	**FY 11**	**FY 12**
Managers	73	47	46	46
Non-Managers	1,113	1,045	1,046	970
Total	**1,186**	**1,092**	**1,092**	**1,016**
Percent Managers of Total	6.2%	4.3%	4.2%	4.5%
Source of data: CORE-CT time and attendance data and PRI staff analysis				

Number of non-active sworn personnel. Table IV-8 shows the average number of non-active sworn personnel on leave or light duty by rank, combining all sworn managers. Next to each average number of non-active personnel by rank is the percentage that number represents out of the total average number of personnel at that rank. For example, in FY 09, an average of 11 troopers was on leave or light duty, which was five percent of the total average number of active troopers for that same year. The overall percent of sworn personnel on leave or light duty has risen from four percent in FY 09 to six percent in FY 12.

Table IV-8. Average Non-Active Sworn Personnel on Leave or Light Duty: FY 09-FY 12								
Rank	**FY 09**		**FY 10**		**FY 11**		**FY 12**	
	#	%	#	%	#	%	#	%
Trooper Trainees	0	0%	0.4	0%	0	0%	NA	NA
Troopers	11	5%	10.8	4%	15.2	6%	20.8	8%
Troopers First Class	34.7	5%	31.2	5%	27.8	5%	38.2	7%
Sergeants	3.6	2%	6.4	4%	7.2	4%	5.7	4%
Master Sergeants	0	0%	0.4	3%	1.2	9%	0.6	5%
Sworn Managers	0.3	0%	1.6	3%	1.1	2%	0	0%
Total	**49.6**	**4%**	**50.8**	**5%**	**52.5**	**5%**	**65.3**	**6%**
Source of data: CORE-CT time and attendance data and PRI staff analysis								

Sworn Personnel Balance Between Different Units

Table IV-9 shows the average number of active sworn personnel in each of the CSP units under review. Despite the overall decrease in active sworn personnel, the percentages remain fairly consistent. Troop operations account for slightly more than half of all sworn personnel (52-55 percent); the resident state trooper program, approximately 10-11 percent; Major Crime Squads, 7-8 percent; the Casino Unit, 3 percent; and the Traffic Services Unit, 3-4 percent. The Bureau of Criminal Investigations appears to have decreased from an average of 81 active sworn personnel (7 percent in FY 09) to an average of 45 personnel (4 percent in FY 12).

Table IV-9. Location of Active Sworn Personnel: FY 09-FY 12[1]				
# Assigned to:	**FY 09**	**FY 10**	**FY 11**	**FY 12**
Operations Patrol Troopers[2]	621	602	598	560
Resident State Troopers	120	114	113	110
Major Crimes	88	91	86	81
Traffic Services Unit	50	41	38	32
Casino Unit	35	30	33	31
Bureau Criminal Investigations	81	53	58	46
Emergency Services Unit	19	17	19	24
Other	172	144	147	133
Total	**1,186**	**1,092**	**1,092**	**1,017**

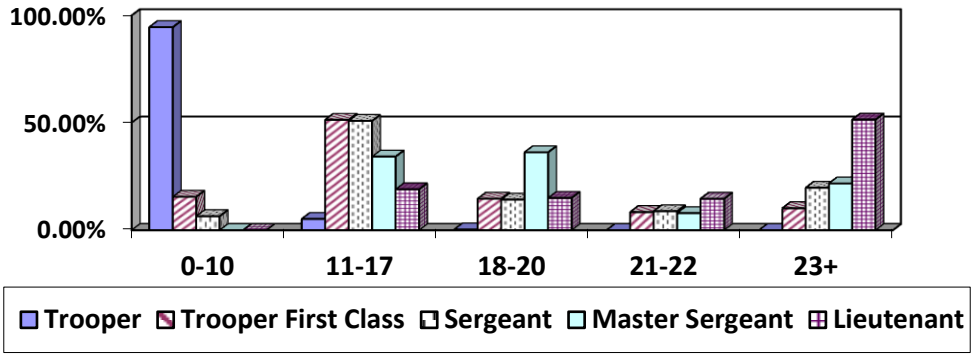
[1]Excludes personnel on leave or light duty
[2]Includes Troop W
Source of data: CORE-CT time and attendance data and PRI staff analysis

Years of service. Taking into consideration all sworn personnel, including those on leave or light duty, there are different average numbers of years of service for each of the ranks (Table IV-10). Figure IV-9 shows categories of years of service by rank for FY 12.

Table IV-10. Average Number of Years of Service in Each Rank: FY 09-FY 12[1]				
Rank	**FY 09**	**FY 10**	**FY 11**	**FY 12**
Trooper Trainee	1.0	1.00	1.0	NA
Trooper	3.8	3.9	4.6	4.6
Trooper First Class	14.9	14.6	15.5	15.6
Sergeant	17.6	17.0	17.5	17.5
Master Sergeant	20.2	19.9	20.4	19.8
Lieutenants	21.59	21.6	22.9	22.5
Captains	29.31	28.3	25.0	24.1
Majors	22.7	23.3	26.1	26.4

[1]Includes sworn personnel on leave or light duty
Source of data: CORE-CT time and attendance data and PRI staff analysis

Figure IV-9. Years of Service by Rank



Source of data: CORE-CT time and attendance data and PRI staff analysis

Service separations by rank and average years of service. Table IV-11 shows the service separations that occurred during FY 09 through FY 12 and length of service at time of separation. Because troopers are often promoted to trooper first class after approximately seven years of service, very few leave while still in the trooper rank.

Table IV-11. Years of Service Prior to Separation from CSP in FY 09 to FY 12[1]

Rank	LE 10 Yrs	11-17 Yrs	18-20 Yrs	21-22 Yrs	23+ Yrs	Total
Trooper Trainee	2					2
Trooper	57	0	1	1	0	59
Trooper First Class	4	13	23	47	82	169
Sergeant	1	1	5	18	30	55
Master Sergeant	0	0	0	2	4	6
Lieutenants	0	0	3	5	14	22
Captains	0	0	0	0	7	7
Majors	0	0	0	0	3	3
Lieutenant Colonels	0	0	0	2	4	6
Total	**64 (19%)**	**14 (4%)**	**32 (10%)**	**75 (23%)**	**144 (44%)**	**329**

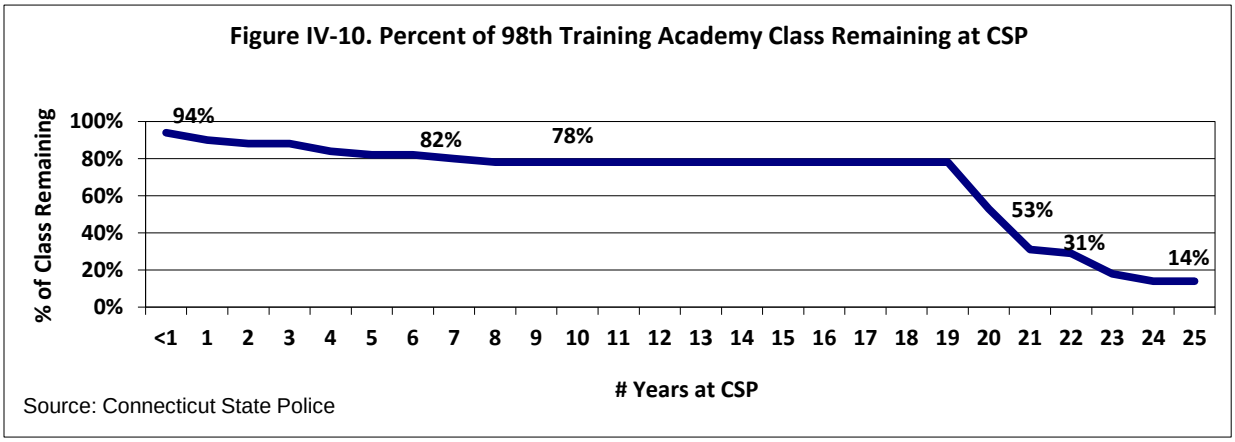
[1]Excludes 3 Law Enforcement Instructors, 2 Police Officers, and 32 Trooper Trainees (6 months) (i.e., did not complete academy)
Source of data: CORE-CT time and attendance data and PRI staff analysis

Table IV-12 shows there were large fluctuations in the number of sworn personnel leaving CSP in each of the four fiscal years, and identifies the reasons why sworn personnel left CSP.

Table IV-12. Reasons Why Sworn Personnel Left CSP				
Reason for Leaving CSP	**FY 09**	**FY 10**	**FY 11**	**FY 12**
Hazardous Duty Retirement	9	17	47	54
Retirement Incentive Program	122	1	0	0
Layoff Due to Lack of Work	0	0	0	56[1]
Other	6	2	5	8
Total	**137**	**20**	**53**	**118**

[1]Rehired shortly after layoff
Source of data: CORE-CT

Projecting the time at which an officer will terminate service with CSP is somewhat challenging and may be impacted by factors such as the economy or retirement incentive programs. PRI staff was able to obtain detailed length of service information for the graduates of the 98th CSP Training Academy class. Note that 67 cadets entered the training academy in April 1988, and 49 cadets graduated in September 1988, representing a 73 percent completion rate. Figure IV-10 shows the length of service for the 49 officers who completed the 98th training academy class approximately 25 years ago.



After losing almost one quarter of the graduates within the first eight years, there are no additional losses until the 20 year anniversary is reached.[48] At that point, there is a sharp decline in the percent of the class remaining, with 25 percent leaving on their 20th year of service, and an additional 22 percent leaving after their 21st year of service. Currently, the seven officers remaining at CSP account for approximately 14 percent of the original graduating class.

[48] Eligibility for hazardous duty retirement was recently changed to requiring a minimum of 25 years instead of 20 years.

Overtime

Both sworn and non-sworn personnel may work overtime hours. While the focus of this study is on sworn personnel, overtime worked by dispatch operators will also be examined at the end of this section.

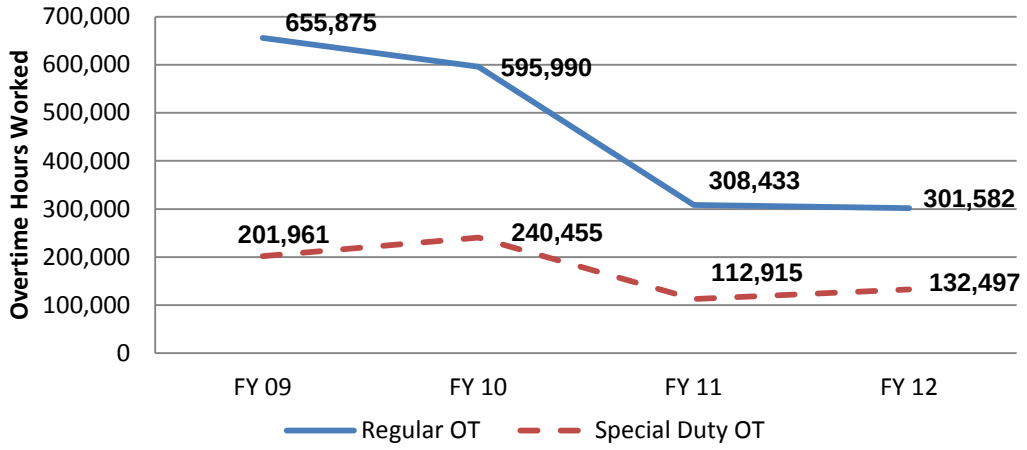
Overtime for sworn personnel. Non-management sworn personnel are eligible to work overtime. There are two types of overtime: regular duty overtime and special duty overtime.

1. *Regular duty overtime* is used to cover patrol shifts when troopers are sick or on vacation. Regular duty overtime earnings are included in pension calculations.

2. *Special duty overtime* is considered voluntary overtime, and primarily consists of highway construction projects, and occasionally other project assignments such as town fairs. Overtime for highway construction projects is not considered part of earnings for retirement purposes, whereas overtime earnings for other special duty project assignments are included in such calculations.

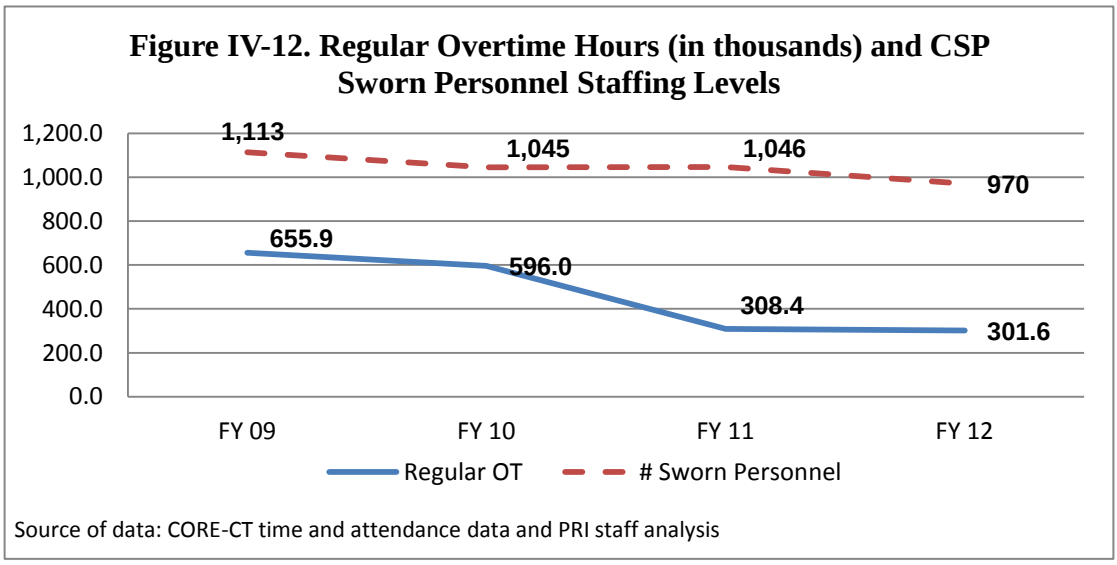
Figure IV-11 shows the number of overtime hours worked by non-management sworn personnel during FY 09 to FY 12. Regular duty overtime decreased 54 percent from FY 09 to FY 12, most of the decrease occurring in FY 11. Special duty overtime also saw a decrease of 34 percent from FY 09 to FY 12.

Figure IV-11. Overtime Worked by CSP Sworn Personnel

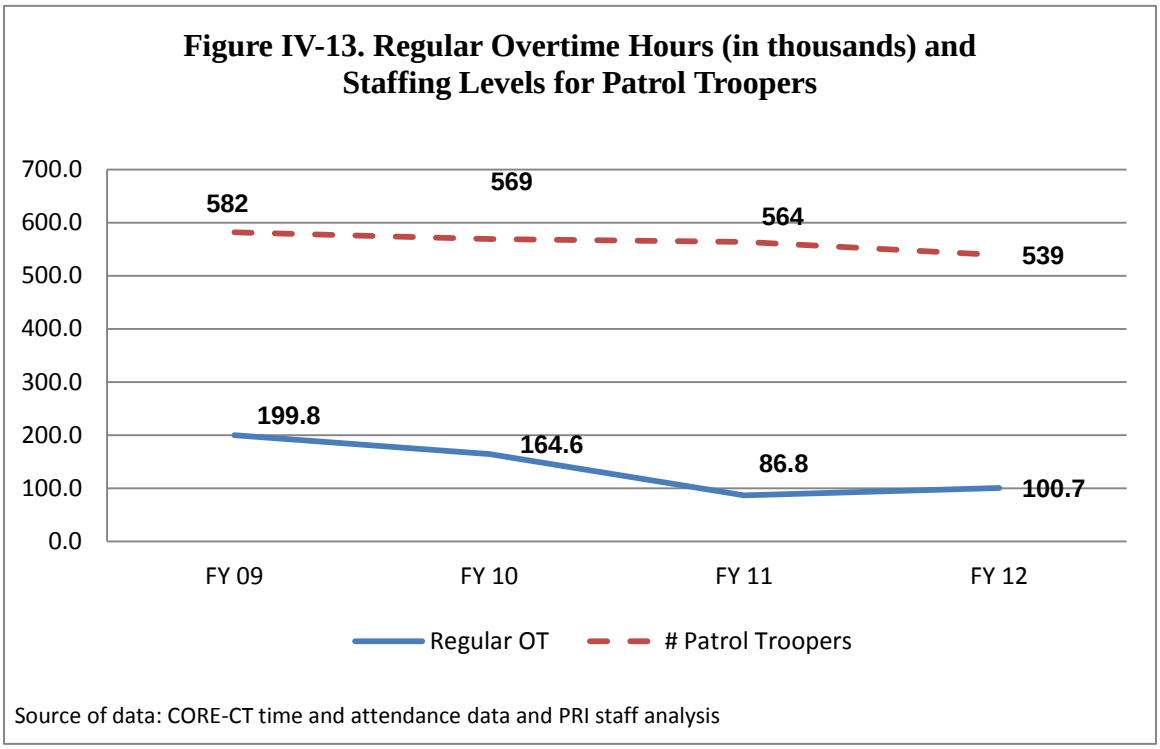


Source of data: CORE-CT time and attendance data and PRI staff analysis

Figure IV-12 shows the relationship between non-management staffing levels and overtime hours (in thousands) for all active (non-light duty) sworn personnel. Although the number of active sworn personnel remained relatively unchanged in FYs 10 and 11, the amount of regular duty overtime was reduced by 288,557 hours (48 percent). CSP personnel interviewed by PRI staff attributed the decrease to a policy decision made to sharply limit overtime.



Patrol shifts must be covered 24 hours per day, 7 days per week. If a trooper is absent for whatever reason, the shift still has to be covered. Figure IV-13 shows the number of regular duty overtime hours for active patrol troopers during FY 09 to FY 12. Although regular duty overtime for patrol troopers declined 57 percent during FY 09 to FY 11, there was a subsequent 16 percent increase in overtime from FY 11 to FY 12. This increase in regular duty overtime for patrol troopers also occurred at the same time there was a loss of 25 active patrol troopers, the biggest staffing level decrease during the four year period.



Overtime by Rank

Table IV-13 shows the number of hours of regular duty overtime worked by rank for FY09 to FY 12. Trooper first class personnel had the highest amount of regular duty overtime, and saw a 36 percent reduction in hours from FY 10 to FY 11.

Table IV-13. Total Regular Duty Overtime Hours by Rank				
Rank	**FY 09**	**FY 10**	**FY 11**	**FY 12**
Trooper Trainee	6,123	3,876	2,229	
Trooper	75,553	77,993	49,637	58,949
Trooper First Class	422,624	369,928	183,319	174,678
Sergeant	138,467	130,729	65,649	61,266
Master Sergeant	9,520	10,025	6,323	5,738
Source of data: CORE-CT time and attendance data and PRI staff analysis				

Average Amount of Overtime Per Officer

Taking into consideration the number of officers within each rank, Table IV-14 shows the average number of regular duty overtime hours per officer within each of the non-management ranks. Consistent with the overtime reduction in regular duty overtime hours shown in Table IV-13, the annual number of overtime hours decreased in FY 10 and FY 11 from 617 hours to 319 hours per trooper first class officer.

Table IV-14. Average Regular Duty Overtime Hours Per Officer				
Rank	**FY 09**	**FY 10**	**FY 11**	**FY 12**
Trooper Trainee	227	194	77	NA
Trooper	367	320	188	222
Trooper First Class	629	617	319	327
Sergeant	729	792	403	393
Master Sergeant	680	835	486	478
Source of data: CORE-CT time and attendance data and PRI staff analysis				

Overtime per Troop

Excluding resident state trooper overtime—which is paid for by the towns—Table IV-15 shows the number of hours of regular duty overtime worked in each of the troops for both sworn and non-sworn personnel. All troops saw a decrease in overtime from FY 09 to FY 12, with the greatest change occurring from FY 10 to FY 11. Troop A and Troop G both had 63 percent drops in overtime, the largest changes from FY 09 to FY 12. Troop F, on the other hand, had a smaller decrease in overtime (26 percent).

Table IV-15. Regular Duty Overtime for All Sworn and Non-Sworn Troop Personnel					
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**	**Pct. Change from FY 09 to FY 12**
A	26,095	26,980	11,061	9,776	-63%
B	15,934	14,669	8,345	10,226	-36%
C	23,033	19,187	10,349	10,643	-54%
D	24,467	19,762	12,125	13,593	-44%
E	26,796	25,120	14,244	18,891	-30%
F	19,610	16,520	11,675	14,517	-26%
G	70,194	56,217	25,756	26,044	-63%
H	31,006	26,495	14,790	20,003	-35%
I	21,877	19,381	10,868	13,106	-40%
K	29,460	25,593	12,254	12,594	-57%
L	20,021	23,758	12,846	10,384	-48%
Total	**308,492**	**273,681**	**144,310**	**159,776**	**-48%**
Source of data: CORE-CT					

Table IV-16 shows the regular duty overtime worked by patrol troopers only.

Table IV-16. Regular Duty Overtime Per Troop for Patrol Troopers				
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**
A	18,276	20,585	8,223	6,721
B	8,473	7,454	4,692	6,278
C	14,851	11,139	6,054	6,157
D	16,455	10,828	8,236	9,127
E	15,711	14,656	8,043	12,020
F	12,464	9,031	7,324	9,797
G	43,976	34,094	13,747	15,716
H	22,916	16,561	9,654	13,387
I	14,268	11,501	6,784	9,383
K	18,966	14,340	7,558	7,563
L	13,465	14,387	6,256	4,540
Total	**199,819**	**164,573**	**86,570**	**100,686**
Source: CORE-CT time and attendance data and PRI staff analysis				

To put this amount of overtime into context, the average number of hours a patrol trooper was available to work in FY 12 was 1,685 hours (see Chapter X on shift relief factors). Dividing the number of overtime hours by 1,685, Table IV-17 shows the number of additional patrol troopers needed in order to avoid any overtime. Of course, illnesses and other reasons for patrol trooper absence cannot be readily predicted; however, Table IV-17 provides a sense of possible patrol trooper shortage if all regular duty overtime was necessary.

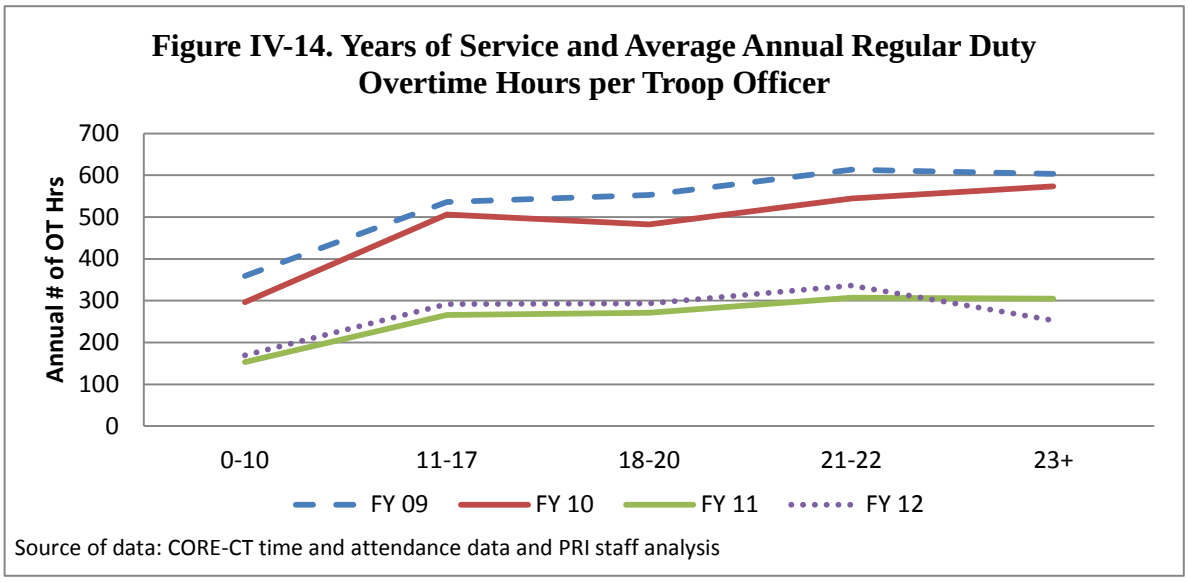
Table IV-17. Number of Additional Patrol Troopers Needed to Avoid Any Overtime				
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**
A	10.8	12.2	4.9	4.0
B	5.0	4.4	2.8	3.7
C	8.8	6.6	3.6	3.7
D	9.8	6.4	4.9	5.4
E	9.3	8.7	4.8	7.1
F	7.4	5.4	4.3	5.8
G	26.1	20.2	8.2	9.3
H	13.6	9.8	5.7	7.9
I	8.5	6.8	4.0	5.6
K	11.3	8.5	4.5	4.5
L	8.0	8.5	3.7	2.7
Total	**118.6**	**97.7**	**51.4**	**59.8**
Source of data: CORE-CT time and attendance data and PRI staff analysis				

Overtime by Years of Service

In interviews with CSP personnel, PRI staff was told of increases in overtime for officers nearing retirement, as a way to maximize pension payments. Table IV-18 shows the categories of years of service and the average number of hours of regular duty overtime for sworn personnel in the troops (excludes resident state trooper program).

Table IV-18. Years of Service and Average Regular Duty Overtime Hours Per Officer				
Years of Service	**FY 09**	**FY 10**	**FY 11**	**FY 12**
0-10	359	296	153	169
11-17	536	506	266	292
18-20	553	482	271	293
21-22	613	544	307	336
23+	603	573	305	253
Total (Average)	**447**	**393**	**211**	**232**
Source of data: CORE-CT time and attendance data and PRI staff analysis				

Figure IV-14 pictorially shows the increase in regular duty overtime hours toward the end of an officer's CSP career for all four fiscal years analyzed.



Dispatch Operator Overtime

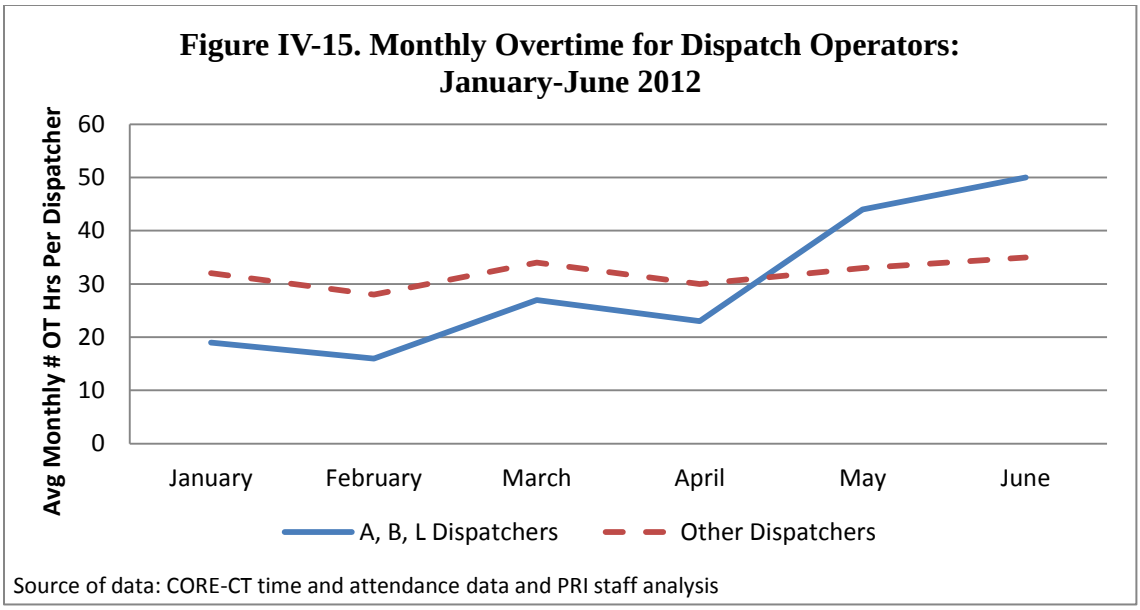
With the recent consolidation of dispatch operations in Troops A, B, and L, there was some question as to whether it resulted in an increase in overtime for dispatch operators. Table IV-19 shows overtime for dispatch operators during January to June 2012, the time before, during, and after which dispatch was consolidated (during April-May 2012).

The average number of overtime hours per dispatcher in Troops A, B, and L more than doubled from January to June. In contrast, dispatch operators outside of the consolidated area saw a fairly steady amount of overtime (Figure IV-15). Overtime for dispatchers in FY 13 may show a different pattern—nevertheless, this increase may be instructive as CSP continues to consolidate dispatch centers.

Table IV-19. Monthly Overtime for Dispatch Operators: January-June 2012

	Jan	Feb	Mar	Apr	May	Jun
Troops A, B, and L						
Hours of Overtime (OT)	288	244	398	344	622	704
# Dispatchers	15	15	15	15	14	14
Avg. # OT Hours per Dispatcher	19	16	27	23	44	50
All Other Dispatchers						
Hours of Overtime	2,144	1,888	2,052	2,072	2,220	2,208
# Dispatchers	68	67	61	68	67	64
Avg. # OT Hours per Dispatcher	32	28	34	30	33	35

Source of data: CORE-CT time and attendance data and PRI staff analysis



Summary

Unlike the minimum staffing level requirements for each troop's minimum number of patrols by shift, and contractual requirements for the number of resident state troopers, there are no minimum staffing requirements for other areas within CSP. The 1997 CSP PAM study—described in the next chapter—assumed an 85-100 percent staffing level for all non-patrol positions within CSP. Clearly, such an application has not been applied in recent years.

While it appears that, at least historically, considerable attention was been given to the number of patrols within each of the troops, no similar attention was given to setting staffing levels outside the troops. Moreover, CSP has told PRI staff that ensuring the daily minimum number of patrols is staffed is the division's first priority.

Consequently, the large decreases seen in many of the specialized units can only be assessed in terms of what, if any, impact these staffing reductions have had on overall performance. Given the current study focus on public and trooper safety related measures, the question can be asked as to whether there has been a deleterious impact on response time, crime clearance rates, safety from crimes and highway accidents, citizen satisfaction with service, and trooper safety as staffing levels in the specialized units—and troop operations as a whole—have declined?

The amount of regular duty overtime that is necessary should be a factor in assessing whether CSP has a sufficient number of personnel. The overtime levels for sworn personnel decreased from FY 09 to FY 11; however, figures appeared to be trending upward in FY 12. Given the time and a half hourly rate for overtime, sustained increases in overtime hours should be weighed against the costs of hiring additional staff. Staffing level changes in both patrol and non-patrol CSP functions and the potential impact on public and trooper safety related measures is the focus of the remainder of this report.

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Chapter V

Response Time

Theory being tested:

As staffing levels **decreased**, response time **increased**

Findings:

- Response time is viewed as the amount of time in minutes between when a 9-1-1 call for service is received by dispatch and the first officer arrives on the scene

- As staffing levels decreased, median response time for 9-1-1 calls overall increased by 1 minute, from 9 minutes in FY 09, to 10 minutes in FYs 10-12

- Despite increased response time, a 1997 CSP goal of at least 50 percent of calls responded to within 15 minutes was still met
  - The decline in the number of 9-1-1 calls may have played a role in maintaining the 15 minute average

- Some police departments set more stringent response times for the most serious types of calls for service, something Connecticut may want to consider for domestic violence and assaults
  - 14 percent of domestic violence calls in the two troops handling the highest volume of such calls, took more than 30 minutes to respond to in FY 12—double the 15 minute average goal used in 1997

Conclusion:

Analyses supported the theory that decreased staffing levels were associated with increased response times; however, current performance still meets a 1997 goal of at least 50 percent of calls responded to within 15 minutes

The Office of Statewide Emergency Telecommunications (OSET) maintains statistics on the number of 9-1-1 calls received by CSP Public Safety Answering Points (PSAPs). During FY 09-FY 12, CSP PSAPs were located in Troops A, B, E, G, H, I, L, and W. There are approximately 106 PSAPs, with most municipalities with their own police departments also having their own PSAPs.

In addition to the number of seconds needed for the dispatch operator to answer the 9-1-1 call, response time is also viewed as the amount of time in minutes between when a call for service is received by dispatch and the first officer arrives on the scene.[49] From the citizen's

[49] Source: Municipal Research and Services Center of Washington website/Police LOS Standards.

perspective, this is the time it takes for an officer to arrive in response to his/her 9-1-1 call. The response time for both of these aspects of 9-1-1 calls are analyzed in this chapter.

Time needed for CSP dispatch centers to answer 9-1-1 calls. The Office of Statewide Emergency Telecommunications (OSET) maintains statistics on the number of 9-1-1 calls received by CSP Public Safety Answering Points (PSAPs). As described in Chapter II, during April-May 2012, the dispatch function for Troops A, B, and L was merged into a single PSAP located at Troop L. Calls for the other troops are received and dispatched from other PSAPs.

Although dispatch operators are civilians, from the public's perspective, this is the initial contact with CSP. Further, sworn personnel may answer 9-1-1 calls and otherwise assist civilian dispatchers in handling the police aspects of 9-1-1 calls.

This section examines emergency call response time in terms of how long it took the CSP dispatch centers to answer 9-1-1 calls. Quarterly information from OSET for the period of July 2008 to June 2012 (FY 09-FY 12) was analyzed including number of 9-1-1 calls:

- received;
- answered within 10 seconds (national standard);
- answered and not transferred; and
- abandoned (by caller after more than 10 seconds).

Number of 9-1-1 calls received by CSP PSAPs. Table V-1 shows the number of 9-1-1 calls received by each CSP PSAP. Note the 9-1-1 call decreases in FY 12 for Troop A and Troop B are due to the merged dispatch with Troop L, which saw an increase during the year. Overall, 9-1-1 calls received by the CSP PSAPs increased by seven percent from FY 09 to FY 12.

Table V-1. Number of 9-1-1 Calls Received by CSP PSAPs

Troop	FY 09	FY 10	FY 11	FY 12
A	58,974	60,873	66,095	58,766
B	5,307	4,768	5,150	4,231
E	36,466	39,781	40,478	38,804
G	205,016	208,595	212,022	222,251
H	150,392	126,722	135,075	144,453
I	90,423	89,652	98,582	104,338
L	7,557	7,414	7,809	21,228
W	2,198	1,935	2,298	2,353
Total	**556,333**	**539,740**	**567,509**	**596,424**

Source: Office of Statewide Emergency Telecommunications (OSET)

Percent of 9-1-1 calls answered within 10 seconds by CSP PSAPs. Table V-2 shows the percent of 9-1-1 calls that were answered by dispatch within 10 seconds of the call ringing. Connecticut has adopted the national standard of answering 90 percent of all 9-1-1 calls within

10 seconds.[50] Table V-2 shows there were just two times during this four year period where the percent answered within 10 seconds fell below 90 percent, both of which occurred for Troop H, the PSAP with the second highest call volume. Overall, the CSP PSAPs continue to answer 9-1-1 calls in a timely fashion despite the seven percent increase in calls.

Table V-2. Percent of 9-1-1 Calls Answered Within 10 Seconds by CSP PSAPs				
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**
A	94.0%	94.9%	95.2%	94.0%
B	97.1%	97.6%	98.2%	97.8%
E	98.0%	97.8%	98.2%	98.2%
G	91.3%	91.3%	92.0%	93.3%
H	83.9%	98.8%	89.7%	90.8%
I	90.6%	93.4%	93.7%	96.2%
L	98.4%	97.9%	97.8%	96.9%
W	98.5%	99.2%	98.9%	98.8%
Total	**94.0%**	**96.4%**	**95.5%**	**95.7%**
Source of data: Office of Statewide Emergency Telecommunications (OSET) and PRI staff analysis				

Percent of calls answered and not transferred by CSP PSAPs. A CSP PSAP can either respond to a 9-1-1 call directly, or answer the call and transfer it to a municipal police department. Table V-3 shows the percent of calls that could be addressed by CSP PSAPs and were not transferred to local police departments. Approximately two-thirds of 9-1-1 calls received by CSP PSAPs were responded to directly by CSP, and one-third were transferred to local police departments.

Table V-3. Percent of Calls Answered and Not Transferred by CSP PSAPs				
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**
A	53.2%	53.1%	52.3%	53.0%
B	69.3%	71.5%	70.5%	64.8%
E	66.6%	69.3%	69.1%	68.5%
G	57.8%	57.4%	59.0%	59.9%
H	54.2%	52.7%	58.8%	57.9%
I	64.2%	56.3%	59.3%	55.0%
L	81.5%	80.0%	79.3%	62.4%
W	79.1%	81.1%	82.2%	80.7%
Total	**65.8%**	**65.2%**	**66.3%**	**62.8%**
Source of data: Office of Statewide Emergency Telecommunications (OSET) and PRI staff analysis				

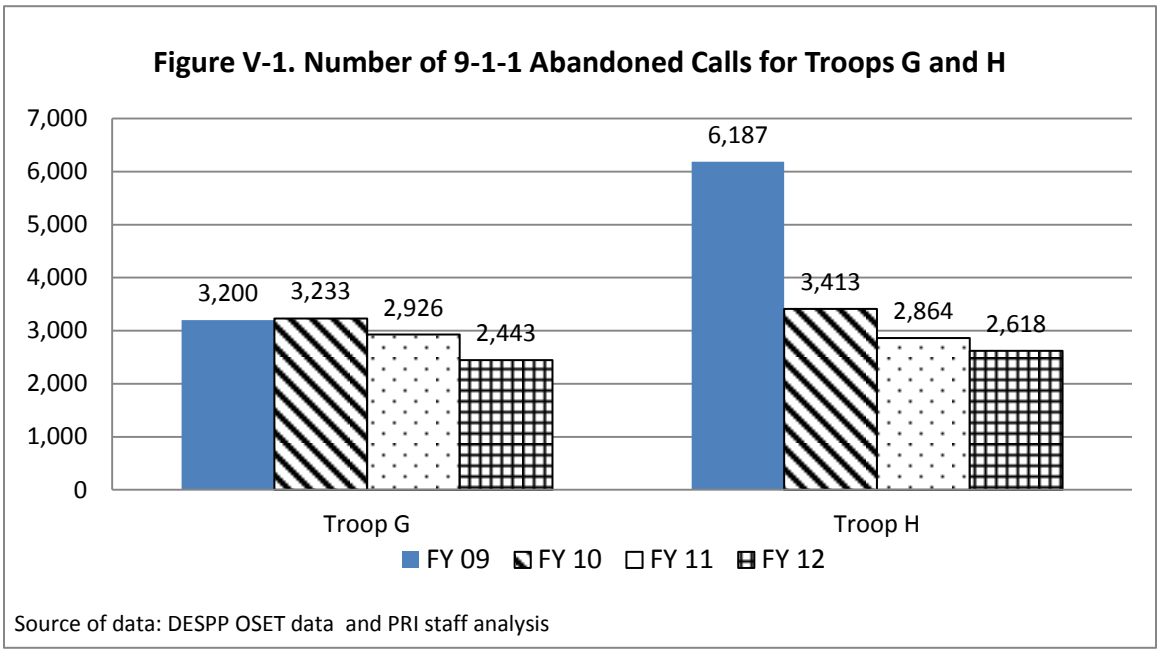
Number of abandoned calls to CSP PSAPs. Table V-4 shows the number of abandoned calls—that is, calls where either the caller hung up within 10 seconds of placing the call, or had hung up by the time the dispatch operator got to a call more than 10 seconds after the call began

[50] National Emergency Number Association (NINA), U.S. Department of Justice, Bureau of Justice Statistics, September 1980.

ringing. In FY 09, approximately 2.1 percent of 9-1-1 calls to CSP PSAPs were considered abandoned calls, compared with 1.2 percent in FY 12.

Table V-4. Number of Abandoned Calls to CSP PSAPs				
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**
A	484	461	569	612
B	23	14	8	38
E	106	119	84	111
G	3,200	3,233	2,926	2,443
H	6,187	3,413	2,864	2,618
I	1,904	1,063	1,176	1,210
L	9	10	23	140
W	8	4	5	10
Total	**11,921**	**8,317**	**7,655**	**7,182**
Source of data: DESPP Office of Statewide Emergency Telecommunications (OSET) and PRI staff analysis				

Figure V-1 shows the improvement in the number of abandoned calls for the two CSP PSAPs with the greatest number of such calls, Troops G and H, both "highway" troops.



Time Until CSP Officer Arrives at the Incident

This section examines response time in terms of the amount of time in minutes between when a 9-1-1 call for service is received by dispatch and the first officer arrives on the scene. Analyses of response time use the average response time or percent of calls that fall into

categories of response time. The Bureau of Justice Statistics,[51] for example, divides response times into such categories as:

- within 5 minutes;
- 6-10 minutes;
- 11 minutes-1 hour;
- within 1 day; and
- longer than one day.

Many calls for service are not of an urgent nature. Response time for urgent, emergency calls may be separated from all other calls for service. The advantages of a rapid response to emergency 9-1-1 calls is thought to be a reduction or elimination of the risk of injury or death to victims, reduction in public safety risk, and increase in the probability of apprehending a criminal before leaving the scene of the crime.[52]

As noted by the U.S. Department of Justice, providing rapid response times to emergencies (e.g., crimes in progress, accidents with injuries) is a significant challenge when a police department is responsible for a broad geographic area and has a limited number of officers.[53] This is a challenge faced by CSP overall, and some of the more rural troops in particular.

Standards for Police Response Time

As pointed out in one police staffing study, response time to the highest-priority calls must be as rapid as possible, with highest-priority calls including those which "…pose a danger to the lives of citizens and/or police officers and those which present opportunity to capture and arrest an alleged offender."[54] Several studies reviewed by PRI mentioned the lack of clear standards for police response times, although some referenced a generally accepted standard among police to respond to priority (the most serious) calls within five minutes.[55] One reason for a lack of national response time standards is that the perception of what is acceptable is impacted by public expectations.

A police staffing methodology, called the Police Allocation Manual (or "PAM"), was developed in 1991 for the National Highway Traffic Safety Administration by the Traffic Institute of Northwestern University. It is a methodology that can be used to determine the number of personnel needed for police traffic and other patrol services. In the 1997 PAM Study of CSP, a policy decision was made by CSP to define a 15 minute average response time for each troop. The 15 minute standard was considered reasonable given the large geographic areas to be patrolled, and also is fairly close to the average response time of 13.33 minutes in the PAM

[51] Criminal Victimization, 2010, Bureau of Justice Statistics, Jennifer Truman, September 15, 2011 NCJ 235508.
[52]Glendale Police Staffing Study 2010: City of Glendale Arizona.
[53]Guidelines for Starting and Operating a new Police Department, U.S. Department of Justice, Office of Community Oriented Policing Services (COPS), by Deborah Spence, Barbara Webster, and Edward Connors.
[54]Glendale Police Staffing Study 2010: City of Glendale Arizona.
[55]E.g., Glendale Police Staffing Study 2010: City of Glendale Arizona; Oro Valley Police Department Police Officer Staffing Report, February 7, 2007.

model.[56] The CSP do not currently have a standard response time goal; however, the goal set in 1997 was applied to current information in this study given the absence of a more recent goal.

A standard 15 minute average response time is more stringent than the 16.7 minute average response time goal set by the Virginia State Police for FYs 11 and 12.[57] In calculations, the Virginia State Police only included incidents that were of an emergency priority and handled by a field operations unit (i.e., a troop in Connecticut).

Overall CSP response times. Similar to the Bureau of Justice Statistics, PRI staff developed response time categories for the current CSP analyses. The response time categories allow for comparisons with 5 minute and 15 minute goals or standards.

The CSP CAD system (Computer Aided Dispatch) contains information on each "call for service." The source of the call as entered into CAD is shown in Table V-5. Analysis of response time is applicable to 9-1-1 calls, but not to other types of calls: for example, all officer-initiated assistance has a zero response time. Sometimes multiple officers respond to the same incident or call for service, and the CAD system generates an additional line of data for each such occurrence. While some analyses examined the number of officers responding to a particular type of incident (e.g., a domestic violence related call, which requires at least two officers according to the Administration and Operations Manual), the same incident, regardless of the number of times it was recorded in the CAD system, was counted as a single incident.[58]

Table V-5. Source of CAD Calls for Service

Source of Call For Service	Annual Average during FY 09-FY 12	Percent
9-1-1 Calls	236,579	34.3%
Officer Initiated	452,525	65.6%
Walk-In	855	0.1%
Alarm	392	0.1%
Total	**690,350**	**100%**
Source of data: CSP CAD data and PRI staff analysis		

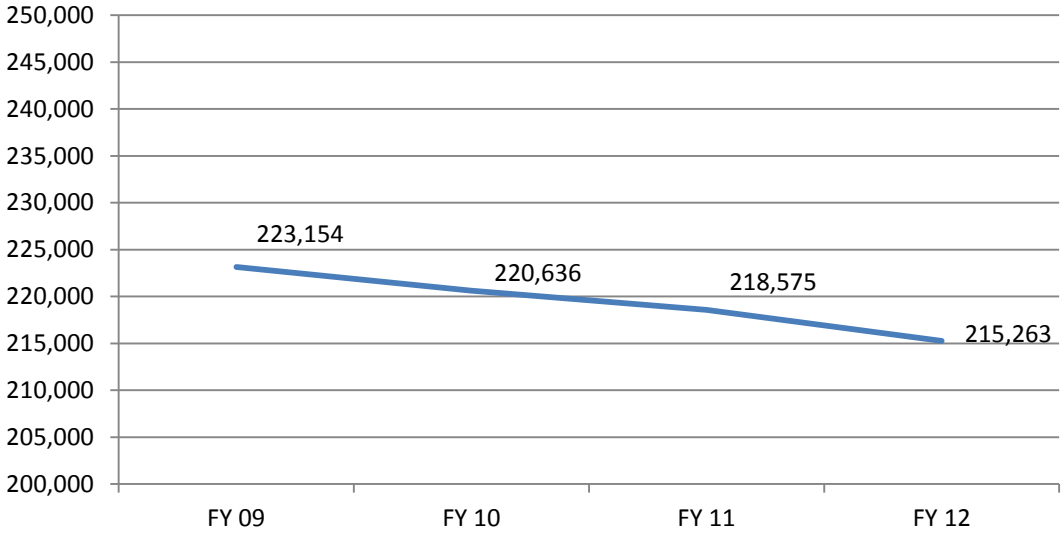
Table V-6 shows the response times for 9-1-1 calls to CSP for FY09-FY12.[59] Response times were for all troops, the Traffic Services Unit, and Headquarters.[60] There was a statistically significant increase in response time from FY 09 to FY 12. However, despite this increase, two-thirds of calls—between 67-68 percent— were responded to within 15 minutes for all four years, thereby meeting the 15 minute CSP average response time goal used in 1997.

[56]PAM 1997 Study of Connecticut State Police.
[57]Virginia Department of State Police Strategic Plan 2010-2012.
[58]A different data source (the OSET data system) was used for the earlier analysis in this chapter on the number of seconds needed for dispatch operators to answer 9-1-1 calls. Total numbers of 9-1-1 calls in the OSET and CAD systems differ due to duplicate counts of the same incident occurring in the OSET system.
[59] Officer initiated incidents and administrative tasks included in CAD were excluded from this analysis.
[60]According to CSP CAD/RMS Field Technology Unit personnel, "Headquarters" refers to all units CSP sworn personnel are assigned to, excluding the troops and the Traffic Services Unit. Regardless of assignment, the unit personnel further clarified that calls for service could be responded to by an off-duty officer, and one on General Patrol (1/2 hour pre- and post- shift).

Table V-6. CSP Response Time: FY 09-FY 12				
Response Time	**FY 09**	**FY 10**	**FY 11**	**FY 12**
1-5 minutes	33%	32%	31%	31%
6-10 minutes	21%	22%	22%	22%
11-15 minutes	14%	14%	14%	14%
Subtotal	**68%**	**68%**	**67%**	**67%**
16-20 minutes	8%	9%	9%	9%
21-25 minutes	5%	5%	5%	5%
26-30 minutes	3%	4%	4%	4%
31-45 minutes	6%	6%	6%	6%
46-60 minutes	3%	3%	3%	3%
1-2 hours	3%	3%	4%	4%
More than 2 hours	3%	3%	3%	3%
Total calls with response time	172,143	171,212	171,187	171,295
Total Calls	**223,154**	**220,636**	**218,575**	**215,263**
Source of data: CSP CAD data and PRI staff analysis				

Decrease in 9-1-1 calls. The overall number of 9-1-1 calls for service shows a downward trend, decreasing by 3.5 percent from FY 09 to FY 12 (Figure V-2). This decline in calls for service softens the impact of the 11 percent decrease in CSP sworn officers, and 4 percent decrease in active patrol and resident state troopers, in particular.

Figure V-2. Number of 9-1-1 Calls for Service



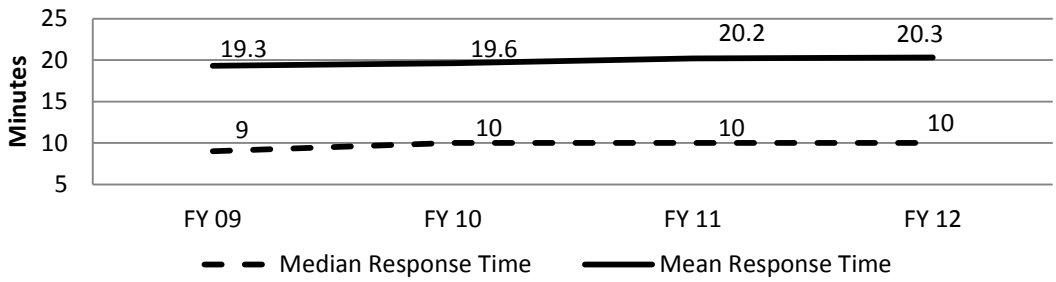
Source of data: CSP CAD data and PRI staff analysis

Figure V-3 shows the mean and median[61] response times for 9-1-1 calls. The overall response rate for these 9-1-1 calls for service shows that, despite the increasing trend in response

[61] The median is the middle-most score, with half the scores falling above this figure and half falling below this figure.

time, half the calls were responded to within 10 minutes, comfortably below the 15 minute CSP guideline (used in 1997) for half the calls.

Figure V-3. Mean and Median Response Time for 9-1-1 Calls for Service (in Minutes)



Source of data: CSP CAD data and PRI staff analysis

Troop response times. Table V-7 shows the percent of 9-1-1 calls that were responded to within 15 minutes for each of the troops. In all instances, at least 50 percent of calls were responded to within 15 minutes. Examining the change from FY 09 to FY 12, some troops improved by having a higher percent of calls responded to within 15 minutes (Troops E and G); however, most troops lost ground, and had a lower percent of calls responded to within 15 minutes (Troops A, B, C, D, F, K, and L).

Table V-7. Percent of 9-1-1 Calls Responded to by Troop Within 15 Minutes

Troop[1]	FY 09	FY 10	FY 11	FY 12	Change from FY 09 to FY 12
A	73%	73%	73%	71%	-3%
B	56%	55%	55%	51%	-7%
C	63%	61%	61%	60%	-5%
D	56%	51%	50%	50%	-12%
E	68%	70%	69%	69%	+1%
F	69%	68%	65%	64%	-7%
G	68%	70%	68%	69%	+1%
H	77%	77%	76%	77%	No change
I	72%	73%	71%	72%	No change
K	58%	56%	54%	56%	-3%
L	69%	70%	67%	66%	-4%
Total	**67%**	**67%**	**66%**	**66%**	**-1%**

[1]Excludes Troop W, a federally funded airport security troop that merged into Troop H in March 2012
Source of data: CSP CAD data and PRI staff analysis

While Troop H had the highest percent of calls responded to within 15 minutes (77 percent) in FY 12, Troop D had just half of responses within 15 minutes. Geographic and population differences likely contribute to these differences (Table V-8). A later analysis will examine the role that staffing level may play in response time.

Table V-8. Geographic and Population Differences					
Troop	**2010 Population**	**Population Density***	**State Highway Miles Covered**	**Municipalities with Own PDs (within the troop area)**	**% of Calls Responded to Within 15 Minutes**
D	88,843 (2nd lowest)	199 (2nd lowest)	293 (4th lowest)	1 out of 13	50%
H	819,431 (highest)	1,343 (3rd highest)	773 (highest)	24 out of 25	77%
*Density=population per square mile Source: 2000 & 2010 Census Data					

Response times for different incidents. In analyzing response times, the type of call being responded to must be taken into consideration. As noted in the guidelines for starting and operating a new police department,[62] true emergencies will require a more rapid response than non-emergency types of calls. Although there is not a formal system for prioritizing 9-1-1 calls handled within the CSP dispatch system, there are types of calls that are generally understood to be of high priority: accidents with fatalities or injuries, domestic violence, robbery, assault, and untimely deaths.[63] The response times for each of these types of calls are analyzed in this section.

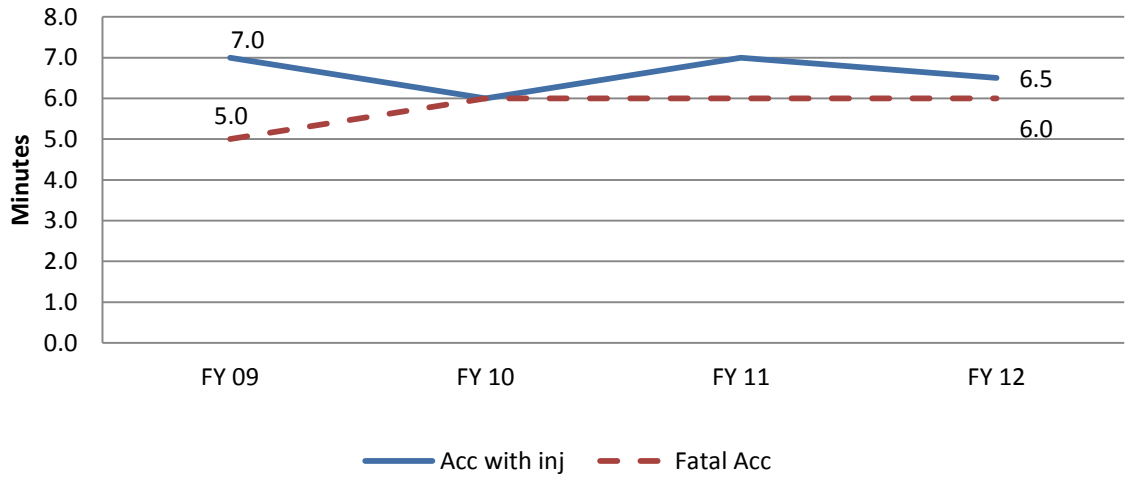
Response Time for Calls of Highway Accidents with Non-Fatal Injuries

Figure V-4 shows the median annual response times for highway accidents with nonfatal injuries and accidents with fatal injuries. On average, the response time for accidents with non-fatal injuries improved somewhat, although the response time for fatal accidents became somewhat longer.

[62] Guidelines for Starting and Operating a New Police Department, U.S. Department of Justice, Office of Community Oriented Policing Services (COPS), by Deborah Spence, Barbara Webster, and Edward Connors (2006).

[63] At an informational forum held by PRI on May 3, 2013, the CSP commanding officer noted that, as a result of this study, CSP was activating a technical capability in its CAD system that would show call prioritization.

Figure V-4. Median Response Time for Accidents with Injuries and Fatalities



Source of data: CSP CAD data and PRI staff analysis

Table V-9 breaks out response time for accidents with non-fatal injuries into categories. More than half the response times for such accidents occurred within 15 minutes, ranging from 83-86 percent. Overall, the number of accidents with non-fatal injuries decreased by 13 percent from FY 09 to FY 12.

Table V-9. CSP Response Time for Accidents with Injuries –Not Fatal: FY 09-FY 12				
Response Time	**FY 09**	**FY 10**	**FY 11**	**FY 12**
1-5 minutes	39%	42%	41%	42%
6-10 minutes	29%	30%	29%	30%
11-15 minutes	15%	14%	15%	14%
Subtotal	**83%**	**86%**	**85%**	**86%**
16-20 minutes	7%	6%	7%	7%
21-25 minutes	4%	3%	3%	3%
26-30 minutes	2%	2%	2%	1%
31-45 minutes	2%	2%	2%	1%
46-60 minutes	1%	1%	1%	0%
1-2 hours	0%	1%	1%	1%
More than 2 hours	1%	0%	0%	0%
Total calls with response time	**2,811**	**2,587**	**2,502**	**2,433**
Source of data: CSP CAD data and PRI staff analysis				

Response Time for Calls of Highway Accidents with Fatal Injuries

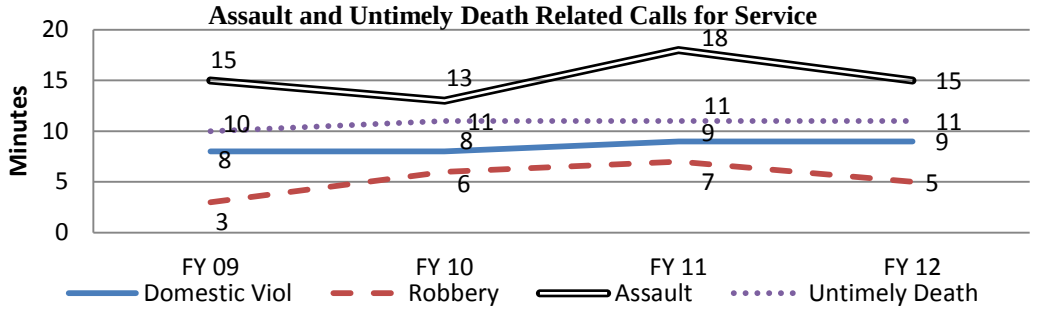
Table V-10 breaks out fatal accident response times into the same 10 categories. As was the case with accidents with non-fatal injuries, much more than three-quarters were responded to within 15 minutes, ranging from 90-96 percent.

Table V-10. CSP Response Time for Accidents with Injuries –Were Fatal: FY 09-FY 12				
Response Time	**FY 09**	**FY 10**	**FY 11**	**FY 12**
1-5 minutes	51%	46%	49%	43%
6-10 minutes	36%	32%	30%	34%
11-15 minutes	9%	15%	11%	13%
Subtotal	**96%**	**93%**	**90%**	**90%**
16-20 minutes	1%	2%	4%	5%
21-25 minutes	1%	2%	2%	3%
26-30 minutes	0%	1%	2%	1%
31-45 minutes	3%	1%	0%	1%
46-60 minutes	0%	0%	0%	1%
1-2 hours	0%	0%	0%	0%
More than 2 hours	0%	1%	1%	0%
Total calls with response time	**115**	**142**	**118**	**103**
Source of data: CSP CAD data and PRI staff analysis				

Response Times for Other Serious Types of Calls

Figure V-5 shows the median response time for other serious types of calls including domestic violence, robbery, assault, and untimely death. Note that CSP infrequently responded to robberies, ranging from 27-33 incidents annually for FYs 09-12.

Figure V-5. Median Response Time for Domestic Violence, Robbery, Assault and Untimely Death Related Calls for Service



Source of data: CSP CAD data and PRI staff analysis

Response times for these other types of serious calls are now described in greater detail.

Response Time for Calls of Domestic Violence

Table V-11 shows domestic violence response times for FYs 09-12. The overall number of calls related to domestic violence increased from FYs 09-12 by 20 percent.

The response time for domestic violence calls has increased from FY 09 to FY 12. While 81 percent of domestic violence calls were responded to within 15 minutes in FY 09, the percentage decreased to 75 percent in FY 12. However, using the 15 minute standard of 1997, more than half of domestic violence related calls were responded to within 15 minutes.

PRI is unaware of a different standard or goal for response time for domestic violence calls; however, the public may find it unacceptable to have a certain percent of such calls responded to, for example, more than one hour after help was requested. A later analysis examines response time for domestic violence calls in greater detail.

Table V-11. CSP Response Time for Domestic Violence Calls for Service: FY 09-FY 12				
Response Time	**FY 09**	**FY 10**	**FY 11**	**FY 12**
1-5 minutes	35%	32%	29%	33%
6-10 minutes	28%	29%	28%	25%
11-15 minutes	18%	16%	18%	17%
Subtotal	**81%**	**77%**	**75%**	**75%**
16-20 minutes	6%	8%	7%	8%
21-25 minutes	3%	3%	5%	4%
26-30 minutes	2%	3%	3%	2%
31-45 minutes	3%	4%	4%	5%
46-60 minutes	1%	2%	2%	3%
1-2 hours	1%	2%	2%	3%
More than 2 hours	1%	2%	1%	1%
Total calls with response time	**788**	**906**	**855**	**944**
Source of data: CSP CAD data and PRI staff analysis				

Response Time for Calls of Assaults

Table V-12 breaks out the response time for calls coming in as incidents of assault. There was no statistically significant change in response time for assault calls. Assault response times occurred within 15 minutes approximately 50 percent of the time, dipping below to 46 percent in FY 11. Note the number of assault related calls has declined by 29 percent from FYs 09-12. In FY 11, when response time fell below 50 percent, one-third of such calls were responded to more than 30 minutes from the time the 9-1-1 call was placed. A later analysis examines response time for assault calls in greater detail.

Table V-12. CSP Response Time for Assault Calls for Service: FY 09-FY 12				
Response Time	**FY 09**	**FY 10**	**FY 11**	**FY 12**
1-5 minutes	22%	22%	24%	22%
6-10 minutes	16%	18%	12%	16%
11-15 minutes	12%	14%	10%	12%
Subtotal	**50%**	**54%**	**46%**	**50%**
16-20 minutes	10%	7%	10%	8%
21-25 minutes	8%	7%	7%	9%
26-30 minutes	6%	4%	4%	5%
31-45 minutes	10%	10%	14%	9%
46-60 minutes	4%	6%	7%	5%
1-2 hours	9%	7%	8%	9%
More than 2 hours	3%	5%	4%	5%
Total calls with response time	**532**	**513**	**418**	**379**
Source of data: CSP CAD data and PRI staff analysis				

Response Time for Calls of Robberies

Table V-13 shows the response time for robberies. Although trending toward the direction of increasing response time, there was not a statistically significant increase in response time for robberies from FY 09 to FY 12. These types of calls are quite infrequent for CSP. However, in all four years examined, response rate was well below the 15 minute average set in 1997, occurring from 83 to 96 percent of the time.

Table V-13. CSP Response Time for Robbery Calls for Service: FY 09-FY 12				
Response Time	**FY 09**	**FY 10**	**FY 11**	**FY 12**
1-5 minutes	78%	46%	40%	52%
6-10 minutes	7%	38%	40%	33%
11-15 minutes	11%	8%	3%	6%
Subtotal	**96%**	**92%**	**83%**	**91%**
16-20 minutes	0%	3%	11%	3%
21-25 minutes	0%	0%	3%	0%
26-30 minutes	0%	0%	0%	0%
31-45 minutes	0%	0%	0%	6%
46-60 minutes	0%	3%	3%	0%
1-2 hours	4%	3%	0%	0%
More than 2 hours	0%	0%	0%	0%
Total calls with response time	**27**	**37**	**37**	**33**
Source of data: CSP CAD data and PRI staff analysis				

Response Time for Calls of Untimely Deaths/Homicides

Table V-14 shows the response time for calls received about an untimely death. There was no statistically significant change in response time for untimely deaths. More than half the response times occurred within 15 minutes, ranging from 60 to 67 percent. The number of calls relating to untimely deaths decreased by six percent from FY 09 to FY 12.

Table V-14. CSP Response Time for Untimely Death Calls for Service: FY 09-FY 12				
Response Time	**FY 09**	**FY 10**	**FY 11**	**FY 12**
1-5 minutes	24%	19%	24%	24%
6-10 minutes	26%	29%	26%	21%
11-15 minutes	14%	19%	16%	15%
Subtotal	**64%**	**67%**	**66%**	**60%**
16-20 minutes	15%	12%	9%	16%
21-25 minutes	8%	6%	11%	8%
26-30 minutes	4%	9%	6%	6%
31-45 minutes	5%	3%	6%	6%
46-60 minutes	1%	1%	0%	2%
1-2 hours	1%	1%	1%	0%
More than 2 hours	1%	0%	1%	1%
Total calls with response time	**242**	**241**	**271**	**227**
Source of data: CSP CAD data and PRI staff analysis				

Additional analyses for domestic violence and assault related calls. At different times, the Connecticut legislature has focused attention on police response to domestic violence calls, including response time. While CSP has not set a response time standard for domestic violence 9-1-1 calls, there is a particular societal concern that victims of domestic violence be reached in a "timely" manner. Table V-15 shows the number of 9-1-1 calls related to domestic violence responded to by each troop, sworn personnel from two different troops, Headquarters, and Other, which includes Troop W and the Traffic Services Unit.

Table V-15. Number of Calls for Service Related to Domestic Violence by Troop: FY 09-FY 12

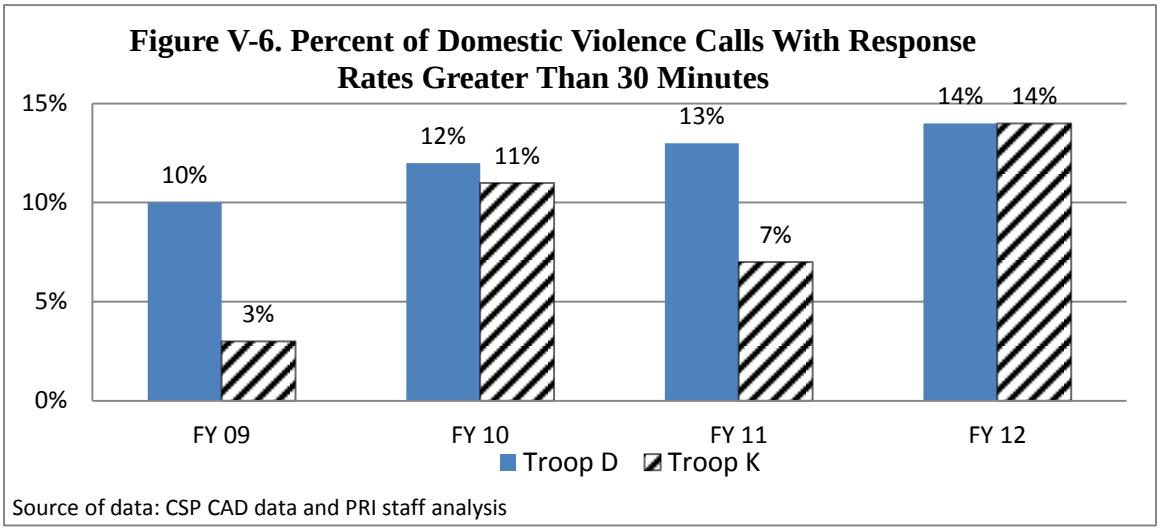
Troop/Other	FY 09	FY 10	FY 11	FY 12
A	130	138	100	55
B	57	54	59	55
C	81	73	47	39
D	74	160	157	190
E	47	64	86	107
F	13	27	26	67
G	12	3	5	14
H	28	46	30	46
I	26	20	25	45
K	94	73	91	160
L	90	96	115	80
Two Different Troops	122	122	87	66
Headquarters	101	80	82	74
Other	11	6	5	3
Total	**886**	**962**	**915**	**1,001**

Headquarters = CSP sworn personnel assigned to all other units except for troops and Traffic Services Unit
Other = Troop W and Traffic Services Unit
Source of data: CSP CAD data and PRI staff analysis

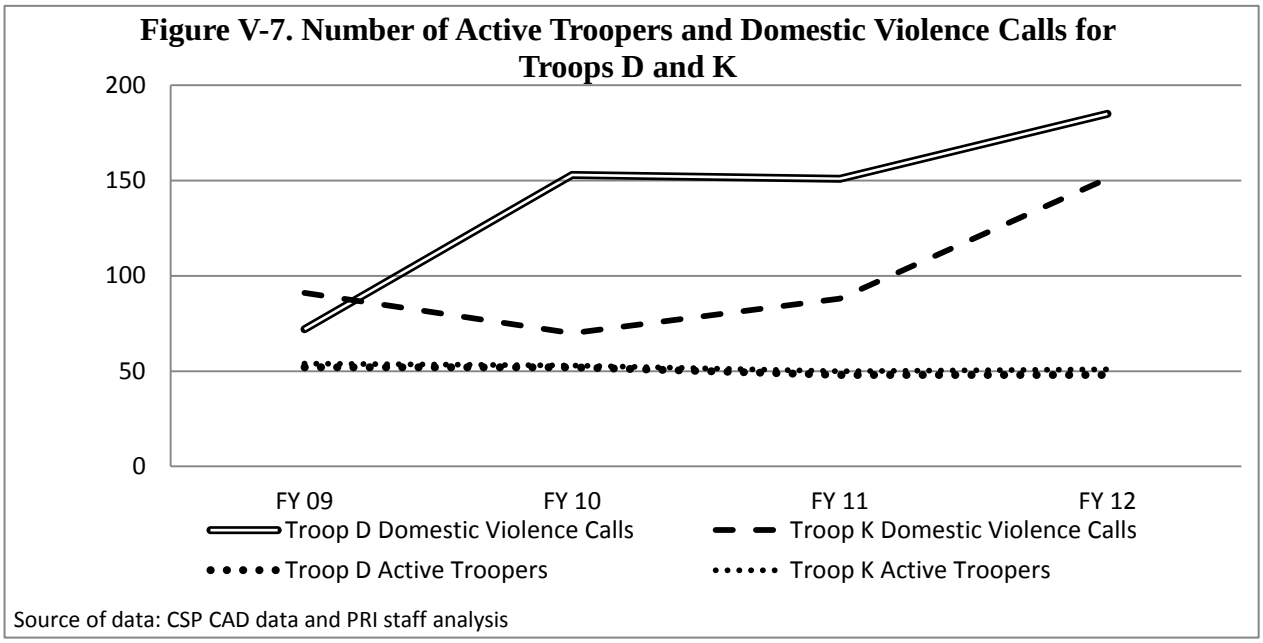
Troops D and K have the largest number of such calls. Table V-16 shows the response times for these two troops.

Table V-16. Troops D and K Response Time to Domestic Violence 9-1-1 Calls: FY 09-FY 12				
Response Time	**FY 09**	**FY 10**	**FY 11**	**FY 12**
Troop D				
1-5 minutes	24%	28%	30%	26%
6-10 minutes	33%	26%	17%	26%
11-15 minutes	21%	12%	17%	20%
Subtotal	**78%**	**66%**	**64%**	**72%**
16-20 minutes	4%	12%	11%	6%
21-25 minutes	7%	6%	7%	5%
26-30 minutes	1%	5%	5%	3%
31-45 minutes	1%	6%	6%	6%
46-60 minutes	3%	2%	2%	4%
1-2 hours	3%	3%	4%	4%
More than 2 hours	3%	1%	1%	0%
Total calls with response time	72	153	151	185
Troop K				
1-5 minutes	22%	30%	15%	29%
6-10 minutes	32%	36%	32%	22%
11-15 minutes	30%	10%	23%	18%
Subtotal	**84%**	**76%**	**70%**	**69%**
16-20 minutes	7%	7%	14%	12%
21-25 minutes	4%	1%	9%	3%
26-30 minutes	2%	4%	0%	2%
31-45 minutes	2%	3%	2%	6%
46-60 minutes	1%	0%	3%	4%
1-2 hours	0%	7%	2%	3%
More than 2 hours	0%	1%	0%	1%
Total calls with response time	**91**	**70**	**88**	**151**
Source of data: CSP CAD data and PRI staff analysis				

Figure V-6 shows the percent of domestic violence calls that were responded to more than 30 minutes after the 9-1-1 calls were made. Troop K showed an especially big change from FY 09 to FY 12, with the number of domestic violence calls responded to more than 30 minutes—twice the average 15 minute response time—after receipt of the 9-1-1 call more than quadrupling.



Troops D and K relationship between response time and staffing levels. The number of active troopers in both Troops D and K declined during this four year period by 6 to 8 percent, translating into a decrease of three to four troopers per troop. Figure V-7 shows the staffing levels in relation to the number of domestic violence calls for Troops D and K. The greater percent of domestic violence calls with response times of more than 30 minutes is likely associated with the increase in domestic violence calls coupled with the decrease in troopers.



Assaults. Table V-17 shows the number of 9-1-1 calls related to assaults responded to by each troop, sworn personnel from two different troops, Headquarters, or other units.

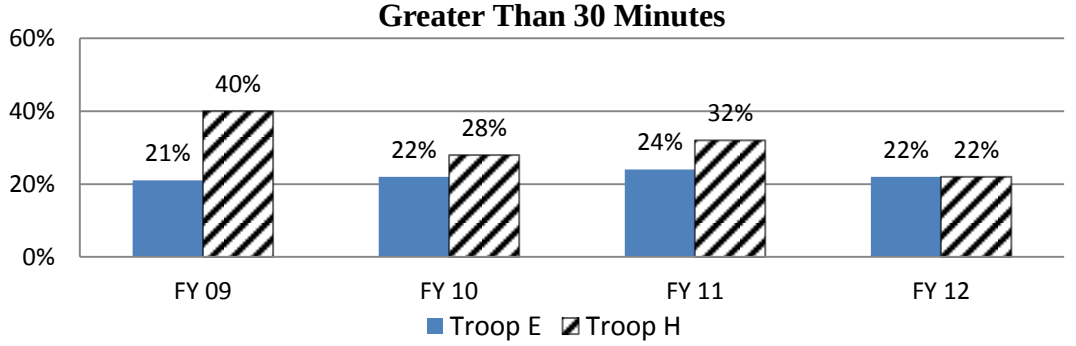
Table V-17. Number of Calls for Service Related to Assaults: FY 09-FY 12				
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**
A	43	64	47	40
B	16	19	12	11
C	38	34	23	35
D	21	20	26	18
E	88	90	52	72
F	41	22	23	16
G	25	22	26	25
H	63	70	53	63
I	55	71	67	59
K	35	32	30	13
L	42	30	27	29
Two Different Troops	55	38	23	11
Headquarters	69	40	36	14
Other	7	5	3	2
Total	**598**	**557**	**448**	**408**

Headquarters = CSP sworn personnel assigned to all other units except for troops and Traffic Services Unit
Other = Troop W and Traffic Services Unit
Source of data: CSP CAD data and PRI staff analysis

Troops E and H had the largest number of such calls in FY 12, and Table V-18 shows their response times for calls that had response time information.[64] Troop E, which includes the casino areas, responded to assault calls within 15 minutes more than half the time during FYs 09-12, ranging from 57-62 percent. Troop H responded to assault calls within 15 minutes for at least half such calls in two of the four years (FY10 and FY 12).

Figure V-8 shows the percent of assault calls that were responded to in at least double the 15 minute response time—more than 30 minutes after the 9-1-1 call was made. While Troop E has a relatively stable 21-24 percent of assault related calls responded to in more than 30 minutes, variability is much greater for Troop H, ranging from 22-40 percent of such calls being responded to in more than 30 minutes.

Figure V-8. Percent of Assault Calls With Response Rates Greater Than 30 Minutes



Source of data: CSP CAD data and PRI staff analysis

[64] Some calls for service were missing response time data and, therefore, were excluded from response time analyses.

Table V-18. Troops E and H Response Time to Assault 9-1-1 Calls: FY 09-FY 12				
Response Time	**FY 09**	**FY 10**	**FY 11**	**FY 12**
Troop E				
1-5 minutes	31%	24%	39%	25%
6-10 minutes	16%	17%	12%	22%
11-15 minutes	10%	16%	10%	15%
Subtotal	**57%**	**57%**	**61%**	**62%**
16-20 minutes	12%	8%	8%	9%
21-25 minutes	7%	6%	6%	7%
26-30 minutes	2%	6%	0%	0%
31-45 minutes	6%	5%	10%	10%
46-60 minutes	5%	5%	6%	6%
1-2 hours	8%	6%	6%	3%
More than 2 hours	2%	6%	2%	3%
Total calls with response time	83	82	49	68
Troop H				
1-5 minutes	13%	11%	20%	20%
6-10 minutes	13%	32%	8%	17%
11-15 minutes	10%	11%	10%	18%
Subtotal	**36%**	**54%**	**38%**	**55%**
16-20 minutes	11%	8%	10%	8%
21-25 minutes	6%	3%	6%	12%
26-30 minutes	6%	8%	12%	3%
31-45 minutes	16%	12%	10%	7%
46-60 minutes	3%	5%	10%	7%
1-2 hours	15%	6%	10%	8%
More than 2 hours	6%	5%	2%	0%
Total calls with response time	**62**	**65**	**49**	**60**
Source of data: CSP CAD data and PRI staff analysis				

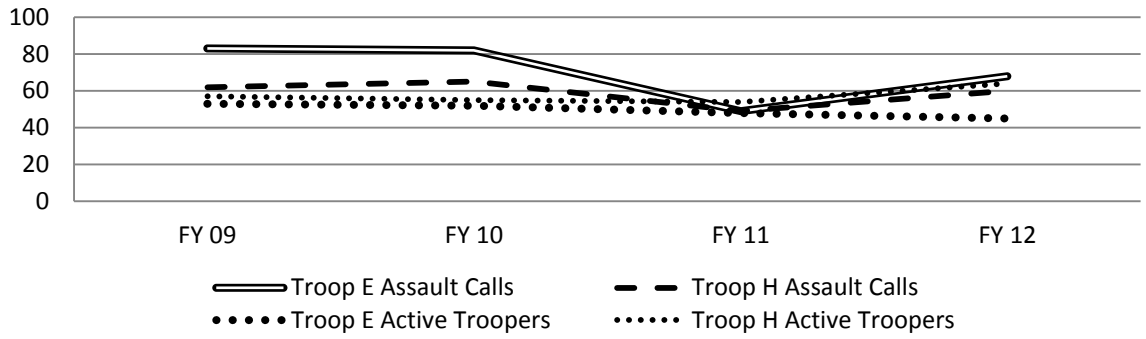
Relationship between response time and staffing levels. As pointed out in a Virginia patrol staffing study,[65] the level of staffing can have an impact on response time. With more troopers on patrol, for example, there is a greater likelihood they are dispersed, and thus closer to the location where they are needed.

The number of active troopers in Troop E declined during this four year period by 15 percent, translating into a decrease of eight troopers. The reverse occurred for Troop H, where, due to the merger with Troop W in FY 12, there was a 12 percent increase during this four year period, resulting in seven additional troopers. The improvement in assault response time in FY 12 could be related to this trooper increase. However, Troop E continued to maintain a relatively

[65] Review of the Virginia Patrol Staffing Formula: A Report to the Governor, Senate Finance Committee, and the House Appropriations Committee, September 2003.

stable response time for assaults despite their staffing decline, perhaps due to the decrease in 9-1-1 calls related to assaults (Figure V-9). Except for FY 11, Troop H had approximately 60-65 assault calls annually.

Figure V-9. Number of Active Troopers and Assault Calls for Troops E and H



Source of data: CSP CAD data, CORE-CT data, and PRI staff analysis

Summary

Overall, the CSP median response time has increased by 1 minute from 9 to 10 minutes in FY 09 to FY 12. Applying the 15 minute average response time standard described in the 1997 PAM Study of CSP, however, the elevated response time is still within the average 15 minute standard. This standard is also met by each individual troop. Although there was a decline in CSP sworn officers, the decline in number of 9-1-1 calls for service may play a role in maintaining this 15 minute average response time standard. Examining response time for more serious types of incidents, PRI found:

- 83-86% of accidents with non-fatal injuries were responded to within 15 minutes
- 90-96% of fatal accidents were responded to within 15 minutes
- 75-81% of domestic violence incidents were responded to within 15 minutes
- 83-96% of robberies were responded to within 15 minutes
- 46-54% of assaults were responded to within 15 minutes
- 60-67% of untimely death related calls were responded to within 15 minutes

Some police departments set more stringent response times for the most serious types of calls for service. The U.S. Bureau of Justice issued a report in 2007[66]—the most recent available with response time information—with national data on police agency response times for incidences of violence. The report broke response times into categories, with responses of five minutes or less occurring 24.9 percent of the time, and of 10 minutes or less occurring 53.4 percent of the time. Applying a 15 minute average response time to the more serious offenses may not be stringent enough in Connecticut.

[66] U.S. Bureau of Justice Statistics Criminal Victimization in the U.S. Report, 2007.

In examining the two troops with the highest number of domestic violence related calls, an increasing percent of such calls (14% in FY 12) had a more than 30 minute response time. Similarly, in examining the two troops with the highest number of assault related 9-1-1 calls, 22% of such calls took more than 30 minutes for CSP to respond to in FY 12.

In its 2010 police staffing study,[67] Glendale, Arizona established priority levels for calls for service, with five minute response time standards for "hot calls" (i.e., shooting, armed robbery, violence) and emergency calls (e.g., injury accidents, arguments, panic alarms). They further established a 15 minute response standard for urgent calls (such as suspicious activity, routine alarms) and a 35 minute response time standard for the remainder of calls.

Another example of setting response time standards or goals was described in the 2007 Oro Valley, Arizona Police Officer Staffing Report, where the following performance objectives were set:

- The police department expects to arrive at all Priority One calls for service in less than 5 minutes, 90 percent of the time
- The police department expects to arrive at all Priority Two calls for service in less than 8 minutes, 90 percent of the time

While setting response time standards for serious 9-1-1 calls across an entire state is more challenging than setting standards for a city police department, the assessment of the performance of CSP cannot be made without expectations for service. Although there is a correlation between staffing levels and response time, with overall response time decreasing as staffing levels have decreased, there are several ways in which this issue may be addressed. For example, in a police staffing study that discussed ways to decrease call response times,[68] the following options were identified:

- Increase patrol staffing by hiring additional officers
- Change patrol deployment methods (i.e., squad versus platoon systems or work week days on/off)
- Address the types of calls that officers respond to and eliminate some of those responses
    - Eliminate automatic dispatch of police to all medical calls made through 911
    - Eliminate police response to residential and business alarms, even after the alarm company has sent a "false alarm" notification
    - Eliminate police response to vehicle lock-outs and other public assist calls

- Cut services and programs in order to reassign police officers to patrol, which would increase the patrol staffing levels

[67] Glendale Police Staffing Study 2010: City of Glendale, Arizona.
[68] Oro Valley Police Department Police Officer Staffing Report, February 7, 2007.

Chapter VI

Crime Rates

Theory being tested:

As staffing levels **decreased**, crime rates **increased**

Findings:

- As staffing levels decreased, Crime Index offense rates in Connecticut also decreased during 2001-2010 (e.g., murder, rape, burglary), similar to the national trend
  - Nationally, violent crime has been decreasing approximately 2.4 percent annually since 1991, and property crimes by 2.3 percent annually during the same time period

- Approximately two-thirds of Crime Index offenses occurred within the CSP Eastern District

- As staffing levels decreased, the rate of other serious Group A crimes in Connecticut also decreased from FY 09 to FY 12

- As staffing levels decreased, the number of Group B crimes of disorderly conduct and trespassing decreased
  - The number of DUIs (Group B crime), however, increased 20 percent from FY 09 to FY 12
  - Despite a 79 percent decline in the Auto Theft Unit—from an average of 13.6 sworn officers in FY 09 to 2.9 sworn personnel in FY 12—the incidence of auto thefts did not increase

Conclusion:

Since the Crime Index offenses and other Group A offenses decreased at the same time the number of CSP sworn officers decreased, crime reduction cannot be attributed to the efforts of CSP. The Group B crime DUI increased as overall staffing levels decreased; however, individual troop rates for DUI were not consistently found to be related to troop staffing level changes

Occurrence of crime is one measure of public safety. The presence of state troopers may act as a deterrent for certain crimes, and the efforts of some specialized units, such as Major Crimes and the Bureau of Criminal Investigations, may also impact crime.

The CSP Crimes Analysis Unit compiles information annually on criminal offenses and arrests in Connecticut, which is submitted to the unit by local law enforcement agencies monthly throughout Connecticut under the federal Uniform Crime Reporting (UCR) Program. The Connecticut State Police, as a distinct law enforcement agency, also submits data to the unit

about crimes and arrests under its jurisdiction – the 81 towns without their own organized police departments, Foxwoods and Mohegan Sun casinos, and a small section of Putnam. The CSP data also includes calls CSP handles in towns with their own police departments (e.g., major crime cases). The unit provides the information to the Federal Bureau of Investigation for national crime counts and publishes information about Crime Index offenses, a national UCR measure of serious crimes committed, in an annual report called *Crime in Connecticut.* In this report, Crime Index offense data are presented as well as two other categories of offenses use by the federal UCR program and a related "second generation" system, which are set out in Table VI-1.

Table VI-1. Uniform Crime Reporting Categories of Offenses Analyzed in PRI Study

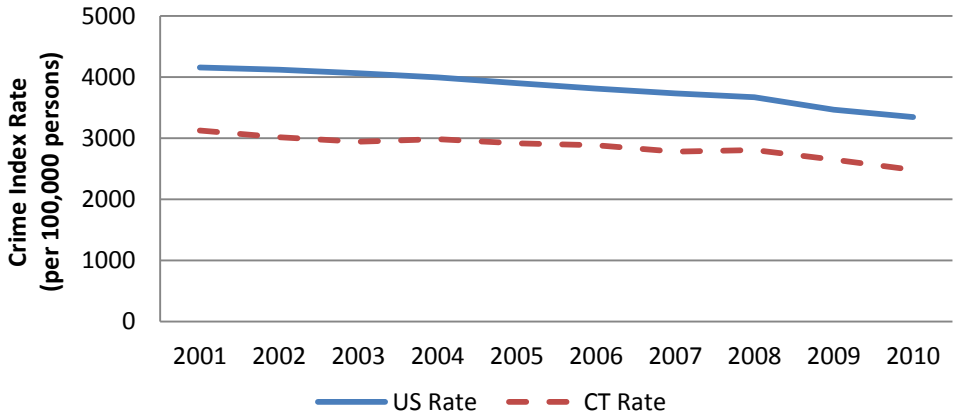
Crime Categories	Included Crimes*
Group A Crimes	
Crime Index Offenses	Murder, rape, robbery, aggravated assault, burglary, larceny-theft, and motor vehicle theft
Other Group A Offenses**	Drug/narcotic violations, destruction/damage/vandalism, simple assault, and intimidation
Group B Crimes	DUI, disorderly conduct, and trespassing.

*Crimes listed for Crimes Index Offenses are all the crimes included in the Index; the crimes listed under Other Group A offenses and Group B crimes are examples of crimes in those categories, and the ones analyzed in the PRI study.
**Also called "Other Serious Offenses"
Source: *Crime in Connecticut 2012*, pp. 8-9, CSP; Uniform Crime Reporting Program FAQs, April 2009, FBI

Some states also include arson in the Crime Index; however, Connecticut omits this highly under-reported crime. The seven crimes are further grouped into violent crimes (murder, rape, robbery, and aggravated assault) and property crimes (burglary, larceny-theft, and motor vehicle theft).

Taken from the most recently available *Crime in Connecticut* report (published April 2012), Figure VI-1 shows statewide data on the Crime Index for calendar years 2001 through 2010.

Figure VI-1. State and National Crime Index Trends



Source : CSP Crime in Connecticut Report, April 2012

Similar to the national trend, Crime Index offense rates in Connecticut decreased during 2001-2010.

The state rate figures in Figure VI-1 do not distinguish between crimes that occurred in towns under CSP primary jurisdiction and those in towns with their own municipal police departments. In the following analyses, however, PRI examined UCR crime data submitted by the State Police as a distinct law enforcement entity, specifically as noted above in towns for which the State Police provides primary law enforcement services, as well as crimes the State Police handled at the request of municipal police forces.

Table VI-2 shows the number of Crime Index offenses that were handled by CSP from FY 09 through FY 12. The most frequent of these crimes, larceny-theft, did not increase. Overall, there was a six percent decrease in Crime Index offenses, driven in large part by the nine percent decrease in larceny-theft.

Table VI-2. Number of Crime Index Offenses Handled by CSP

Offense	FY 09	FY 10	FY 11	FY 12*
Murder	6	9	2	4
Rape	63	55	45	52
Robbery	47	60	57	48
Aggravated Assault	201	197	180	156
Burglary	1,378	1,474	1,438	1,464
Larceny-theft	3,126	3,007	2,849	2,845
Motor Vehicle Theft	273	255	211	221
Total	**5,094**	**5,057**	**4,782**	**4,790**

Source: Uniform Crime Reporting data (UCR) collected by CSP
*June 2012 unavailable; however July 2011-through May 2012 data adjusted to a 12-month estimate.

PRI also analyzed Other Group A offenses—"other serious offenses"-- that are not part of the Crime Index. The most frequently occurring of these offenses are shown in Table VI-3. From FY 09 to FY 12, the total number of such crimes decreased.

Table VI-3. Number of Other Serious Offenses Handled by CSP

Offense	FY 09	FY 10	FY 11	FY 12*
Drug/narcotic violation	2,668	2,079	2,191	1,493
Destruction/Damage/Vandalism	1,266	1,143	1,021	936
Simple Assault	1,927	1,869	1,805	1,815
Intimidation	987	987	855	771
Other	1,545	1,403	1,280	1,233
Total	**8,393**	**7,481**	**7,152**	**6,248**

Source: Uniform Crime Reporting data (UCR) collected by CSP
*June 2012 unavailable; however July 2011-through May 2012 data adjusted to a 12-month estimate.

Another category of crimes, the Group B crimes, are of a less serious nature. Table VI-4 shows the most frequently occurring Group B offenses handled by CSP. More incidences of disorderly conduct and trespassing occurred in FY 09 compared with FYs 10-12. DUI offenses increased 20 percent from FY 09 to FY 12.

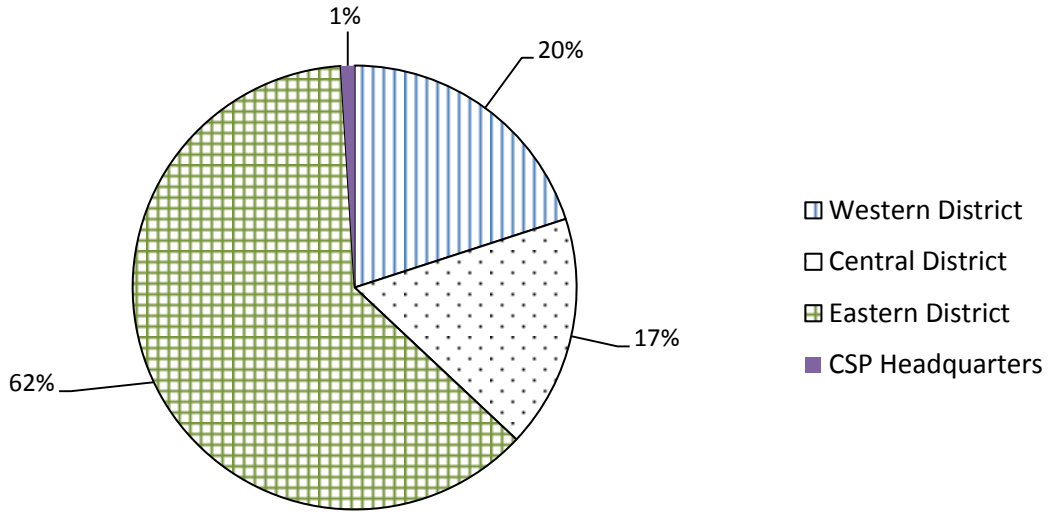
Table VI-4. Number of Group B Offenses Handled by CSP

Offense	FY 09	FY 10	FY 11	FY 12*
DUI	2,098	2,494	2,471	2,518
Disorderly Conduct	617	463	497	474
Trespassing	132	113	46	81
Other**	2,372	2,779	2,776	2,761
Total	**5,219**	**5,849**	**5,790**	**5,834**

Source: Uniform Crime Reporting data (UCR) collected by CSP
*June 2012 unavailable; however July 2011-through May 2012 data adjusted to a 12-month estimate.
**E.g., liquor law violations, Peeping Toms, bad checks.

Crimes do not occur uniformly across the three state police districts. Figure VI-2 shows the percent of Crime Index offenses for each district and CSP Headquarters in FY 11, the most recent year for which there was complete information. (CSP Headquarters is a category that includes all CSP sworn personnel not assigned to a troop or the Traffic Services Unit—instead, these sworn personnel are assigned, for example, to a specialized unit.) The Eastern District accounts for almost two-thirds of all index crimes, from both individual troop and district headquarter activities, with the other two districts accounting for most of the rest. CSP Headquarters responded to one percent of all the CSP Crime Index offenses.

Figure VI-2. Percent of Crime Index Offenses by CSP District: FY 11



Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis

Table VI-5 provides detail on the Crime Index offenses for individual troops or units (excluding some offenses responded to by the district headquarters staff). Approximately 61 percent of Crime Index offenses occurred in the Eastern District troops/unit.

Table VI-5. Number of Crime Index Offenses in FY 11			
Troop/Unit	**Number**	**Percent**	**District**
E	802	17%	Eastern
K	796	17%	Eastern
D	584	12%	Eastern
C	523	11%	Eastern
F	409	9%	Central
A	367	8%	Western
L	300	6%	Western
I	227	5%	Central
B	227	5%	Western
Casino Unit	191	4%	Eastern
H	109	2%	Central
G	67	1%	Western
Other	142	3%	-
Total	**4,782**		

Other = district headquarters, Headquarters (i.e., sworn personnel assigned to all other units except for troops and Traffic Services Unit), and Troop W.
Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis.

Similarly, other Group A offenses (Table VI-6) and Group B offenses (Table VI-7) handled by CSP are shown for individual troops or units. The Eastern District continues to have a higher percentage of both other serious offenses and Group B offenses (43 percent and 47 percent, respectively) than the Central and Western Districts.

Table VI-6. Number of Other Group A Offenses in FY 11			
Troop/Unit	**Number**	**Percent**	**District**
Headquarters	998	14%	
E	953	13%	Eastern
D	674	9%	Eastern
K	627	9%	Eastern
C	585	8%	Eastern
L	567	8%	Western
A	519	7%	Western
F	429	6%	Central
H	395	6%	Central
I	353	5%	Central
B	308	4%	Western
Casino Unit	262	4%	Eastern
G	251	4%	Western
Other	231	3%	
Total	**7,152**		

Headquarters = sworn personnel not assigned to a troop or Traffic Services Unit.
Other = district headquarters, Troop W, Fire Marshall, and Traffic Services Unit.
Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis

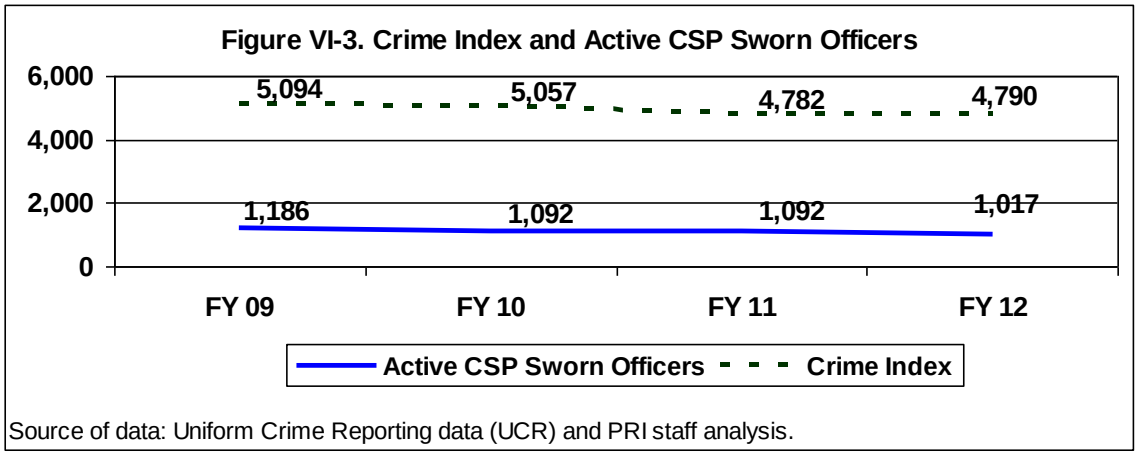
Table VI-7. Number of Group B Offenses in FY 11			
Troop/Unit	**Number**	**Percent**	**District**
E	939	16%	Eastern
D	692	12%	Eastern
G	593	10%	Western
C	538	9%	Eastern
K	518	9%	Eastern
H	514	9%	Central
F	445	8%	Central
A	436	8%	Western
L	430	7%	Western
I	322	6%	Central
B	207	4%	Western
Casino Unit	74	1%	Eastern
Other	82	1%	
Total	**5,790**		
Other = district headquarters, Headquarters (i.e., sworn personnel assigned to all other units except for troops and Traffic Services Unit), Troop W, and Traffic Services Unit. Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis			

Relationship between crime and state police staffing levels. Presence of state police may act as a deterrent for certain crimes. The CSP patrol troopers and resident state troopers who are visible in their assigned areas may potentially prevent certain crimes. Additionally, most sworn personnel drive police cruisers to and from their regular assignments and are a presence on the highways and secondary roadways. As the number of CSP sworn personnel decreases, their presence would also decrease.

Additionally, there are specialized units that work proactively to prevent future crimes from occurring. The Major Crimes Unit and Bureau of Criminal Investigations staffing levels may also impact Crime Index offenses.

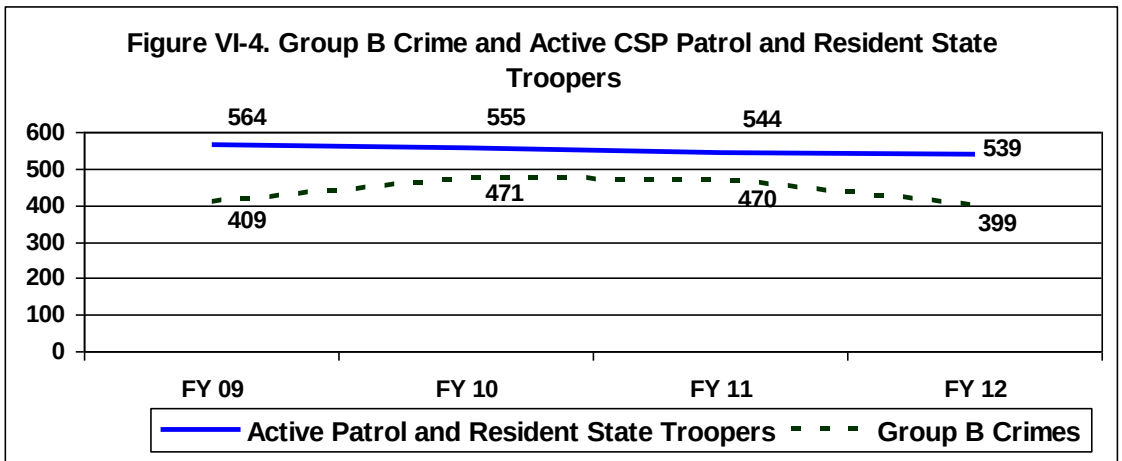
Figure VI-3 shows the average annual number of active CSP sworn officers[69] and number of Crime Index offense rates for FY 09 to FY 12 (A similar pattern occurred for the other Group A offenses). Since Crime Index offenses decreased at the same time the number of active CSP sworn officers decreased, the reduction in Crime Index offenses cannot be attributed to the efforts of CSP. Conversely, a reduction in Crime Index offenses might also suggest that fewer sworn personnel are needed to investigate such crimes.

[69] Active CSP sworn officers are those not on leave or light duty.



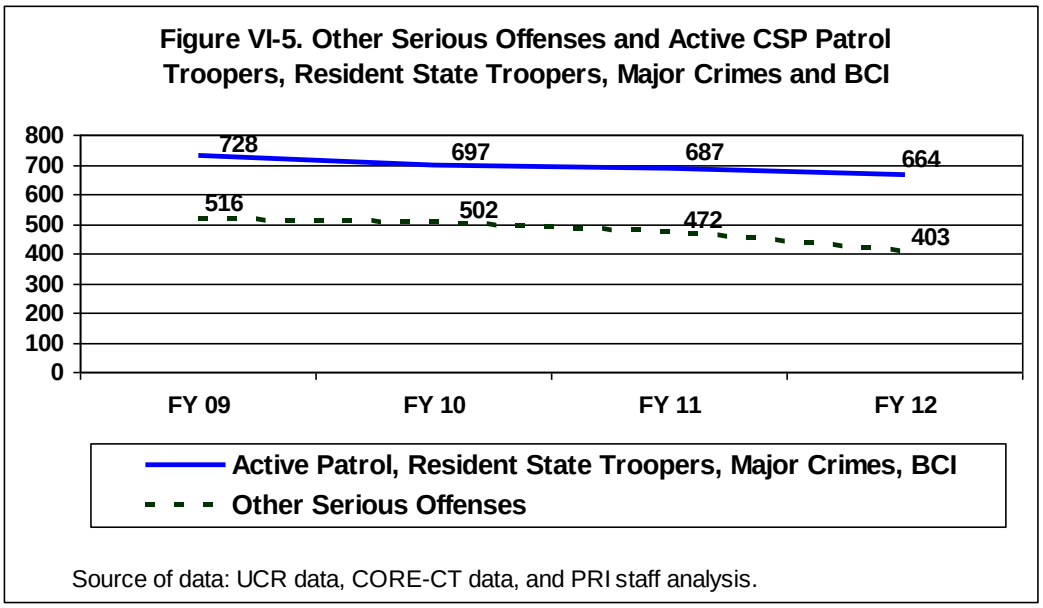
Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis.

Given that previous analyses showed crimes occurring at different rates across the troops, staffing level trends for troops were examined in relation to Group B offenses. Patrol and resident state troopers would be the personnel most likely to directly impact crime rates through patrolling and police presence, perhaps for Group B offenses in particular (e.g., DUI, disorderly conduct, and trespassing). Figure VI-4 shows the average number of active patrol/resident state troopers and average number of monthly Group B crime rates for FY 09 to FY 12. While Group B crimes increase and decrease, the active number of patrol and resident state troopers tends to decrease, and there is no statistically significant correlation between the number of active patrol/resident state troopers and incidences of Group B crimes.

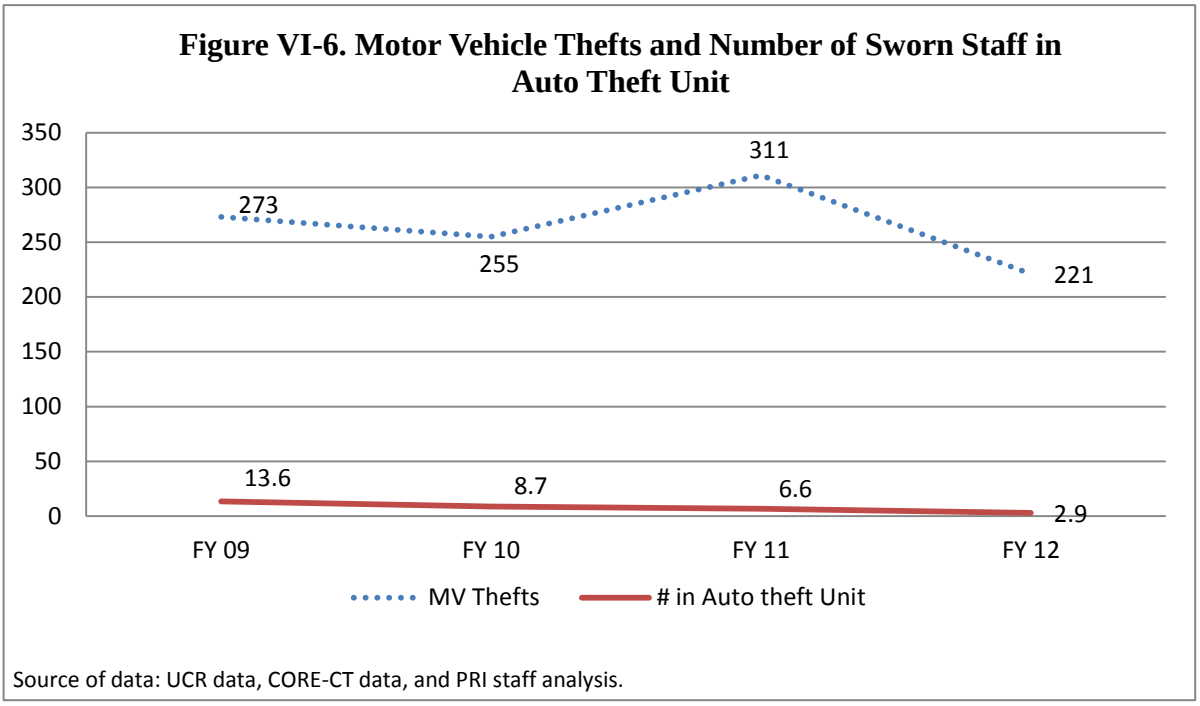


Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis.

Figure VI-5 shows the combined average number of active patrol/resident state troopers, Major Crimes and BCI personnel, and the average number of other serious offenses (Other Group A) for FY 09 to FY 12. Although both decrease, the decrease in other serious offenses appears to decline more sharply than the combined number of active patrol, resident state troopers, and Major Crimes and BCI personnel. PRI found no statistically significant correlation between staffing levels and reported incidences of other Group A offenses.



Auto Theft. One of the specialized units within BCI is the Auto Theft Unit described in Chapter II. Figure VI-6 shows the number of motor vehicle thefts in the Crime Index and the staffing level of the Auto Theft Unit from FY 09 to FY 12. As there is a decrease in the number of Auto Theft Unit sworn personnel, there is an unrelated number of auto theft decreases and increases during this four-year period.



Summary

In summary, there is both a national and state trend of declining crime. Nationally, for example, the Uniform Crime Reports show violent crimes against people have been decreasing approximately 2.4 percent annually since 1991, and property crimes have similarly been decreasing at an average rate of 2.3 percent during this same period. It is not surprising, therefore, that there is no relationship between the slight decline in Connecticut state police staffing levels and incidences of Crime Index crimes, other serious (Other Group A) offenses, and Group B offenses occurring within CSP jurisdiction.

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Chapter VII

Crime Clearance Rates

Theory being tested:

As staffing levels **decreased**, crime clearance rates **decreased**

Findings:

- Arrest is the predominant means for clearing a case (98.6 percent of the time)
- With the exception of rape and murder clearance rates, CSP compares favorably with the national average clearance rates for the other five Crime Index offenses
- There is no overwhelming evidence that crime clearance rates were significantly impacted by the decrease in staffing levels
- Crime Index offenses were cleared in a significantly shorter period of time in FY 09 compared with FY 10 and FY 11
  - But Group B offense clearance rates improved with each successive year from FY 09 to FY 11

Conclusion:

Clearance rates do not appear to have suffered significantly with the reduction in staffing levels, although the amount of time needed to clear Crime Index offenses increased at the same time staffing levels decreased. An alternative explanation for the increased time needed to clear cases is, due to the greater sophistication of investigative techniques, more time is spent on individual cases

In addition to information on occurrence of crimes, the CSP Crimes Analysis Unit collects data on clearance or case solvability. According to the Federal Bureau of Investigation Uniform Crime Reporting Program, crimes may be solved/cleared by either arrest or exceptional means:

- Cleared by arrest: Requires that at least one person has been: 1) arrested; 2) charged with a crime; and 3) turned over to the court for prosecution (whether following arrest, court summons, or police notice).

- Cleared by exceptional means: Requires that the police have: 1) identified the offender; 2) gathered enough evidence to support an arrest, make a charge, and turn over the offender to the court for prosecution; 3) identified the offender's exact location so that the suspect could be taken into custody immediately; and 4) encountered a circumstance outside the control of law enforcement that prohibits

the agency from arresting, charging, and prosecuting the offender (e.g., death of the offender, victim refuses to cooperate with the prosecution after the offender has been identified).

National clearance rates are compiled as part of the Uniform Crime Report. This chapter describes the clearance rates for crimes that occurred under the jurisdiction of CSP during FY 09 through FY 11,[70] and compares them with the national averages. Fiscal years 2009 through 2011 were chosen for this analysis because they are the three most recent full years of data available and allow for a minimum of one year to solve a crime.

Clearance rates for crimes under the jurisdiction of CSP. All crimes in the Uniform Crime Report contain information on clearance rates. (See Table VI-1 on page 100 for a description of crime categories.) While for some reason all Group B crimes show only "cleared by arrest" status, not all Group A crimes have been cleared. This portion of the analysis, therefore, is on Group A crimes, both Crime Index and other serious offenses, i.e., Other Group A offenses.

Table VII-1 shows the different ways other serious offenses under the jurisdiction of CSP are cleared. As shown for FY 11, arrest is the predominant means for clearing a case, accounting for 98.6 percent of all clearances. Clearance by exceptional means is a rarity. A similar pattern occurs for FY 09 and FY 10.

Table VII-1. Types of Clearance for Other Serious Offenses Handled by CSP: FY 11

Reason for Clearance	Number Cleared
Death of Offender	1
Prosecution Declined	44
Victim Refused to Cooperate	8
Juvenile/No Custody	3
Arrest	3,857
Total Cleared	**3,913**

Source: Uniform Crime Reporting data (UCR) collected by CSP

Clearance Rates for Crime Index Offenses

Table VII-2 shows the clearance rates for Crime Index offenses that were committed in FYs 09-11, by individual offense and in total. While a crime could have been cleared on the same day it occurred, officers may continue to work on solving cases for one or more years.

The overall total CSP Crime Index clearance rates show a positive, but not statistically significant, trend from 25.8 percent in FY 09 to 27.2 percent in FY 11. Some statistically significant clearance rate differences for particular types of offenses were present. The FY 11 clearance rates for larceny-theft, for example, increased, while the rate for burglaries decreased.

[70] As noted in the previous chapter, this means crimes within the 81 towns with no local organized police departments, Foxwoods and Mohegan Sun casinos, and a small section of Putnam, as well as calls CSP handles at the request of municipalities with police departments.

Table VII-2. Clearance Rates for Crime Index Offenses Handled by CSP						
Offense	**FY 09**		**FY 10**		**FY 11**	
	Percent	**Number**	**Percent**	**Number**	**Percent**	**Number**
Murder	66.7%	6	55.6%	9	50.0%	2
Rape	38.1%	63	25.5%	55	37.8%	45
Robbery	42.6%	47	55.0%	60	63.2%	57
Aggravated Assault	74.1%	201	65.5%	197	77.2%	180
Burglary	19.7%	1,378	19.3%	1,474	15.8%	1,438
Larceny-theft	25.3%	3,126	27.5%	3,007	29.2%	2,849
Motor Vehicle Theft	20.5%	273	18.0%	255	22.7%	211
Total	**25.8%**	**5,094**	**26.5%**	**5,057**	**27.2%**	**4,782**
Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis						

Clearance Rates for Other Serious Offenses

Table VII-3 shows the clearance rates for other serious offenses not in the Crime Index. The overall total other serious offense clearance rates appear relatively stable and do not differ statistically from FY 09 to FY 11. However, there are certain differences among the individual offenses. For example, while clearance rates for drug/narcotic violations increased from FY 09 to FY 11, both simple assault and intimidation clearance rates decreased during this same time period.

Table VII-3. Clearance Rates for Other Serious Offenses Handled by CSP						
Offense	**FY 09**		**FY 10**		**FY 11**	
	Percent	**Number**	**Percent**	**Number**	**Percent**	**Number**
Drug/narcotic violation	53.2%	2,668	60.5%	2,079	61.5%	2,191
Destruction/Damage/ Vandalism	17.9%	1,266	18.6%	1,143	16.1%	1,021
Simple Assault	80.0%	1,927	72.6%	1,869	69.9%	1,805
Intimidation	70.3%	987	61.3%	987	61.6%	855
Total Other Serious Offenses	**55.7%**	**8,393**	**54.5%**	**7,481**	**54.7%**	**7,152**
Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis						

National clearance rates. National Uniform Crime Report data on the Crime Index is produced annually by the Federal Bureau of Investigation in a publication called "Crime in the United States." A caveat to using the national data for comparison purposes is that demographic, economic, and other differences are not taken into account so that caution must be used when making direct agency-to-agency comparisons. Nevertheless, the national rates provide a context for interpretation of the CSP data. A change in one or more CSP clearance rates for Crime Index offenses to a rate that falls below the national average could signify a shortage in personnel, potentially impacting this statistic.

Comparison of CSP with National Clearance Rates

Table VII-4 compares national data with the CSP clearance rates for the Crime Index offenses. With the exception of clearance rates for rape and murder, CSP compares favorably with the national average clearance rates.

Table VII-4. National and CSP Clearance Rates for Crime Index Offenses[1]

Offense	2009		2010		2011	
	CSP (FY)	National (CY)	CSP (FY)	National (CY)	CSP (FY)	National (CY)
Murder	66.7%	66.6%	55.6%	64.8%	50.0%	64.8%
Rape	38.1%	41.2%	25.5%	40.3%	37.8%	41.2%
Robbery	42.6%	28.2%	55.0%	28.2%	63.2%	28.7%
Aggravated Assault	74.1%	56.8%	65.5%	56.4%	77.2%	56.9%
Burglary	19.7%	12.5%	19.3%	12.4%	15.8%	12.7%
Larceny-theft	25.3%	21.5%	27.5%	21.1%	29.2%	21.5%
Motor Vehicle Theft	20.5%	12.4%	18.0%	11.8%	22.7%	11.9%
Total	**25.8%**	**22.1%**	**26.5%**	**21.8%**	**27.2%**	**21.9%**

[1]Excludes arson.
Source of data: Uniform Crime Reporting data (UCR), *National Crime in the United States* reports, and PRI staff analysis

Time needed to clear crimes. In addition to clearance status, CSP also maintains information on the time it takes to clear cases. Information on the time needed to clear crimes was examined for Crime Index offenses, other serious offenses, and Group B offenses.

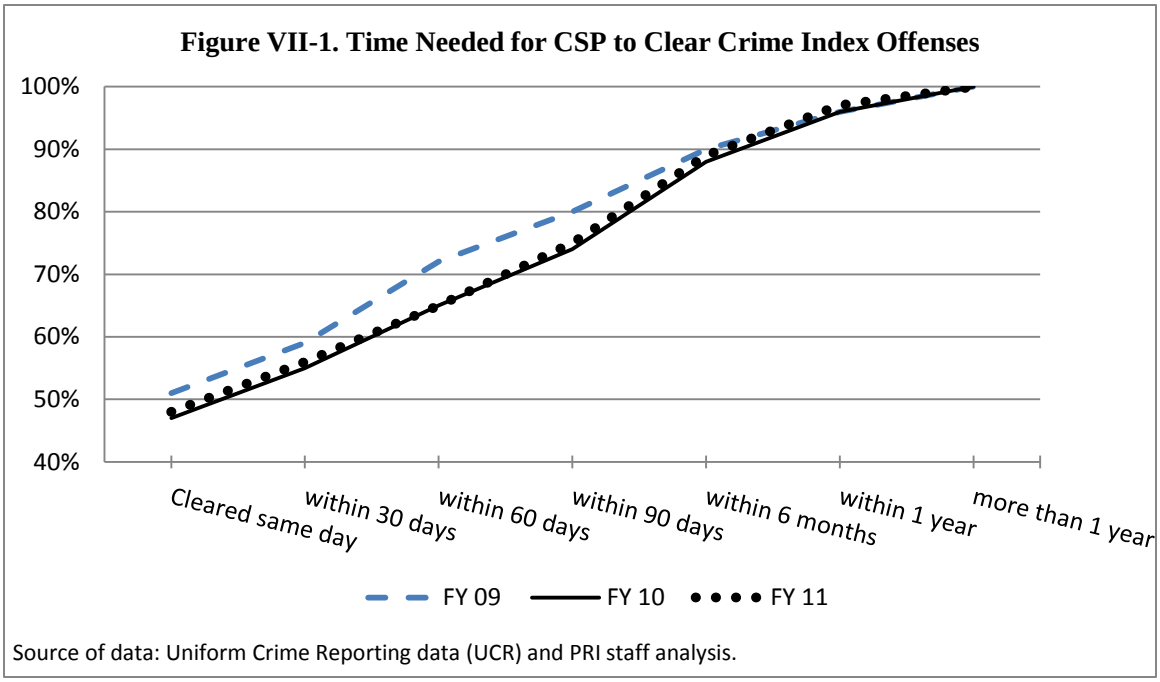
Time Needed to Clear Crime Index Offenses

Table VII-5 shows that Crime Index offenses were cleared in a significantly shorter period of time in FY 09 compared with FY 10 and FY 11. Figure VII-1 shows this difference using a cumulative graph.

Table VII-5. Time Needed for CSP to Clear Crime Index Offenses

Cleared:	FY 09		FY 10		FY 11	
	Percent	Cum. Percent	Percent	Cum. Percent	Percent	Cum. Percent
Same day	51%	-	47%	-	48%	
Within 30 days	8%	59%	8%	55%	8%	56%
1-2 months	13%	72%	10%	65%	9%	65%
2-3 months	8%	80%	9%	74%	10%	75%
3-6 months	10%	90%	14%	88%	14%	89%
6-12 months	6%	96%	8%	96%	8%	97%
More than 1 year	4%	100%	4%	100%	2%	99%[a]

[a]May not total to 100% due to rounding.
Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis



Time Needed to Clear Other Serious Offenses

There does not appear to be a difference in time needed to clear other serious offenses for FY 09 through FY 11 (Table VII-6).

Table VII-6. Time Needed for CSP to Clear Other Serious Crime Offenses

Cleared:	FY 09		FY 10		FY 11	
	Percent	Cum. Percent	Percent	Cum. Percent	Percent	Cum. Percent
Same day	78%		77%		79%	
Within 30 days	9%	87%	10%	87%	9%	88%
1-2 months	4%	91%	4%	91%	3%	91%
2-3 months	2%	93%	3%	94%	3%	94%
3-6 months	3%	96%	4%	98%	2%	97%
6-12 months	2%	98%	2%	100%	1%	99%
More than 1 year	1%	99%	1%	101%		100%

[a]May not total to 100% due to rounding.
Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis

Time Needed to Clear Group B Offenses

A similar analysis was conducted for Group B offenses. In this instance, there was a decrease in time needed to solve these offenses (Table VII-7). The Group B offenses were cleared in shorter periods of time with each successive year. Conversely, cases that required more than one year to clear, occurred less frequently in FY 10 and FY 11.

Table VII-7. Time Needed by CSP to Clear Group B Offenses						
Cleared:	**FY 09**		**FY 10**		**FY 11**	
	Percent	**Cum. Percent**	**Percent**	**Cum. Percent**	**Percent**	**Cum. Percent**
Same day	71%		79%		82%	
Within 30 days	6%	77%	8%	87%	7%	89%
1-2 months	3%	80%	3%	90%	3%	92%
2-3 months	2%	82%	2%	92%	2%	94%
3-6 months	4%	86%	4%	96%	3%	97%
6-12 months	5%	91%	2%	98%	3%	100%
More than 1 year	8%	99%[a]	2%	100%	1%	101%[a]

[a]Does not total to 100% due to rounding.
Source of data: Uniform Crime Reporting data (UCR) and PRI staff analysis

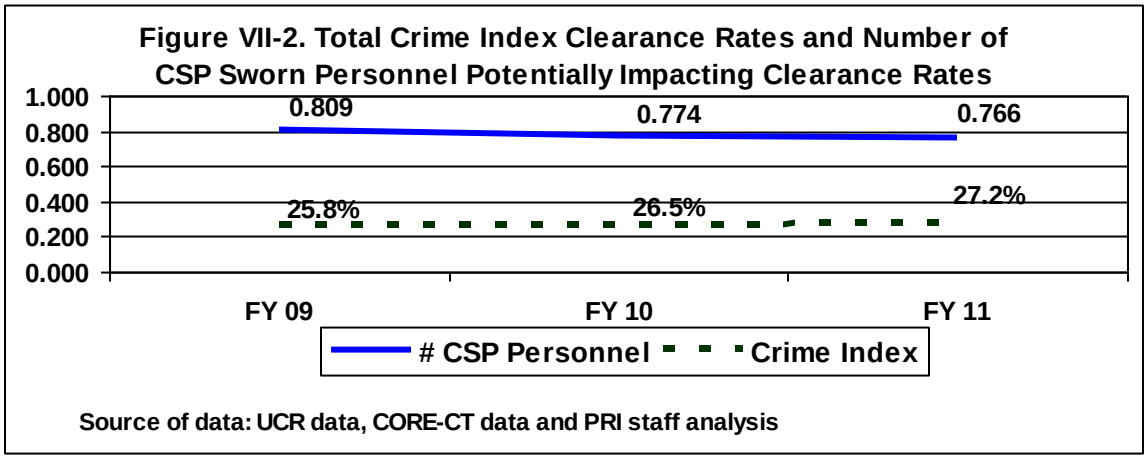
Relationship Between Crime Clearance Rates and State Police Staffing Levels

In addition to the efforts of active patrol troopers and resident state troopers in each troop, there are other units within CSP that work to solve crimes, such as the Major Crimes Unit, the Bureau of Criminal Investigations (BCI), the Emergency Services Unit (ESU), and Computer Crimes. Table VII-8 shows the number of sworn staff in these units for FY 09 through FY 11. Note these figures include the average monthly number of active sworn personnel, excluding those on light duty. There was a five percent decrease from FY 09 to FY 11 in total number of staff potentially impacting crime clearance rates.

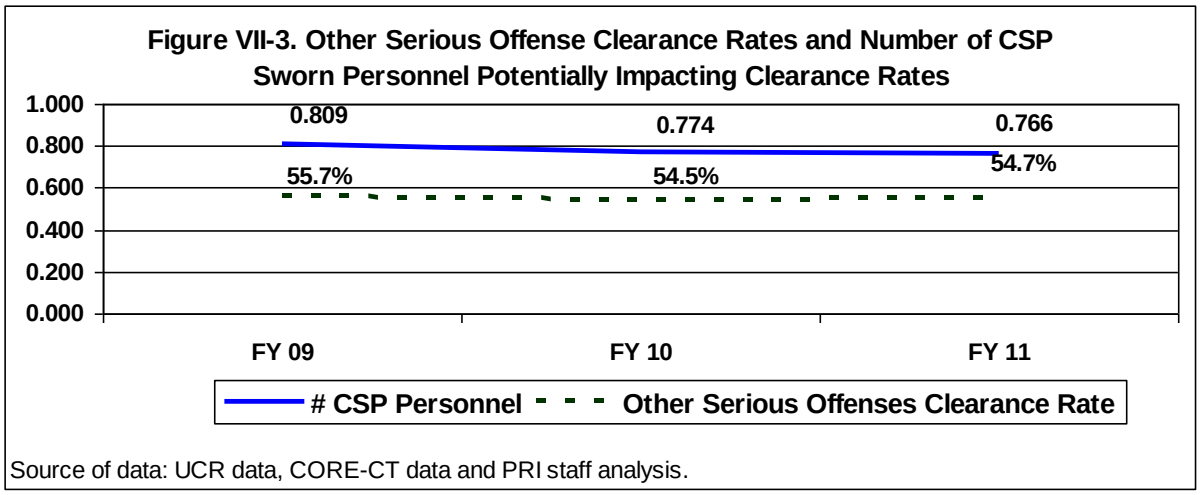
Table VII-8. Average Monthly Number of CSP Sworn Staff: Troops and Specialized Units[1]			
Unit	**FY 09**	**FY 10**	**FY 11**
BCI Total	80.8	52.6	57.7
BCI-Auto theft	13.6	8.7	6.6
BCI-SOCITF	6.9	5.8	5.4
BCI-SUVCCTF	9.1	2.8	2.2
BCI-Firearms Task Force	8.5	4.4	3.4
BCI-Narcotics	29.7	22.6	26.1
BCI-Fugitive Task Force	2.9	3.0	0
BCI-Central Criminal Intelligence Unit	3.7	1.1	2.9
BCI-Other	6.4	4.2	11.1
Emergency Services Unit	19.1	17.4	19.4
Computer Crimes	10.7	11.9	10.6
Major Crimes	87.9	91.3	86.1
Specialized Units Subtotal	**198.5**	**173.2**	**173.8**
Patrol and Resident State Troopers	576	570	559
Casino Unit	34.6	30.5	32.7
Total	**809**	**774**	**766**

[1]Excludes personnel on light duty.
Source of data: CORE-CT time and attendance data and PRI staff analysis

Total Crime Index clearance rates and staffing levels. The total number of staff potentially impacting total Crime Index clearance percentages was converted to rates per 1,000 (for purposes of comparing to Crime Index clearance rates). Figure VII-2 shows the increase in total Crime Index clearance rates at the same time the number of CSP sworn personnel potentially impacting those clearance rates decreased. The decreasing staffing levels did not appear to have had an adverse impact on total Crime Index clearance rates.



Other serious offense clearance rates and staffing levels. There may be a modest association between clearance rates for other serious offenses and staffing levels (Figure VII-3).



Relationship Between Time Needed to Clear Crimes and CSP Staffing Levels

In addition to examining the relationship between staffing levels and clearance rates, the potential association between time to clear crimes and staffing levels was also analyzed.

Crime Index offense clearance time and staffing levels. As described earlier, there was a five percent decline in staffing levels from FY 09 to FY 11 (from 809 to 766) of the primary CSP staff used to investigate and solve crimes, with relatively little change between FY 10 and

FY 11 (774 in FY 10 to 766 in FY 11). This coincides with the increased time needed to clear Crime Index offenses. For example, in FY 09, 72 percent of the cleared Crime Index offense cases were cleared within two months. In contrast, in FY 10 and FY 11, 65 percent of the cleared Crime Index offense cases had been cleared within two months (Table VII-9). There may be a trade-off between time to clear Crime Index offenses and staffing levels.

Table VII-9. CSP Staffing Levels and Clearance Time for Crime Index Offenses

	FY 09	FY 10	FY 11	FY 09 to FY 11 Change
Staffing level	809	774	766	↓ 5%
Crime Index Offenses Cleared	1,314	1,340	1,300	↓ 1%
% Cleared within 60 Days	72%	65%	65%	↓ 10%
Source of data: UCR data, CORE-CT data and PRI staff analysis				

Other serious offense clearance time and staffing levels. A similar analysis was undertaken for other serious crimes (Table VII-10). While there was no change in the percent cleared within 60 days, there was a 16 percent decrease in the number — but not the percent—of other serious offenses cleared.

Table VII-10. CSP Staffing Levels and Clearance Time for Other Serious Offenses

	FY 09	FY 10	FY 11	FY 09 to FY 11 Change
Staffing level	809	774	766	↓ 5%
Other Serious Offenses Cleared	4,675	4,077	3,913	↓ 16%
% Cleared within 60 Days	91%	91%	91%	No change
Source of data: UCR data, CORE-CT data and PRI staff analysis				

Group B offense clearance time and staffing levels. Similar to the analyses undertaken for Crime Index offenses and other serious offenses, associations between staffing levels and Group B offense clearance times were also examined (Table VII-11). There was both an increase in the number of Group B crimes cleared, and the percent cleared within 60 days.

Table VII-11. CSP Staffing Levels and Clearance Time for Group B Offenses

	FY 09	FY 10	FY 11	FY 09 to FY 11 Change
Staffing level	809	774	766	↓ 5%
Group B Offenses Cleared	5,219	5,849	5,790	↑ 11%
% Cleared within 60 Days	80%	90%	92%	↑ 15%
Source of data: UCR data, CORE-CT data and PRI staff analysis				

Summary

Combining information on different levels of crimes, clearance rates, clearance times, and staffing levels, *there is no overwhelming evidence that state police crime clearance rates were significantly impacted by the decrease in state police staffing levels*.

With regard to clearance times, there is evidence to suggest that staffing level decreases were associated with lengthier times to clear Crime Index offense cases. However, the time to clear Group B offenses appears to have decreased, despite the 11 percent increase in these offenses. Given that one set of crimes, the Crime Index offenses, appeared to have taken longer to clear in FY 11 compared to FY 09, and that the Group B offenses, another set of crimes, appeared to have taken less time to clear in FY 11 compared to FY 09, there is no overwhelming evidence that crime clearance times have been significantly impacted by the decrease in staffing levels.

In an interview with Major Crimes personnel, PRI staff was told that the techniques used to investigate and solve crimes have become more sophisticated, resulting in more time spent on individual cases. Also, there is a team approach to make investigations as comprehensive as possible so that the evidence is solid and will hold up in court, if necessary. Thus, a change in how the most serious crimes are investigated may be reflected in the lengthier time to clear these cases.

It also may be that staffing level is just one of many factors that influence crime clearance rates. Some of the analyses conducted in this chapter suggest, however, that more time is needed to clear the most serious of offenses—those in the Crime Index. Since CSP has no standards by which to assess these statistics, a longer time to solve certain crimes is not a factor in determining an adequate staffing level. Should CSP set clearance time goals or standards, then such statistics could be monitored to alert CSP to potential staffing level shortfalls.

For example, the Atlanta Police Department produces statements of accomplishments as part of its formal budget submission, such as department clearance rate and comparison with the national average. CSP may also choose to compare CSP clearance rates with the national averages. A reduction in CSP clearance rates for Crime Index offenses that fell below the national averages might be another indication that staffing levels should be examined.

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Chapter VIII

Highway Safety

Theory being tested:

As staffing levels **decreased**, highway safety **decreased**

Key Findings:

- As staffing levels declined, there was not a corresponding increase in traffic accidents.
  - The total number of accidents on roadways under CSP jurisdiction decreased eight percent from FYs 09-12, and the number of accidents with injuries declined four percent, yet there was no statistically significant correlation between state police sworn personnel staffing levels and the number of accidents or the number of accidents with injury.

- Despite the issuance of more or less tickets by CSP, the percent of accidents with injuries increased from FY 09 through FY 12. Thus, there does not appear to be a relationship between the issuance of tickets and accidents with injuries.
  - There was no statistically significant relationship between the number of tickets issued and the total number of active patrol and resident state troopers and Traffic Services Unit active sworn personnel.

- There was no association between fatal accidents and number of active troopers for FYs 2009-12, nor was there a relationship between the issuance of tickets and the number of fatal accidents for the same time period.

- In FYs 09-12, the trend in the number of DWI incidences to which CSP responded is quite similar to the trend in the number of sworn personnel.
  - While it is conceivable that the number of individuals driving while intoxicated has coincidentally decreased or remained constant during the same times that CSP sworn personnel decreased or remained constant, another interpretation of this data could be that fewer CSP are available to apprehend intoxicated drivers.

  - Overall, there was no statistically significant association between the number of DWIs to which CSP responded and accidents with injuries in the troops. Patterns were found in several troops, however, which may prove useful to CSP in future strategies in this area.

Conclusion:

Analyses indicate that decreased staffing levels were not associated with corresponding increases in most highway safety-related incidents. For example, as staffing levels declined, there was not a corresponding increase in accidents. However, a decrease in the number of DWI calls for service is quite similar to the decrease in the number of sworn personnel, indicating a statistically positive trend.

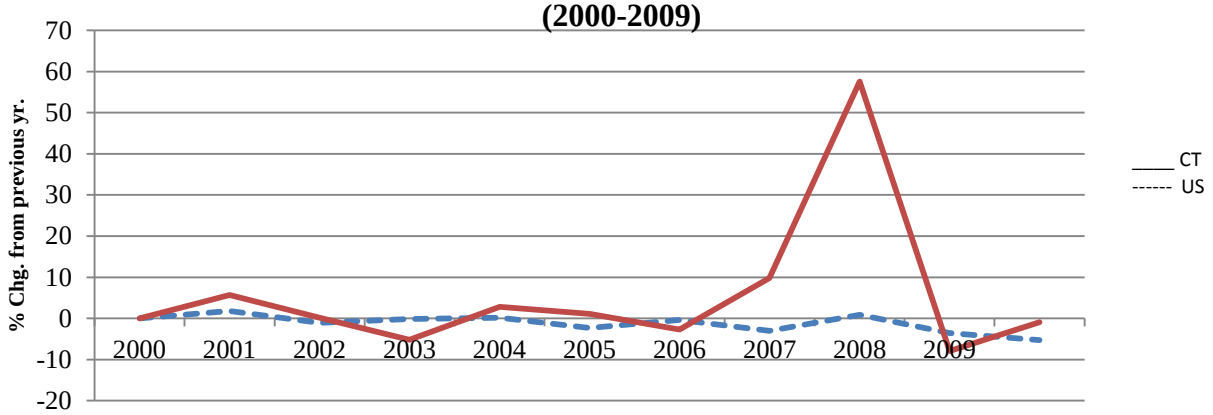
A core function of the Connecticut State Police is to ensure the state's highways and seconday roads under CSP jurisdiction are safe. Although safety is a relative term, several factors can be examined to help determine roadway safety. Moreover, the number of traffic-related incidents troopers respond to, and the serverity of such incidents, namely accidents involving injuries or fatalities, are key variables affecting the overall workload of the Connecticut State Police and thus impact staffing requirements.[71]

Committee staff examined the "actual call type" variable within the CSP computer-aided dispatch system (i.e., CAD) for fiscal years 2009 through 2012 to analyze seven components of roadway incidents affecting safety from a statewide perspective and at the individual troop level. Specifically, the analysis focused on total accidents, accidents involving injury, driving while intoxicated arrests, total traffic stops, commercial traffic stops, tickets issued, and accident fatalities. Additional information examining the correlation between these seven roadway safety components and aggregate staffing is presented.

State and National Vehicle Accident Trends

Figure VIII-1 shows the annual percent increase or decrease in roadway accidents by year for 2000-2009 both nationally and specific to Connecticut. Accidents may include property damage only, accidents with injury, and fatal accidents. One caveat about the figure is the information source used for the national data (National Highway Traffic Safety Administration) notes the data are estimates and year-to-year comparions should be made with caution.

Figure VIII-1. Trends in Vehicle Accidents: Connecticut, U.S. (2000-2009)



Sources of data: Connecticut Department of Transportation: *Traffic Accident Facts 2008* (Published April 2011); CTCrash, UConn; National Highway Traffic Safety Administration, National Center for Statistics and Analysis, *Traffic Safey Facts 2010.*

Overall, a comparison of the percent increase/decrease in the number of roadway accidents for Connecticut with national figures shows a mostly similar trend for the time period analyzed. The one obvious difference is the sharp increase from 2007 to 2008 for Connecticut

[71] An accident, as defined in the CSP Administration and Operations Manual, is an unstabilized situation, which includes at least one harmful event. The A & O Manual further notes definitions used in the manual to describe accidents are derived from the *Manual on Classification of Motor Vehicle Traffic Accidents, 6th Ed.*, National Safety Council.

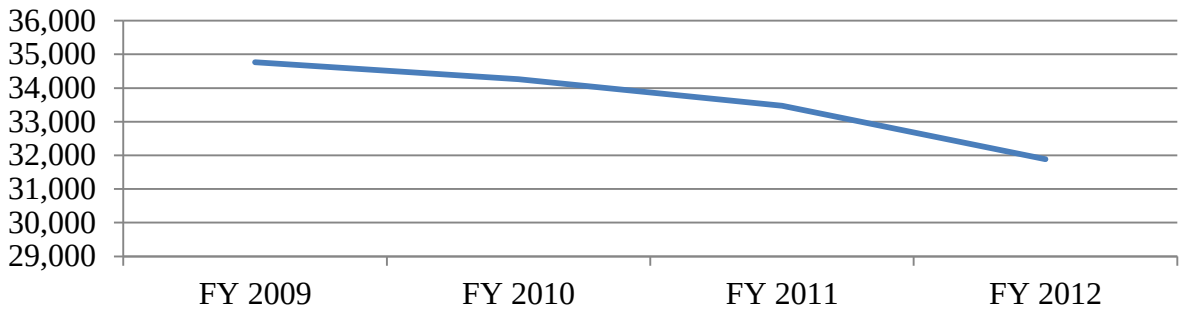
accidents -- the DOT data source used for the analysis indicates that property damage-only accidents that occurred on locally maintained roadways were included in 2007, which helps account for the sharp percentage increase. (Note the graph shows the percent change in the number of accidents by year, not the actual number of accidents.)

Total Roadway Accidents: CSP Jurisdiction

Figure VIII-2 shows the aggregate number of accidents occurring on Connecticut roadways within the purview of the State Police and based on the actual calls for service in CAD. Since FY 2009, there has been a steady yearly decline in the total number of accidents. Overall, there was an 8.3 percent drop during the four-year period analyzed, from 34,761 in FY 09, to 31,888 in FY 12. It should be noted that information about accidents occurring on local roads in towns patrolled by a resident state trooper(s) is included in the analysis because the troopers use state-issued police vehicles equipped with computers connected to CAD, which collects incident information.

Also included in the analysis are the accidents responded to by sworn personnel assigned to the Traffic Services Unit (TSU) and Headquarters (sworn staff assigned to all other units except for troops and TSU), as well as instances where more than one troop responded.[72]

Figure VIII-2. Roadway Accidents Responded to by CSP
FYs 2009-2012



Source of data: CAD

An examination of the number of accidents occurring in individual years shows there was a 1.4 percent drop from FY 09 to FY 10 (34,761 to 34,262 accidents). Between FYs 2010-11, the number of accidents dropped 2.3 percent, from 34,262 to 33,470. The sharpest decline in the four-year period analyzed occurred most recently. The percent of roadway accidents between FY 11 and FY 12 decreased almost 5 percent, from 33,470 accidents to 31,888.

[72] The Traffic Services Unit is a specialized unit with troopers assigned solely to statewide highway safety patrols and to staffing the various commercial vehicle weigh stations throughout the state, including roving weigh scales. A primary responsibility of the unit is to provide proactive traffic control on a statewide basis. The unit has troopers solely dedicated to highway speed enforcement, as well as commercial vehicle, DWI, and accident reconstruction components.

Traffic accidents by troop. The number of accidents by troop varies according to the overall make-up of the troops. As previously discussed, troops have individual characteristics and geographic areas that affect the number of accidents they respond to. For example, Troop G, considered a "highway troop," has jurisdiction over Interstate 95 from the New York border to Branford, arguably one of the busiest stretches of highway in the state based on overall traffic volume. At the same time, Troop B, considered a "country troop" with jurisdiction in the Northwest corner of the state, patrols a mostly rural area with limited high-volume major highway miles. Given the geographic distinctions and patrol areas across troops, some are more likely to experience a greater number of calls for service involving vehicle accidents.

Table VIII-1 shows the total and average number of accidents by troop for fiscal years 2009-12. Troops G and H - the troops covering large portions of major interstate highways in two of the state's most densely populated cities, Bridgeport and Hartford, averaged the highest number of accidents for the period examined: Troop G averaged just under 7,400 accidents and Troop H averaged just over 4,700 accidents. Conversely, Troops B and D averaged the lowest number of accidents over the four years, 608 and 1,064 respectively (Note: Troop W only patrolled Bradley International Airport prior to its merger with Troop H in March 2012.)

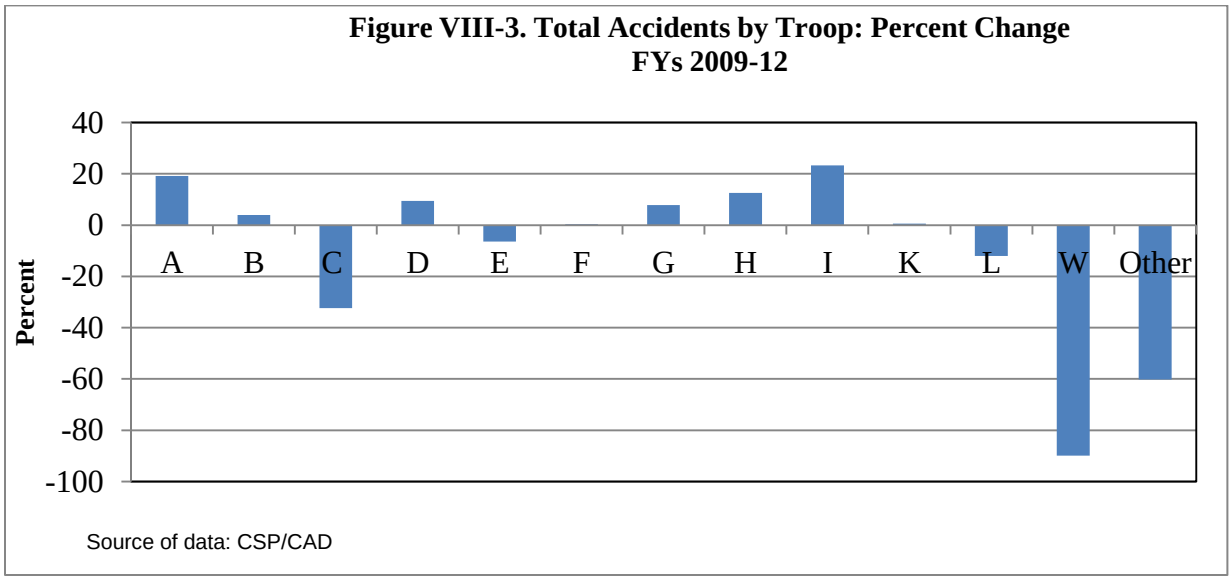
Table VIII-1. Number of Traffic Accidents Responded to by Troop: FYs 2009-12

Troop	FY 09	FY 10	FY 11	FY 12	Average
G	7,164	7,036	7,543	7,723	7,367
H	4,373	4,707	4,934	4,922	4,734
Other	6,297	5,290	3,725	2,507	4,455
I	2,740	3,182	3,402	3,379	3,176
A	2,771	3,403	3,156	3,302	3,158
E	2,752	2,488	2,670	2,576	2,622
C	2,275	1,874	1,693	1,537	1,845
F	1,692	1,549	1,581	1,697	1,630
K	1,348	1,341	1,459	1,356	1,376
L	1,305	1,499	1,422	1,149	1,344
D	959	1,102	1,143	1,050	1,064
B	619	602	566	643	608
W*	466	189	176	47	220
Totals	34,761	34,262	33,470	31,888	33,595

Other = accidents responded to by the Traffic Services Unit and by Headquarters (CSP sworn personnel assigned to all other units except for troops and TSU), and instances where more than one troop responded
*Troop W merged with Troop H in March 2012.
Source of data: CAD

Percent change by troop. In addition to the total number of accidents by troop, the percent change in total accidents by troop for FYs 09-12 was examined. Figure VIII-3 shows somewhat mixed results. Of the 11 troops (excluding Troop W), Troop I experienced the largest percent increase in accidents (23.3 percent), while Troop C showed the largest percent decrease (-32.4 percent). As shown, there were negligible changes for Troops F and K. In addition, the accidents responded to by TSU, sworn personnel at CSP headquarters, and cases involving

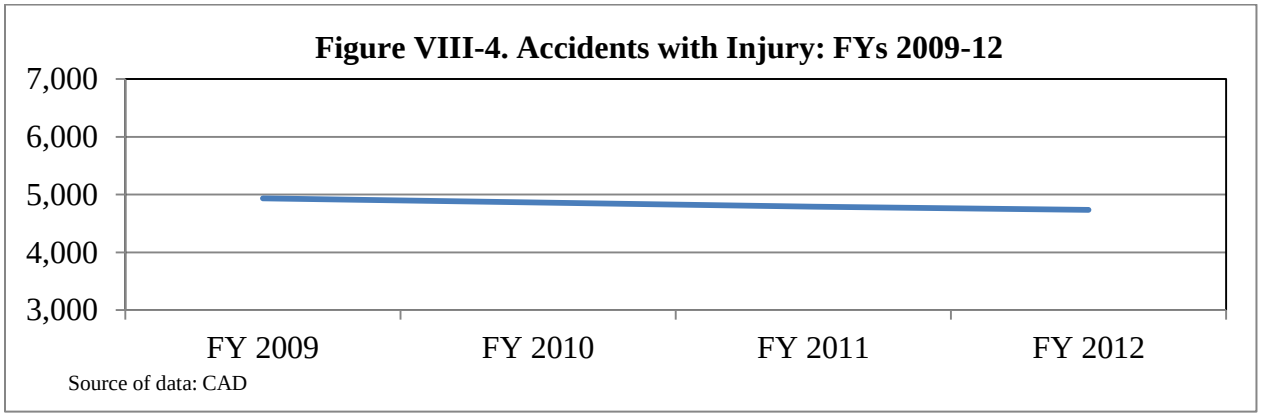
multiple troop responses declined by roughly 60 percent. Again, the reason for the steep decline in Troop W is due to its merger with Troop H in early 2012.



Traffic Accidents with Injury

In CAD, a call for service variable relating to accidents is "accidents involving injury." This is a somewhat wide-ranging call category as far as the types of accident and injury involved; injuries may be minor or serious. At the same time, any positive or negative trend in accidents involving injuries could be indicative of overall roadway safety, including efforts attributed to the State Police.

Figure VIII-4 shows there has been a steady decline in accidents with injuries responded to by the State Police for the four-year period reviewed. Overall, such accidents dropped 4.1 percent, from 4,937 in FY 09, to 4,734 in FY 12. This decrease is approximately half the overall 8.3 percent decrease in the number of total accidents to which CSP responded.



Contrary to the results presented above for total accidents, there was no appreciable percent decline in any given year for accidents with injuries: between FYs 2009-10, there was a 1.4 percent drop; a 1.6 percent decline between FYs 10-11; and 1.2 percent drop from FY 11 to FY 12. In addition, accidents with injuries accounted for just under 15 percent of all accidents responded to by CSP in FY 2012.

A comparison of the annual percent change in accidents with injury was made for Connecticut and national data. From 2000 to 2010, the percent of accidents with injury nationwide dropped 26.7 percent, from 2,070,000 to 1,517,000.[73] For the same time period, accidents with injuries in Connecticut decreased 25.6 percent, comparable to the national trend. In 2000, there were 34,447 accidents with injury, which dropped to 25,610 in 2010.[74] (Keep in mind the Connecticut data includes all accidents with injuries statewide, beyond those occurring within areas solely under CSP jurisdiction.)

Accidents with injury by troop. The total number of accidents with injury by troop fiscal years 2009 through 2012 is provided in Table VIII-3. Comparable to the annual total number of accidents by troop not including Troop W stationed at Bradley International Airport, Troop G averaged the most annual accidents with injury (1,104, or 21 percent), while Troop B averaged the fewest such accidents (102, or 2 percent). The annual average number of accidents with injury also steadily declined from FY 2009 through FY 2012. The total number of such accidents in FY 09 was 4,937, followed by 4,865 in FY 10, 4,789 in FY 11, and 4,734 in FY 12 – or a yearly average of 4,832.

Table VIII-3. Traffic Accidents with Injury by Troop: FYs 2009-12

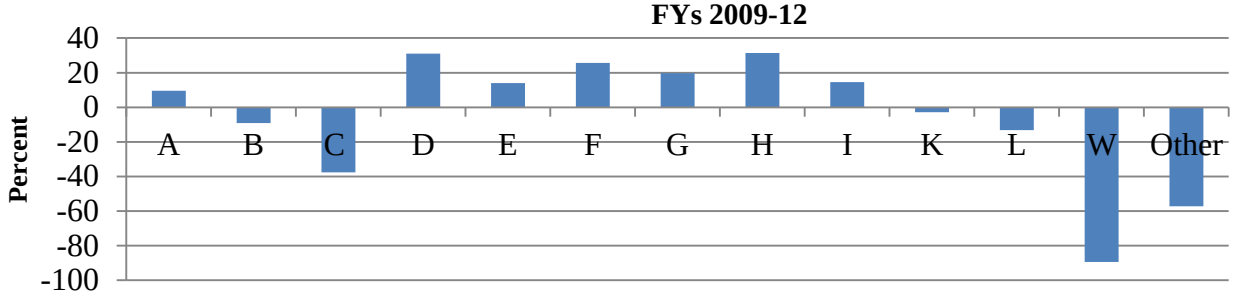
Troop	FY 09	FY 10	FY 11	FY 12	Average
G	952	948	1,014	1,140	1,014
Other	988	843	571	421	706
H	596	620	682	783	670
I	335	372	424	384	379
A	343	402	391	376	378
E	339	325	329	386	345
F	276	280	378	347	320
C	363	338	337	226	316
K	211	226	216	205	215
L	212	236	218	184	213
D	126	153	123	165	142
B	120	97	83	109	102
W*	76	25	23	8	33
Annual Totals	4,937	4,865	4,789	4,734	4,832

Other = includes accidents responded to by the Traffic Services Unit and by Headquarters (CSP sworn personnel assigned to all other units except for troops and TSU), and instances where more than one troop responded
*Troop W merged with Troop H in March 2012.
Source of data: CAD

[73] National Highway Traffic Safety Administration, *Traffic Safety Facts 2010.*
[74] CT Department of Transportation, *Connecticut Traffic Accident Facts, 2008*, published April 2011; Connecticut Crash Data Repository, University of Connecticut.

Percent change by troop. The annual percent change in the total accidents with injuries was examined by troop. Figure VIII-5 shows mixed results across the troops, with some troops experiencing lower or higher percent changes. Of the current 11 troops, Troops D and H experienced the largest percent increase in accidents with injuries, at roughly 31 percent each. Excluding Troop W and the category "other," Troop C showed the largest decline, at almost 38 percent.

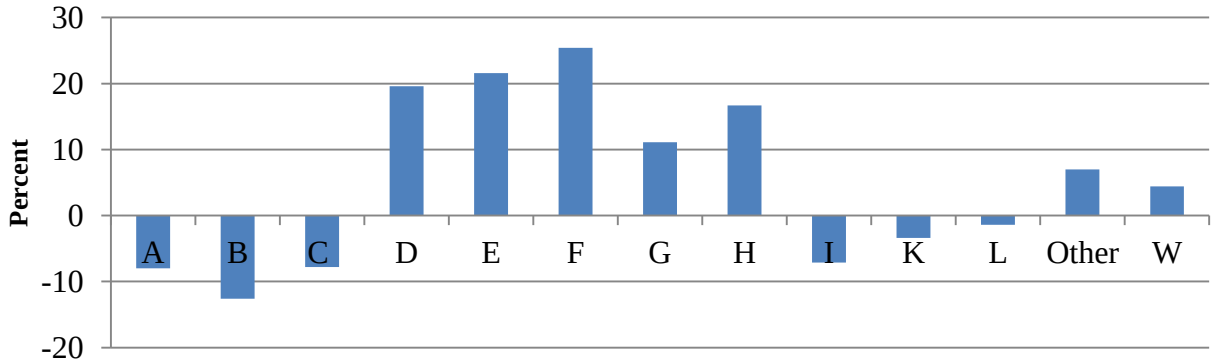
Figure VIII-5. Percent Change in Accidents with Injuries by Troop FYs 2009-12



Source of data: CSP/CAD

Percent change of accidents with injury as a portion of total accidents. An analysis of the percent change of accidents with injuries as a portion of the total number of accidents was done at the individual troop level, as shown in Figure VIII-6. Overall, there was a 4.5 percent increase in the number of accidents with injuries as a percent of all accidents between FY 09 and FY 12. At the troop level, Troop F experienced a 25.4 percent increase in its accidents with injuries in terms of percent of total accidents, followed by Troop E (21.6 percent) and Troop D (19.6 percent). In Troop B, there was a 12.6 percent drop in accidents with injuries as a portion of total accidents, while Troop A had an 8 percent decline, followed by Troop I with a 7.1 percent drop.

Figure VIII-6. Percent Change in Accidents with Injury as a Portion of Total Accidents: CSP Jurisdiction (FY 09 to FY 12)



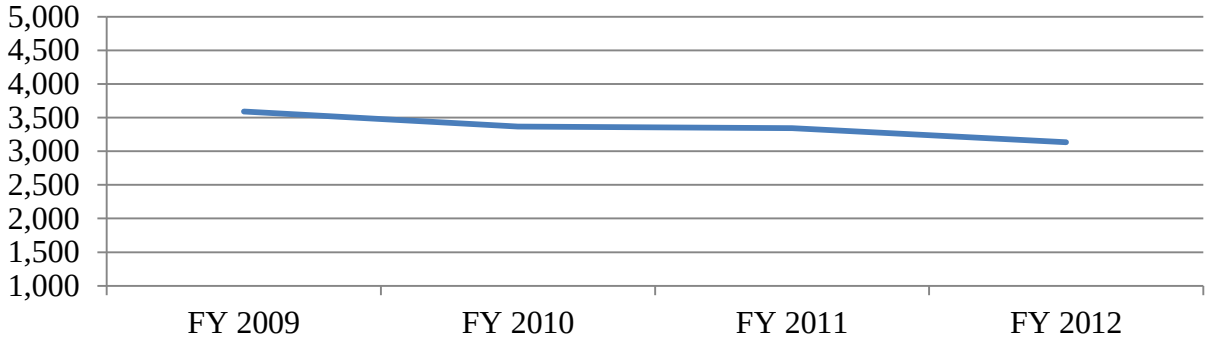
Source of data: CAD

Driving While Intoxicated (DWI) Calls for Service for CSP

The potential for serious injury or fatality increases when motorists drive impaired. Thus another factor examined related to roadway safety were the actual calls for service that involve motorists driving while intoxicated (DWI).[75] These calls for services include both officer-initiated patrol stops and citizen reports based on erratic driving, but do not include results from DWI checkpoints and other proactive measures.[76]

The trend in the number of actual CSP service calls involving DWI incidents, similar to other trends involving accidents presented above, decreased from FY 2009 through FY 2012. Figure VIII-7 shows such service calls dropped from 3,590 in FY 09, to 3,133 in FY 12 – almost a 13 percent decline. In interviews with CSP personnel, this decrease is believed to reflect fewer resources expended on proactive DWI activities rather than an actual decline in intoxicated drivers.

Figure VIII-7. Actual Calls for Service for DWI Incidences FYs 2009-12



Source of data: CAD

DWI calls responded to by CSP troop. The yearly DWI calls for service by troop for fiscal years 2009 through 2012 are provided in Table VIII-4. Troop E averaged the most DWI calls a year (549), while Troop B averaged the fewest (120) (excluding Troop W from the analysis). The fact that Troop E exceeded Troop G in a traffic incident category is of note, because Troop G is the largest of the highway troops and responds to the most roadway incident calls for service. Regardless, Troop E averaged over twice as many DWI calls as did Troop G for

[75] DWI calls for service, also called DWI incidences here, do not mean DWI arrests (although these calls for service or incidents result in arrests 99 percent of the time per CAD).

[76] State police efforts to proactively curb DWI incidents include mobile breath analysis and criminal processing capabilities through the Traffic Services Unit, and individual troops setting up DWI checkpoints or working with municipalities on such efforts. A common theme heard during committee staff troop visits and meetings with state police personnel is that more proactive measures on the part of CSP would help lessen motorists driving impaired, as well as the number of DWI-related accidents, yet current staffing levels hinder such efforts. This study did not examine whether there was a relationship between CSP proactive measures and the number of DWI-related accidents or the incidents of persons driving impaired.

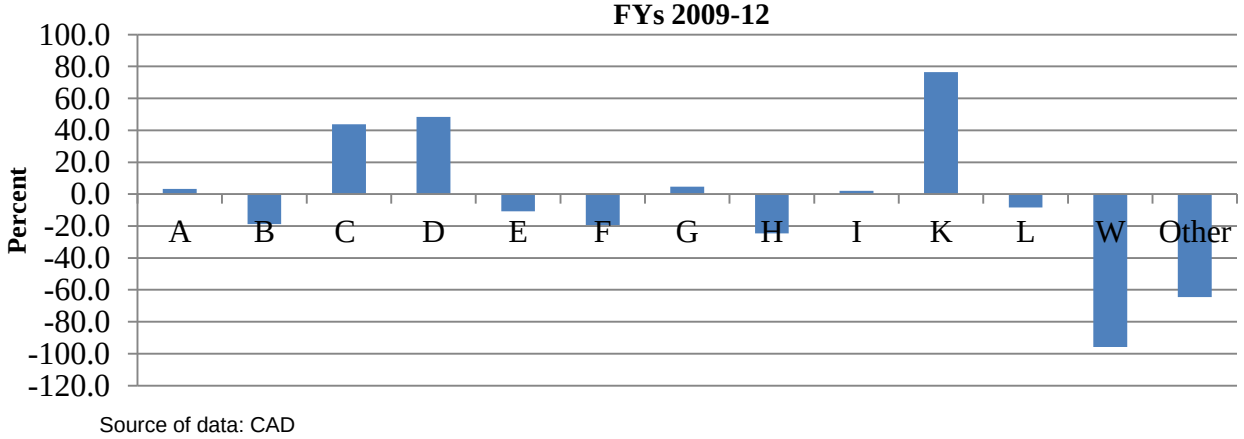
the time period examined. Of note, the Troop E patrol area includes the state's two casinos, which may affect the number of calls involving DWIs, although this is not an area of analysis examined by committee staff.

Table VIII-4. DWI Incident Calls by Troop: FYs 2009-12					
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**	**Average**
Other	874	596	533	310	578
E	541	559	611	483	549
C	288	293	358	414	338
H	277	340	253	209	270
A	267	254	264	276	265
G	252	227	263	264	252
F	262	226	229	211	232
L	225	231	208	206	218
K	166	194	196	293	212
D	149	156	171	221	174
I	142	145	126	145	140
B	123	133	126	100	120
W*	24	13	5	1	11
Annual Totals	3,590	3,367	3,343	3,133	3,358

Other = incidents responded to by the Traffic Services Unit and by Headquarters (CSP sworn personnel assigned to all other units except for troops and TSU), and instances where more than one troop responded
*Troop W merged with Troop H in March 2012.
Source of data: CAD

Percent change by troop. The annual percent change in DWI incidences by troop was reviewed. Figure VIII-8 shows of the 11 current troops, Troop K, a mostly rural troop, had almost a 77 percent increase in DWI actual calls for service for FYs 09-12, the largest increase across all the troops. Conversely, actual service calls involving DWIs in Troop H, a highway troop, decreased almost 25 percent.

Figure VIII-8. DWI Incident Calls: Percent Change by Troop FYs 2009-12



Source of data: CAD

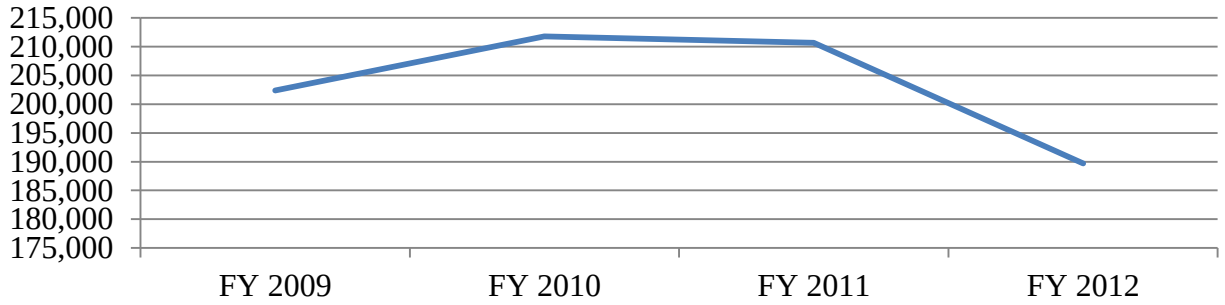
Traffic Stops

Traffic stops conducted by law enforcement serve two key purposes: 1) eliminate the original offense a motorist was stopped for; and 2) increase the possibility of police finding more severe offenses. Committee staff heard as part of its troop visits that officers who conduct traffic stops oftentimes find proof of additional crimes committed by drivers. For example, a vehicle may be stopped for a routine traffic violation, yet the trooper may end up finding illegal drugs as part of the original stop. Obviously every traffic stop has the potential for troopers to uncover additional, and possibly more severe, offenses that could lead to risk of roadway injury or even death due to such offenses.

Virtually all traffic stops are self-initiated (i.e., self-dispatched) events by troopers. Traffic stops are made for a variety of reasons and may result in written warnings, tickets, or even arrest by troopers. When making self-initiated stops, troopers utilize CAD to ensure their troop dispatch center is aware of the critical information regarding the stop, including trooper location and motorist vehicle license number/identification. Information pertaining to self-initiated traffic stops is entered into the CAD system. As such, traffic stops have a specific code in CAD, which committee staff used in its analysis below.

Figure VIII-9 highlights the overall number of traffic stops for FYs 2009 through 2012. The number of stops increased just under 4.7 percent, from 202,389 in FY 09, to 211,787 in FY 10. Since FY 10, the total number of traffic stops decreased to the four-year low of 189,720 in FY 12. Overall, there was a 6.2 percent drop in the number of traffic stops from FY 09 through FY 12.

Figure VIII-9. Total Traffic Stops: FYs 09-12



Source of data: CAD

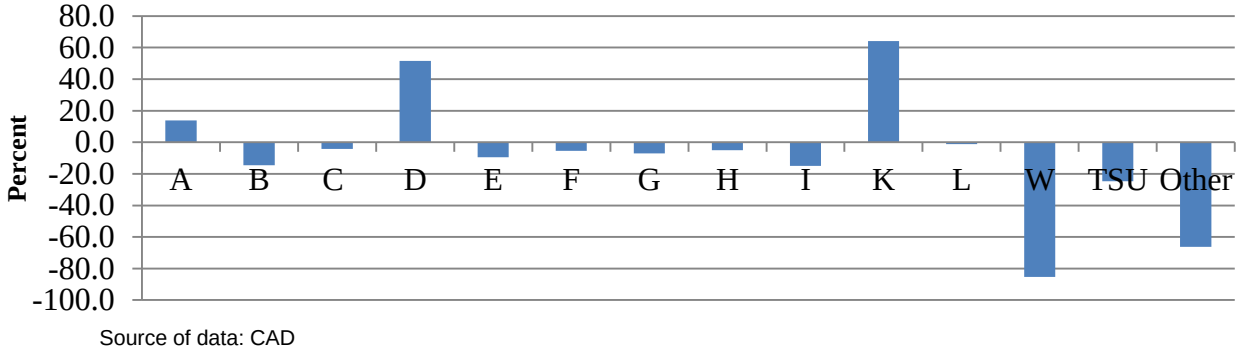
Traffic stops by troop. The yearly number of traffic stops by troop for fiscal years 2009 through 2012 is shown in Table VIII-5. Troop F averaged the most number of stops for the four-year period, with just over 20,600 a year. Troop B, on the other hand, averaged 6,048 stops annually, the lowest average among the 11 current troops. The Traffic Services Unit, which provides proactive traffic enforcement as one of its core functions, averaged just over 17,300 traffic stops per year.

Table VIII-5. Traffic Stops by Troop: FYs 2009-12					
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**	**Average**
F	20,165	22,926	20,353	19,075	20,630
G	20,461	19,417	20,735	19,036	19,912
C	18,043	19,655	19,344	17,281	18,581
H	15,043	21,229	18,870	14,273	17,354
TSU	19,051	16,629	19,287	14,333	17,325
E	17,647	17,225	17,859	15,980	17,178
A	15,343	16,968	17,712	17,464	16,872
K	12,643	13,437	18,089	20,757	16,232
L	12,255	15,198	13,947	12,123	13,381
I	14,198	13,733	12,007	12,075	13,003
D	10,180	10,336	12,471	15,420	12,102
B	6,382	6,479	5,883	5,448	6,048
W*	3,228	1,772	1,292	477	1,692
Other	17,750	16,783	12,512	5,978	13,256
Annual Totals	202,389	211,787	210,361	189,720	203,564

TSU = Traffic Services Unit
Other = stops by CSP sworn personnel other than those assigned to troops and TSU, and instances where more than one troop responded
*Troop W merged with Troop H in March 2012.
Source of data: CAD

Percent change by troop. Figure VIII-10 shows the annual percent change in traffic stops by troop. Of the 11 current troops, along with the Traffic Services Unit, the largest percent increase in traffic stops from FY 2009 through FY 2012 occurred in Troop K (64.2 percent). Excluding "Other," TSU experienced the largest decrease in traffic stops, just under 25 percent. It should be mentioned that sworn officer staffing levels in the Traffic Services Unit have decreased by half since FY 09.

Figure VIII-10. Traffic Stops: Percent Change by Troop
FYs 2009-12



Source of data: CAD

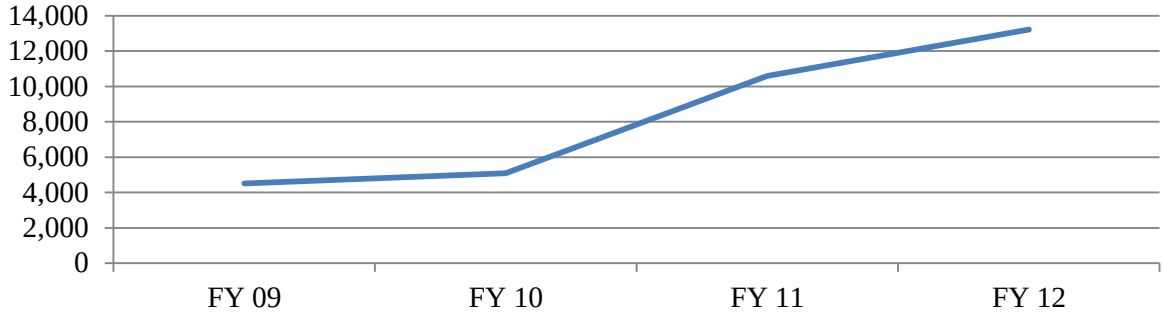
Commercial Traffic

Commercial traffic (i.e., trucks, motor coaches, school buses, and semi-tractor trailers) in Connecticut is a regulated industry. Vehicle weight, driver records, cargo type, speed, and maintenance are examples of the safety areas regulated for commercial vehicles. The state police, along with the motor vehicles department, are charged with ensuring highway safety through inspections and safety checks of inter- and intrastate commercial vehicles using Connecticut's roadways.

There are 62 state police troopers across all the barracks who serve the dual role of trooper and commercial vehicle inspector (TSU has an additional 15 troopers solely dedicated to commercial vehicle inspections). The troopers are specifically trained in accordance with the federal Motor Carrier Safety Assistance Program commercial vehicle inspection requirements.[77] The program's purpose is to ensure a uniform inspection system with the goal of improved commercial vehicle safety. Training provided through the program prepares law enforcement personnel to conduct multi-level commercial vehicle inspections, referred to as North American Standard Inspections (NASI), of which there are five levels.

Figure VIII-11 provides the overall trend in commercial vehicle traffic stops by all state police troops for FYs 2009 through 2012. The number of stops increased almost three-fold over the four-year period, from 4,520 stops in FY 09, to 13,210 in FY 12. The main reason for this rise is likely the state's response to increased commercial vehicle accidents beginning in FY 11. After several major truck accidents on state highways, notably in July 2010 as FY 11 began, more focused efforts on enforcing commercial vehicle safety were implemented, resulting in more traffic stops.

Figure VIII-11. Commercial Vehicle Traffic Stops: FYs 2009-12



Source of data: CAD

[77] The Federal Motor Carrier Safety Administration, within the U.S. Department of Transportation, has specific regulations for commercial vehicle safety. The administration conducts the training and issues certification to inspectors within law enforcement. Personnel completing and maintaining the training are considered NASI certified (National American Standard Inspection). See: http://www.fmcsa.dot.gov/NTC/Course/Detail/28 for additional details.

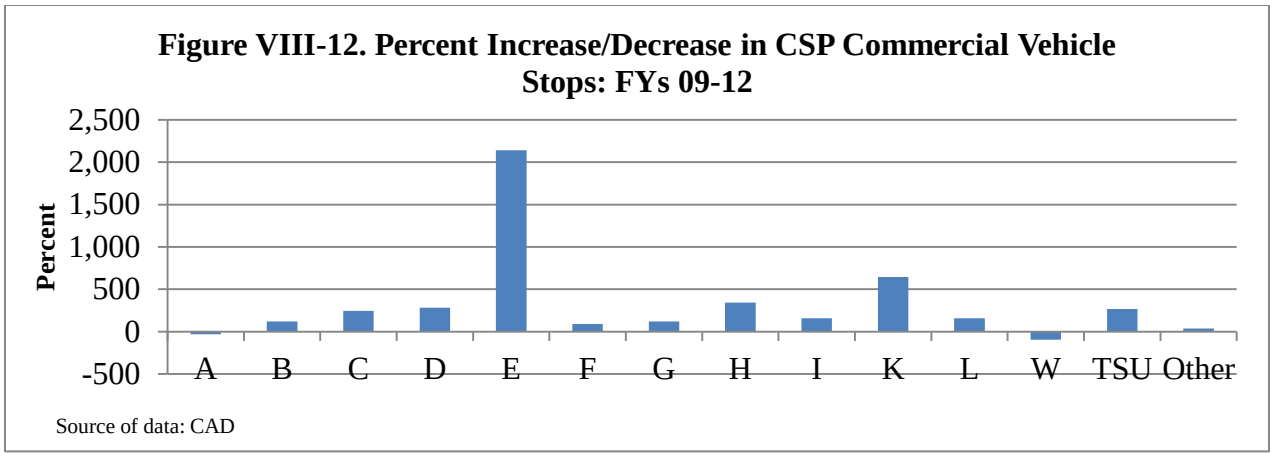
Traffic stops by troop. Table VIII-6 shows the yearly number and average of commercial traffic stops by troop for FYs 2009 through 2012. As expected, the Traffic Safety Unit and Troop G had the highest yearly averages of commercial vehicle stops among all the troops. TSU focuses a lot of its activity on commercial vehicle safety enforcement and Troop G's primary jurisdiction is the I-95 corridor from Greenwich to Branford, which has a high volume of commercial traffic. Overall, CSP experienced just over a 192 percent increase in the number of traffic stops involving commercial vehicles for FY 2009 through FY 2012, from 4,520 to 13,210.

Table VIII-6. Commercial Traffic Stops by Troop: FYs 2009-12

Troop	FY 09	FY 10	FY 11	FY 12	Average
TSU	1,894	1,402	2,902	6,976	3,294
G	831	1,177	3,122	1,824	1,739
H	235	407	932	1042	654
C	159	448	804	545	489
I	231	204	507	593	384
A	409	269	535	289	376
L	212	284	298	549	336
K	53	380	355	394	296
F	128	92	327	241	197
B	76	139	173	167	139
E	10	25	244	224	126
D	16	25	95	61	49
W*	46	40	7	3	24
Other	220	194	287	302	251
Annual Totals	4,520	5,086	10,588	13,210	8,352

TSU = Traffic Services Unit
Other = accidents responded to by Headquarters (CSP sworn personnel other than those assigned to troops and TSU), and instances where more than one troop responded.
*Troop W merged with Troop H in March 2012.
Source of data: CAD

Percent change by troop. Figure VIII-12 shows all but one troop (excluding Troop W) experienced increases in their numbers of commercial vehicle stops. The most dramatic percentage increase occurred in Troop E, which saw its number of commercial traffic stops rise from 10 in FY 09 to 224 in FY 12, or 2,140 percent. Troop K saw a 643 percent rise in commercial vehicle stops, the second most among the troops. Troop A was the only troop to experience an overall decline in the percent of commercial traffic stops, at -29 percent.



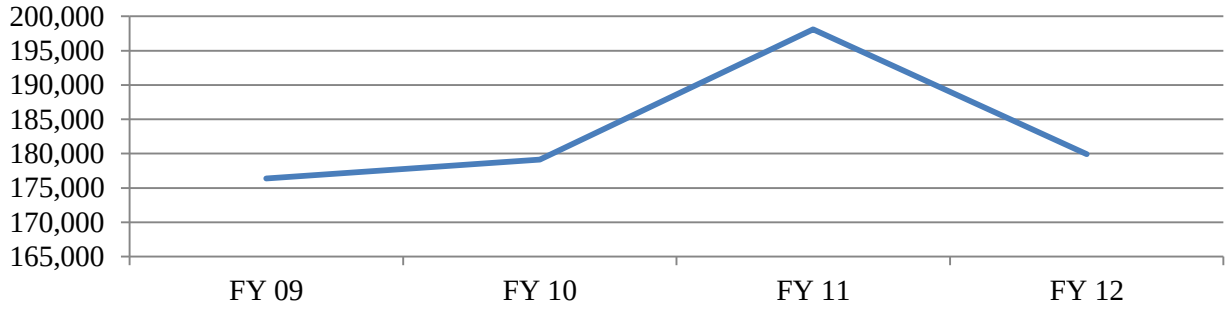
Tickets

Traffic stops, whether for commercial or non-commercial vehicles, can result in various outcomes by state troopers. Officers may simply give drivers warnings or issue actual traffic tickets for an offense(s). Regardless, the mere presence of law enforcement on highways and secondary roads along with issuing tickets to drivers for traffic offenses, are two factors considered by many as ways to increase roadway safety by slowing down traffic and decreasing the number of vehicle accidents.

In Connecticut, the Centralized Infractions Bureau (CIB) within the Judicial Department is the state's repository for law enforcement traffic ticket information. Committee staff collected state police ticket data from CIB to determine if any trends occurred in the number of tickets issued statewide and by individual troop for fiscal years 2009 through 2012. It is important to note that beginning in late FY 10, the state police implemented a new automated system for issuing tickets. Known as "e-Ticket", the technology allows officers to issue and print tickets automatically without writing out infractions by hand. The ticket information is electronically entered into CAD and sent to the infractions bureau. Currently, the State Police operate 138 e-Ticket devices in the field, with an additional 200 forthcoming. Each machine costs approximately $1,000.

Total tickets issued. The total number of tickets issued by the Connecticut State Police for FYs 2009-2012 is provided in Figure VIII-13. Overall, the number increased by two percent, from 176,376 in FY 09 to 179,944 in FY 12. There was a sharp increase in FY 11, when over 198,000 tickets were issued. This is consistent with the previous analysis for commercial vehicle stops when there was a sharp increase the same year. In FY 12, however, there was a drop in tickets issued that year. Given there was a consistent decrease in the overall number of accidents responded to by CSP, this seems to run contrary to the notion that more tickets issued impacts accident rates.

Figure VIII-13. Tickets Issued by CSP: FYs 09-12



Source of data: CT Centralized Infractions Bureau

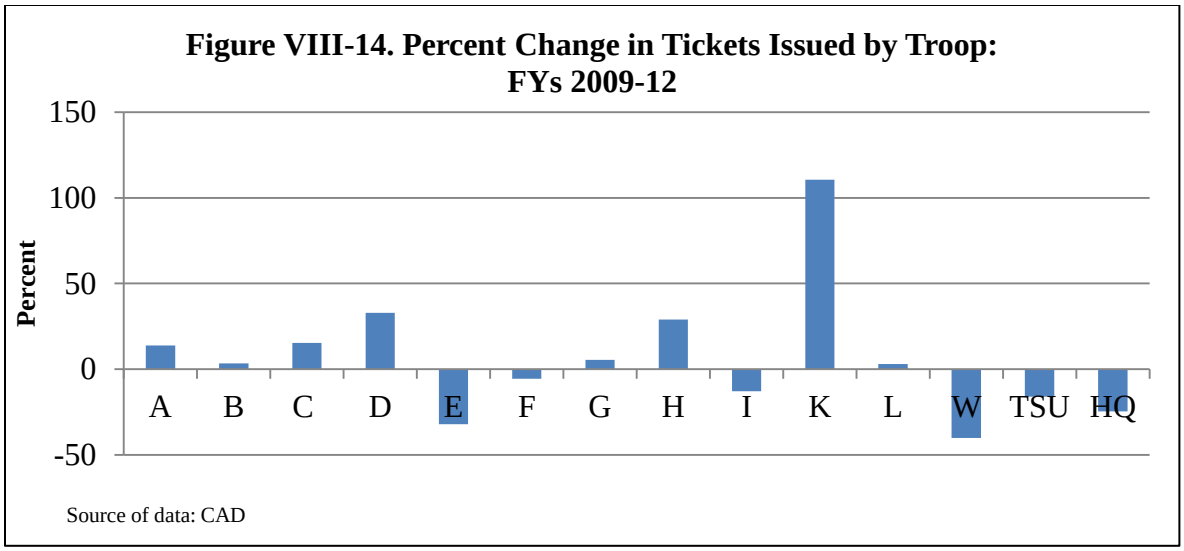
Tickets issued by troop. The yearly number and average of tickets issued by troop for FYs 09-12 is provided in Table VIII-7. Consistent with much of the traffic-related analysis presented above, Troop G led the troops with the highest average number of tickets issued annually, at just over 23,500, while Troop B had the lowest average, with just under 4,000. The Traffic Services Unit, which is a specialized unit and not a troop but has roadway safety as its key responsibility, averaged the most number of tickets issued, with almost 33,000.

Table VIII-7. Tickets Issued by Troop: FYs 2009-12

Troop	FY 09	FY 10	FY 11	FY 12	Average
TSU	38,264	34,051	26,347	32,146	32,702
G	22,828	22,342	24,801	24,086	23,514
F	18,670	19,707	18,482	17,628	18,622
H	11,358	17,802	19,824	14,656	15,910
A	14,694	12,605	16,269	16,720	15,072
I	16,365	15,038	14,105	14,265	14,943
E	14,370	13,255	12,567	9,744	12,484
C	9,718	9,870	10,925	11,216	10,432
K	7,027	6,935	11,469	14,796	10,057
D	8,117	6,640	8,565	10,793	8,529
L	6,487	7,470	6,654	6,681	6,823
B	3,760	4,265	4,013	3,885	3,981
W*	1,447	2,039	1,560	865	1,478
Headquarters	3,271	7,140	22,548	2,463	8,856
Annual Totals	176,376	179,159	198,129	179,944	183,402

TSU= Traffic Services Unit
Headquarters = sworn personnel assigned to units other than troops and TSU
*Troop W merged with Troop H in March 2012.
Source of data: CT Centralized Infractions Bureau

Percent change by troop. Troop K experienced the sharpest percent increase in the number of tickets for FY 09-12, at just over 110 percent, as shown in Figure VIII-14. Meanwhile, the number of tickets issued by Troop E dropped by 32 percent for the same period.



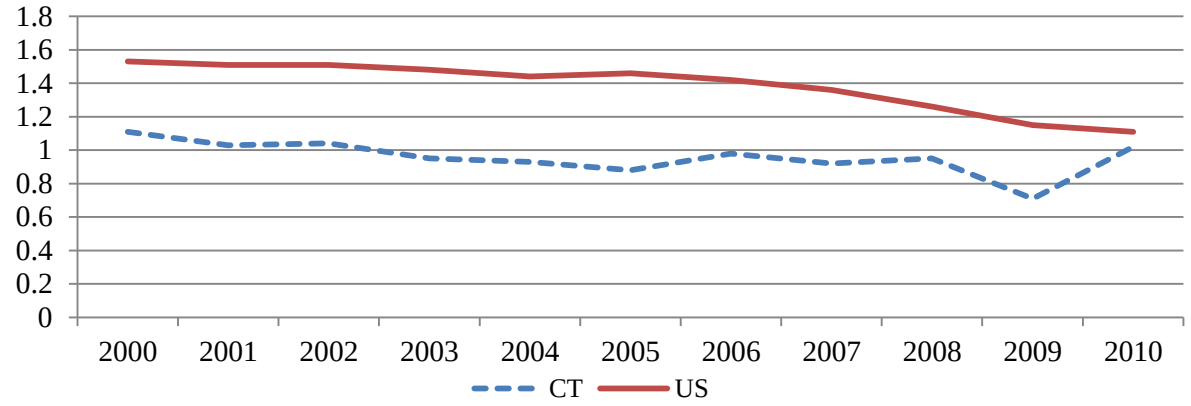
Fatalities

The number of motorist fatalities is a key indicator of highway safety. Obviously, multiple factors beyond the control of law enforcement contribute to fatal accidents. As previously noted, however, efforts by law enforcement, including the mere existence of police on roadways and the rates at which traffic stops are made and tickets issued, are viewed by many as ways to help mitigate roadway accidents, including fatal accidents.

Fatal crashes, and their underlying causes, are multi-faceted and can be analyzed in numerous ways. Committee staff examined fatal accidents in Connecticut from several perspectives. First, a comparison of trends in the overall rate of traffic fatalities in Connecticut with national rates was made. Next the number of fatal accidents, and the total number of fatalities resulting from those accidents, for the areas patrolled by the state police, were examined both in the aggregate and at the individual troop level. (The number of fatal accidents may result in more than one fatality, thus the overall number of fatalities in a given year is generally greater than the number of fatal accidents.) Finally, a comparison with CSP staffing data was made to identify any correlation between state police staffing levels and traffic fatalities within CSP's primary jurisdiction.

State and national trends. Figure VIII-15 shows the trends in fatalities resulting from crashes at the national level and for Connecticut for 2000-2010. As a way to make the trends comparable for analysis, fatalities are based on the rate per 100 million vehicle miles traveled.

Figure VIII-15. Fatal Crash Trends: Connecticut vs. U.S. 2000-2010
(fatalities per 100 million vehicle miles traveled)



Source of data: National Highway Traffic Safety Administration: Fatality Analysis Reporting System

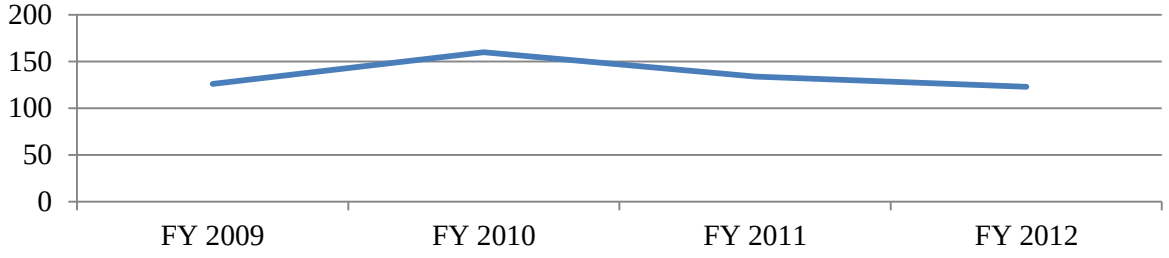
From 2000-2010, Connecticut experienced a lower annual rate of fatalities per 100 million vehicle miles traveled each year than the national rate. Beginning in 2005, though, the U.S. rate steadily dropped through 2010, while the Connecticut rate fluctuated, trending upward due in large part by the sharp increase in fatalities in 2010.

Connecticut averaged 0.96 fatal accidents for 2000-2010, while the U.S. average was 1.38. This represents a 30.4 percent difference in the average number of fatalities per 100 million vehicle miles traveled. At the same time, however, the overall national trend from 2000 to 2010 declined at a higher rate than Connecticut's. Nationally, the annual rate of fatalities dropped 27.4 percent, from 1.53 fatalities in 2000 to 1.11 in 2010. For the same period, Connecticut's overall fatality rate declined 8.1 percent, from 1.11 fatalities to 1.02.

Traffic fatalities responded to by CSP. Figure VIII-16 shows the trend in the number of traffic fatalities responded to by the state police for FYs 09-12. Total traffic fatalities increased from 126 to 160 from FY 09 to FY 10, or 26.9 percent. The number steadily dropped the following two fiscal years, to 134 in FY 11 and 123 in FY 12. Over the four-year period, there were 543 traffic fatalities resulting from 503 fatal crashes responded to by CSP. In addition, about four percent of the accidents responded to by CSP resulted in fatalities.

Data for the number of traffic fatalities for Connecticut are available by calendar year through 2010. Since 2000, the annual number of fatalities statewide has averaged 300.5, ranging from a low of 224 in 2009 to a high of 341 in 2000.

Figure VIII-16. Traffic Fatalities Under CSP Primary Jurisdiction: FYs 09-12



Source of data: CAD

Incidence of traffic fatalities by troop. Table VIII-8 shows the total traffic fatalities responded to by CSP at the individual troop level for FYs 09-12. The table also shows the yearly average number of fatalities. Overall, Troops H and G, both "highway troops," responded to the highest average number of traffic fatalities resulting from crashes at 16.3 and 15.0 fatalities respectively. Troops B and L responded to the fewest traffic fatalities, averaging 3.8 and 4.8 respectively.

Table VIII-8. Traffic Fatalities Responded to by Troop: FYs 2009-12

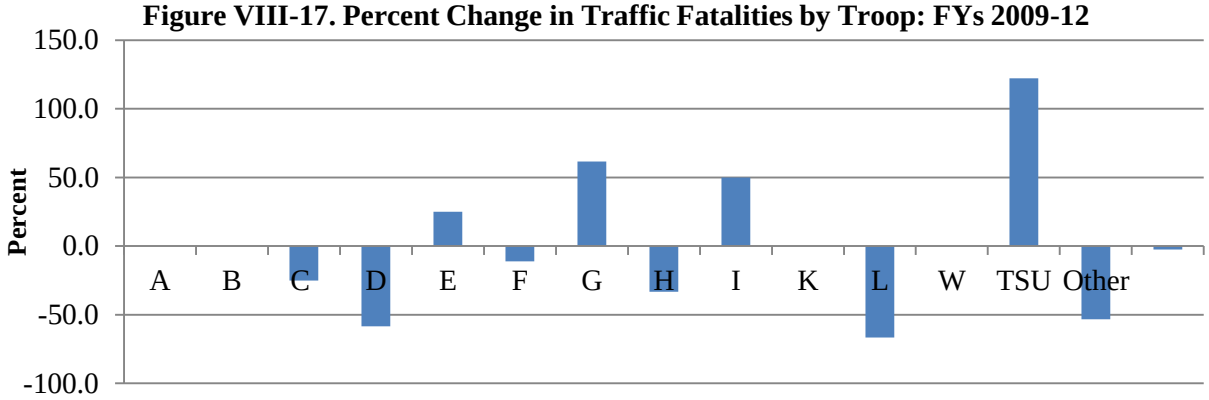
Troop	FY 09	FY 10	FY 11	FY 12	Average
H	18	21	14	12	16.3
G	13	11	15	21	15.0
Other	15	16	21	7	14.8
E	8	20	13	10	12.8
C	12	12	14	9	11.8
K	14	8	11	14	11.8
D	12	13	10	5	10.0
TSU	9	9	2	20	10.0
I	4	18	8	6	9.0
F	9	9	7	8	8.3
A	5	11	8	5	7.3
L	3	8	7	1	4.8
B	4	3	4	4	3.8
W*	0	1	0	1	0.5
Totals	126	160	134	123	135.8

Other = accidents responded to by sworn personnel assigned to units other than troops or TSU (i.e., Headquarters) and instances where more than one troop responded
TSU = Traffic Services Unit
*Troop W merged with Troop H in March 2012.
Source of data: CAD

Change in traffic fatalities by troop. For the four-year period analyzed, the Traffic Services Unit experienced the highest percent change in the number of traffic fatalities responded to by CSP, as shown in Figure VIII-17. Such fatalities increased 122 percent, from 9 percent in FY 09 to 20 percent in FY 12. It should be noted that TSU responded to an unusually high number of crashes involving fatalities in FY 12, which accounts for the high overall percent

increase. Following TSU, Troop G saw almost a 62 percent increase in fatalities resulting from accidents, while Troop I's increase was 50 percent. Conversely, Troop L's rate dropped almost 67 percent and Troop D's by just over 58 percent. Overall, the rate of fatalities resulting from crashes for CSP declined 2.1 percent for the time span examined.

Figure VIII-17. Percent Change in Traffic Fatalities by Troop: FYs 2009-12



Source of data: CAD

Alcohol-impaired driving fatalities. A subtype of traffic fatalities are those fatalities involving alcohol in which at least one driver (in a multi-car accident) was considered legally impaired. Table VIII-9 compares Connecticut data to national data and shows that the number of alcohol-impaired driving fatalities (per 100 million vehicle miles traveled) was consistently lower in Connecticut than nationally. The only exception to this was in 2010, when Connecticut's rate was 0.38 and the U.S. rate was 0.34.

Table VIII-9. Connecticut and National DWI Fatalities: 2007-2010

Year		Total Fatalities in all Crashes	Alcohol-Impaired Driving Fatalities (BAC = .08+)**		
			Number	Percent	Per 100 Million VMT
2007	Connecticut	296	111	38	0.35
	U.S.	41,259	13,041	32	0.43
	Best State*			19	0.21
2008	Connecticut	302	95	31	0.30
	U.S.	37,423	11,711	31	0.39
	Best State*			16	0.16
2009	Connecticut	224	97	43	0.31
	U.S.	33,883	10,759	32	0.36
	Best State*			17	0.16
2010	Connecticut	320	119	37	0.38
	U.S.	32,999	10,136	31	0.34
	Best State*			18	0.17

*State (or States) with lowest percents; lowest percents could be in different states
**Based on the BAC (blood alcohol content) of all involved drivers and motorcycle riders only
Source: National Highway Traffic Safety Administration, Fatality Analysis Reporting System 2007-2010 Final

Highway Safety and CSP Staffing: Statistical Correlation Analysis

Certain aspects of highway safety were analyzed to more fully understand the statistical relationship between highway safety and state police staffing. The analysis presented below focuses on accidents with injuries, including fatal accidents, driving while impaired incidents, and tickets issued. Although only one of the highway safety-related factors was statistically related to state police active sworn personnel staffing, it is clear that state police sworn personnel are needed to patrol the state's highways for traffic control and safety, and to provide emergency service when necessary.

Traffic Accidents with Injuries and Staffing Levels

Most active sworn CSP personnel, regardless of regular assignment, patrol at least a half hour before and a half hour after their shifts every working day as part of their General Patrol responsibilities. The number of active CSP sworn personnel and accident information are shown in Table VIII-10.

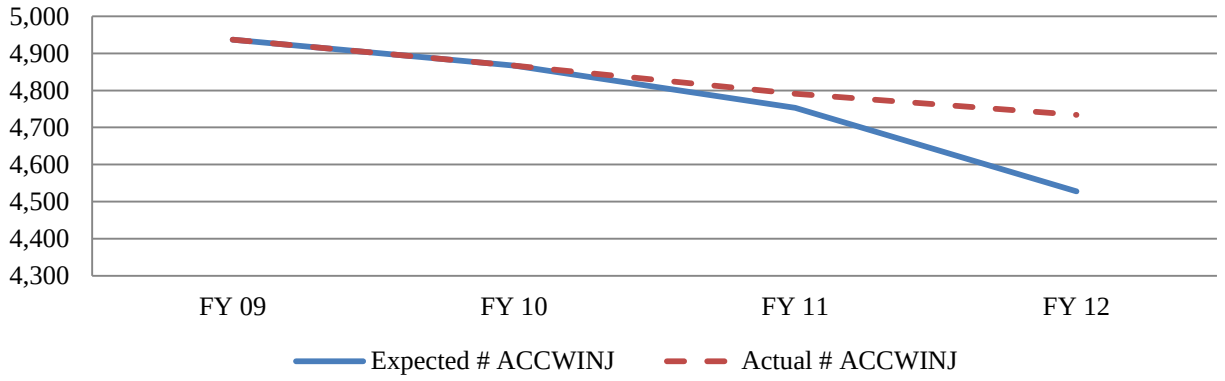
There was a 14.2 percent decline in active sworn personnel during FY 09 through FY 12. As described earlier, and as seen in the table, the total number of accidents on roadways under CSP jurisdiction also declined 8.3 percent, and the number of accidents with injuries declined 4.1 percent during this same time period. Overall, however, no statistically significant correlation was found between staffing levels and number of accidents, or number of accidents with injuries. Thus, as staffing levels declined, there was not a corresponding increase in accidents.

Table VIII-10. Accidents with Injuries and Staffing Levels: FY 09-FY 12

	FY 09	**FY 10**	**FY 11**	**FY 12**	**% Change**
# Accidents	34,761	34,266	33,475	31,888	(8.3%)
# Accidents with Injuries	4,937	4,867	4,791	4,734	(4.1%)
% of Accidents with Injuries	14.2%	14.2%	14.3%	14.8%	0.6%
# Active Sworn	1,186	1,092	1,092	1,017	(14.2)
Source: CAD Data and CORE-CT personnel data					

There was, however, a relatively smaller decrease in accidents with injuries, compared with accidents overall, so that accidents with injuries in FYs 11 and 12 accounted for a slightly higher percent of all accidents. In addition, based on the overall number of accidents, Figure VIII-18 shows the actual number of accidents with injuries and the expected number, if 14.2 percent of all accidents had continued to result in injuries.

Figure VIII-18. Expected and Actual Number of Accidents with Injuries



Source: PRI staff analysis

Issuance of Tickets and Staffing Levels

Table VIII-11 shows no statistically significant relationship between the number of tickets issued and the total number of active patrol and resident state troopers and Traffic Services Unit active sworn personnel. Despite a relatively steady two percent decline annually in number of sworn personnel likely to issue tickets, there was an increase and decline during this same period of time, regardless of staffing level.

Table VIII-11. Issuance of Tickets and Staffing Levels: FY 09-FY 12

	FY 09	FY 10	FY 11	FY 12
# Tickets Issued	176,376	179,159	198,129	179,944
% Change in Tickets Issued from Previous Year		+1.6%	+10.6%	-9.2%
# Active Patrol/ Resident State Troopers and TSU Sworn Personnel	564 +41=605	555 +36=591	544 +34=578	539 +29=568
% Change in Staffing Level		-2%	-2%	-2%

Source: CAD Data and CORE-CT personnel data

Issuance of Tickets and Accidents With Injuries

Table VIII-12 shows that, despite the issuance of more or less tickets by CSP, the percent of accidents with injuries responded to by officers assigned to one of the troop barracks, increased from FY 09 through FY 12. Thus, there does not appear to be a relationship between the issuance of tickets and accidents with injuries.

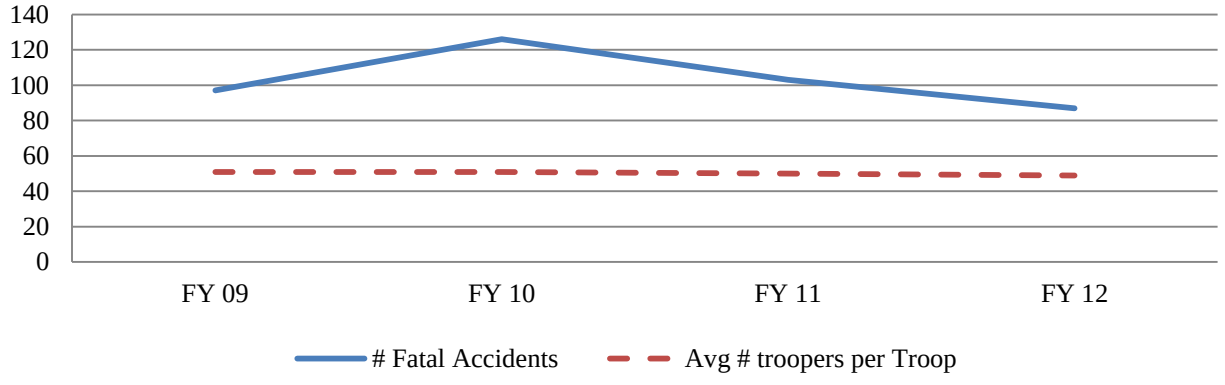
Table VIII-12. Accidents with Injuries and Issuance of Tickets: FY 09-FY 12				
	FY 09	**FY 10**	**FY 11**	**FY 12**
# Accidents	27,998	28783	29569	29,334
# Accidents with Injuries	3,873	3,997	4,195	4,305
% Accidents with Injuries	13.8%	13.9%	14.2%	14.7%
# Tickets Issued	176,376	179,159	198,129	179,944
% Change in Tickets Issued from Previous Year		+1.6%	+10.6%	-9.2%
Source: CAD Data and CORE-CT personnel data				

Fatal Accidents and Staffing Levels

The possible association between staffing levels and fatal accidents was examined. Table VIII-13 shows an increase in fatal accidents in FYs 09 and 10, and a decrease in FYs 11 and 12. Over those four years, there was a four percent decrease in the number of active troopers in the troops and an overall 14 percent decrease in active sworn personnel. As further shown in Figure VIII-19, there is no association between fatal accidents and number of active troopers for this four-year period.

Table VIII-13. Fatal Accidents and Staffing Levels: FY 09-FY 12				
	FY 09	**FY 10**	**FY 11**	**FY 12**
# Accidents	27,998	28,783	29,569	29,334
# Fatal Accidents	97	126	103	87
# Active Troopers	564	555	544	539
Total # Active Sworn	1,186	1,092	1,092	1,017
Source: CAD Data and CORE-CT personnel data				

Figure VIII-19. Number Fatal Accidents and Average Number troopers per Troop



Source: PRI staff analysis

Fatal Accidents and Issuance of Tickets

Table VIII-14 shows no relationship between the issuance of tickets and the number of fatal accidents. For FYs 10-12, the decline in the number of fatal accidents appears to have no association with the changes in the number of tickets issued.

Table VIII-14. Fatal Accidents and Issuance of Tickets: FY 09-FY 12				
	FY 09	**FY 10**	**FY 11**	**FY 12**
# Fatal Accidents	97	126	103	87
% Change in Fatal Accidents		+30%	-18%	-16%
# Tickets Issued	176,376	179,159	198,129	179,944
% Change in Tickets Issued from Previous Year		+1.6%	+10.6%	-9.2%
Source: CAD Data and CORE-CT personnel data				

DWI Incident Calls for Service

Table VIII-15 shows the overall 12.7 percent decrease in the number of DWI incident calls responded to by all sworn personnel in CSP. There is wide variability across the troops in DWI calls, with Troops C, D, and K experiencing more than a quadrupling of DWI calls from FY 09 to FY 12. Other troops, such as Troops B, E, and F had at least a 10 percent decrease in the number of DWI calls from FY 09 to FY 12.

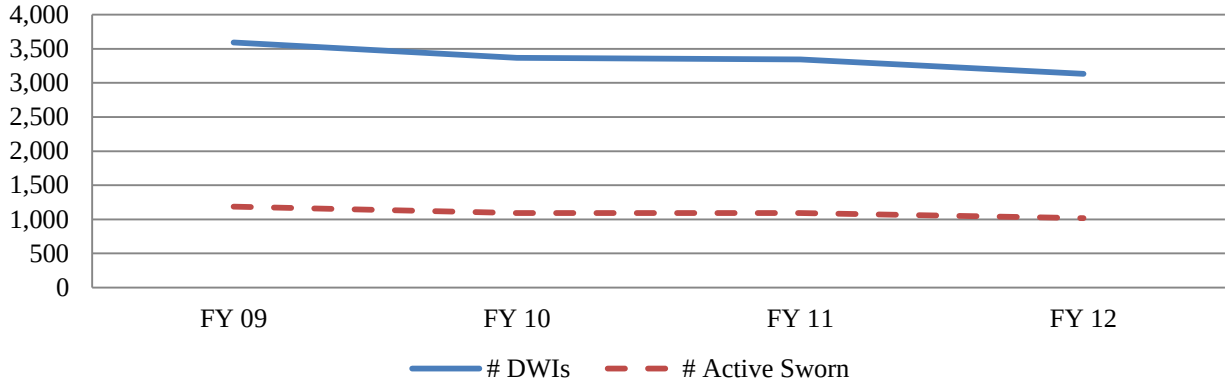
Table VIII-15. Number of DWI Incident Calls Per Troop: FY 09-FY 12					
Troop	**FY 09**	**FY 10**	**FY 11**	**FY 12**	**% Change from FY 09 to FY 12**
A	267	254	264	276	+3.4%
B	123	133	126	100	-18.7%
C	288	293	358	414	+43.8%
D	149	156	171	221	+48.3%
E	541	559	611	483	-10.7%
F	262	226	229	211	-19.5%
G	252	227	263	264	+4.8%
H	277	340	253	209	-24.5%
I	142	145	126	145	+2.1%
K	166	194	196	293	+76.5%
L	225	231	208	206	-8.4%
Two Troops	655	459	421	228	-65.2%
TSU	8	1	7	6	
Troop W*	24	13	5	1	
Headquarters	211	136	105	76	-64.0%
Total	**3,590**	**3,367**	**3,343**	**3,133**	**-12.7%**
TSU = Traffic Safety Unit Headquarters = all sworn personnel assigned to units other than troops or TSU *Troop W merged with Troop H in March 2012. Source: CAD					

DWI Incident Calls and Staffing Levels

Table VIII-16 shows that when active sworn personnel decreased, there was a decrease in the number of DWI incident calls to CSP, which evidences a statistically significant relationship between the DWI incident calls and CSP staffing levels (i.e., more than chance). For FYs 09-12, the trend in the number of DWI incident calls is quite similar to the trend in the number of sworn personnel (Figure VIII-20).

Table VIII-16. DWI Incident Calls and CSP Staffing Levels: FY 09-FY 12				
	FY 09	**FY 10**	**FY 11**	**FY 12**
# DWI Incident Calls	3,590	3,367	3,343	3,133
% Change in DWI Incident Calls	_	-6%	0%	-6%
# Active Sworn Personnel	1,186	1,092	1,092	1,017
% Change in Active Sworn Personnel from Previous Year	_	-8%	0%	-7%
Source: CAD Data and CORE-CT personnel data				

Figure VIII-20. Number of DWI Incident Calls and CSP Active Sworn Personnel



Source: PRI staff analysis

While it is conceivable that the number of individuals driving while intoxicated has coincidentally decreased or remained constant during the same times that CSP sworn personnel decreased or remained constant, another interpretation of this data is that fewer CSP are available to apprehend intoxicated drivers.

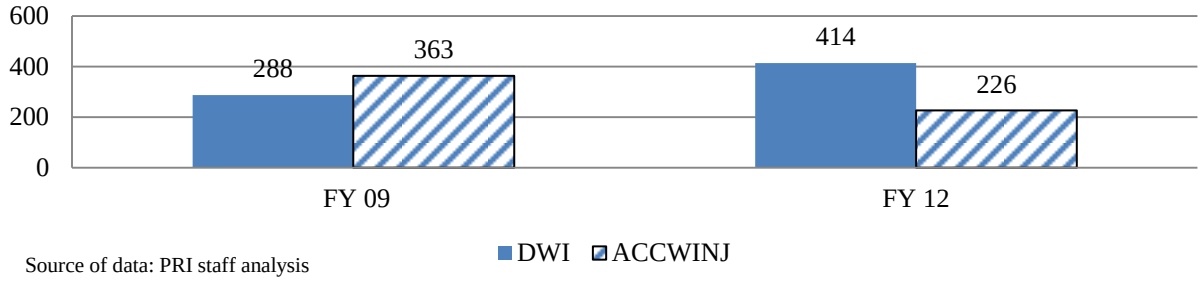
Relationship Between DWI Incident Calls and Accidents With Injury

With the overall number of accidents decreased and the number of DWI calls decreased, a question is whether there are examples of individual troops that experienced a marked increase or decrease in the number of DWI calls, and if so, what was the number of accidents with injuries during that time period.

Overall, there was no statistically significant association between the number of DWI incident calls and accidents with injuries in the troops. Patterns were found in several troops, however, which may prove useful to CSP in future strategies in this area.

For example, as show in Figure VIII-21, unlike the decrease in DWI incident calls found for CSP as a whole, Troop C had a 44 percent increase in DWI calls. For this same time period, Troop C also had a 38 percent decrease in the number of accidents with injuries. This same pattern was not necessarily repeated in other troops.

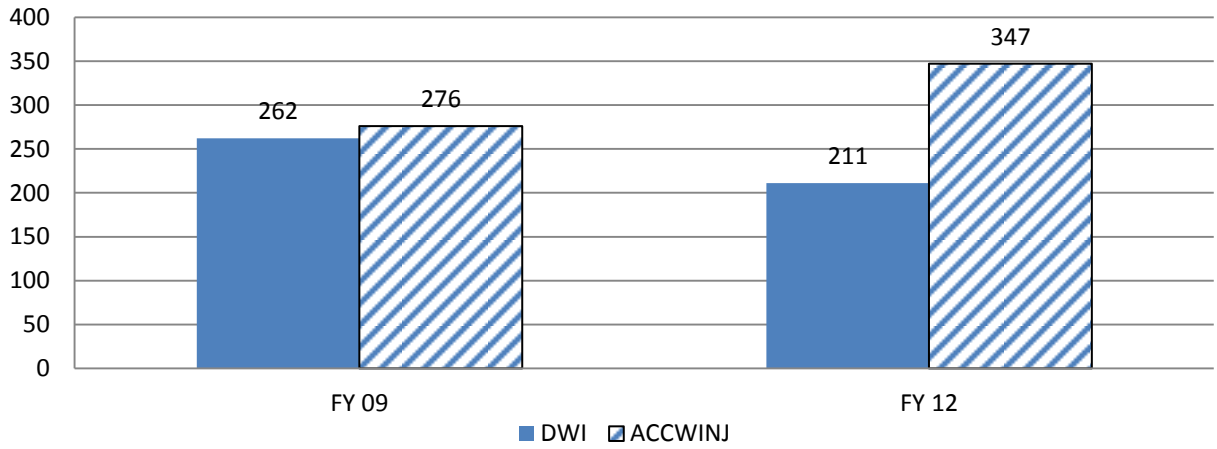
Figure VIII-21. Troop C DWI Incident Calls and Accidents with Injuries



Source of data: PRI staff analysis

Another example is shown in Figure VIII-22. Similar to CSP as a whole, Troop F had a decrease in DWI calls (19 percent). For the same time period, Troop F also had a 26 percent increase in the number of accidents with injuries. Similar to the caveat noted for Troop C, this same pattern was not necessarily found in other troops.

Figure VIII-22. Troop F DWI Incident Calls and Accidents with Injuries



Source: PRI staff analysis

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Chapter IX

Citizen Satisfaction with Connecticut State Police

Theory being tested:

As staffing levels **decreased**, citizen satisfaction **decreased**

Findings:

- The number of commendations, complaints and inquiries are monitored by the CSP Internal Affairs Unit
- Very little citizen contact with CSP is for purposes of praise or commendation (range of 37-72 instances annually during CYs 2008-2011)
- The annual number of low level complaints ranged from 199 to 593, and the more serious Internal Affairs investigations ranged from 22 to 90 during CY 2008-2011
- The total number of complaints has been declining, and was at its lowest level in CY 2011
  - Lower level complaints decreased 60 percent from CYs 2008-2011
  - The most serious complaints, leading to an Internal Affairs investigation, decreased by 40 percent from CYs 2008-2011
- Administrative Inquiry complaints showed a more than five-fold increase from CYs 2008 to 2011, attributable in part to a change in practice of investigating the accidental discharge of a taser as an Administrative Inquiry
- As the number of staff declined, so did the percent of citizen contacts that were complaints

Conclusion:

While the number of sworn personnel decreased by 14 percent, the number of complaints decreased by 51 percent. Based on the information used for this analysis, there were no indications that decreased staffing levels adversely impacted citizen satisfaction as measured by formal complaints and commendations processed by the Internal Affairs Unit

Background. One assessment of state police performance is Connecticut citizenry satisfaction with the State Police. The department maintains records on the number of complaints and compliments reported to CSP by citizens. The department considers this feedback from the public essential to its responsiveness to the needs of the community.[78]

[78] CSP Internal Affairs Unit Annual Reports.

Within the Bureau of Professional Standards and Compliance, the Internal Affairs Unit conducts all internal investigations of allegations of misconduct by sworn personnel, and most civilian employees, including special constables under the supervision of the resident state trooper program.

Alleged misconduct investigations fall into three categories: Complaint; Administrative Inquiry; and Internal Affairs Investigation. Table IX-1 provides detail about the three categories.

Table IX-1. Types of CSP Alleged Misconduct Investigations: Seriousness and Examples

Category	Seriousness	Examples of complaints that fall into this category
Complaint	The initial categorization for all complaints received by the Internal Affairs Unit, which remain at this level if complaint not considered to fall into one of the more serious categories	• Handled at the troop level with resolution including letter to citizen from troop command personnel
Administrative Inquiry	If sustained, would result in no more than Letter of Reprimand	• Accidental discharge of a taser
Internal Affairs Investigation	If sustained, could result in filing of criminal charges or imposition of serious discipline	• Improper discharge of a firearm • Bias allegations • Sexual harassment • Civil rights violations • Actions that resulted in death or serious physical injury

Source: CSP Internal Affairs Unit Annual Reports

There are also "Miscellaneous Inquiries" that involve substantive contact with the Internal Affairs Unit, but are not considered complaints about CSP sworn personnel. These inquiries could be unrelated to CSP and forwarded to the appropriate jurisdiction, or related to CSP and forwarded to the appropriate unit within DESPP.

The number of formal compliments or instances of praise are also monitored by the Internal Affairs Unit. The Department of Emergency Services and Public Protection website provides information to citizens on how to make both commendation remarks and complaints.

For feedback and suggestions: Citizens are instructed to contact their local troops to provide feedback concerning operational procedures or recommendations on how to improve service.

For commendations: Citizens are asked to write brief letters or emails describing incidents and employee actions they believe were exceptional. Citizens may also speak with individuals' supervisors and make verbal commendations.

For complaints or inquiries: Citizens are asked to lodge complaints or make inquiries by letter, email, telephone, or in person. Complaints against personnel are to be directed to the on-duty supervisors, commanders of the troop or district, or the Internal Affairs Unit.

If the inquiry or complaint appears to be based on a misunderstanding, the involved state trooper may offer an explanation, and if the citizen is not satisfied with the explanation, the citizen may speak with the trooper's supervisor.

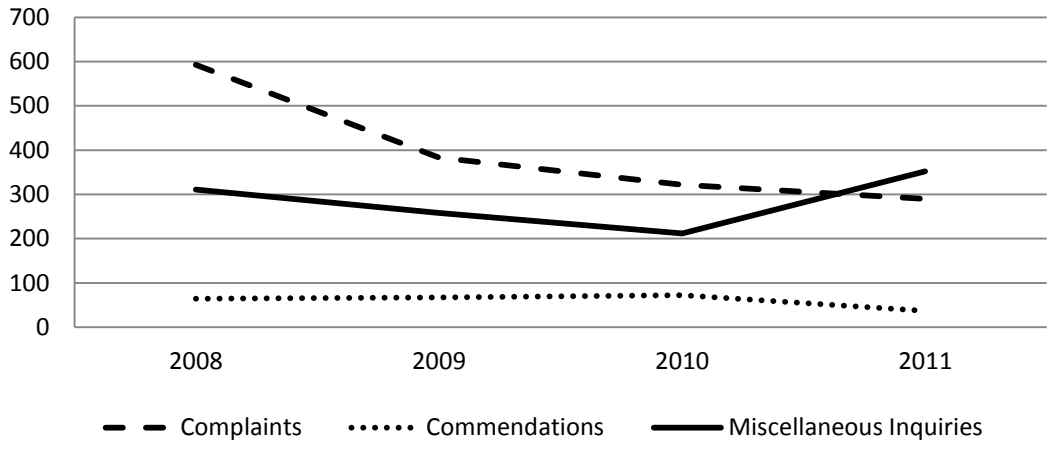
Concerns considered operational in nature are generally handled at the troop level. More serious complaints warranting investigations may include review of all applicable reports, policies and procedures, examination of any evidence or medical records, and interviews with all parties and witnesses involved.

Citizen satisfaction with CSP. The Internal Affairs Unit annual reports for calendar years 2008-2011 contain information on the incidences of complaints and commendations, and the results of any inquiries and investigations. Table IX-2 shows the number of complaints and commendations for sworn personnel and civilian employees.

Table IX-2. Complaints and Commendations: CYs 2008-2011				
Citizen:	**CY 2008**	**CY 2009**	**CY 2010**	**CY 2011**
Commendations	64	67	72	37
All Complaints	593	383	322	290
Low-level Complaints	497	332	241	199
Administrative Inquiries	6	7	20	37
Internal Affairs Investigations	90	44	61	54
Miscellaneous Inquiries	311	258	212	352
Source: CSP Internal Affairs Unit Annual Reports				

Figure IX-1 shows that very few of the citizen contacts are for purposes of praise or commendation. On the other hand, the number of complaints has been declining, and was lowest in 2011.

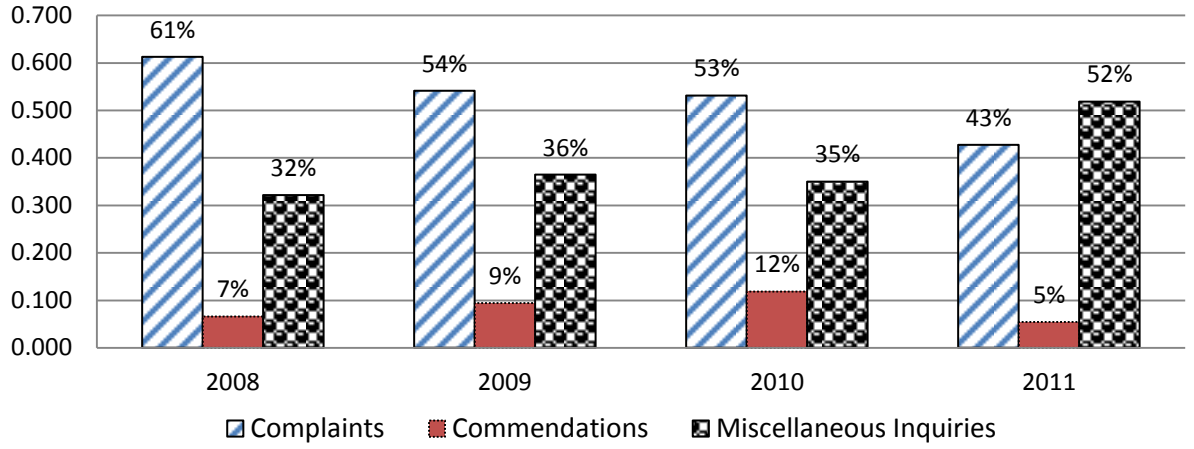
Figure IX-1. Complaints and Commendations: CYs 2008-2011



Source: CSP Internal Affairs Unit Annual Reports

Figure IX-2 shows the portions of citizen contact that are categorized as either complaints, commendations, or miscellaneous. Although the percent of commendations was at its lowest in 2011, it was also at its highest in the prior year. Complaints steadily decreased over the four years analyzed, and accounted for less than half of all citizenry contact in 2011.

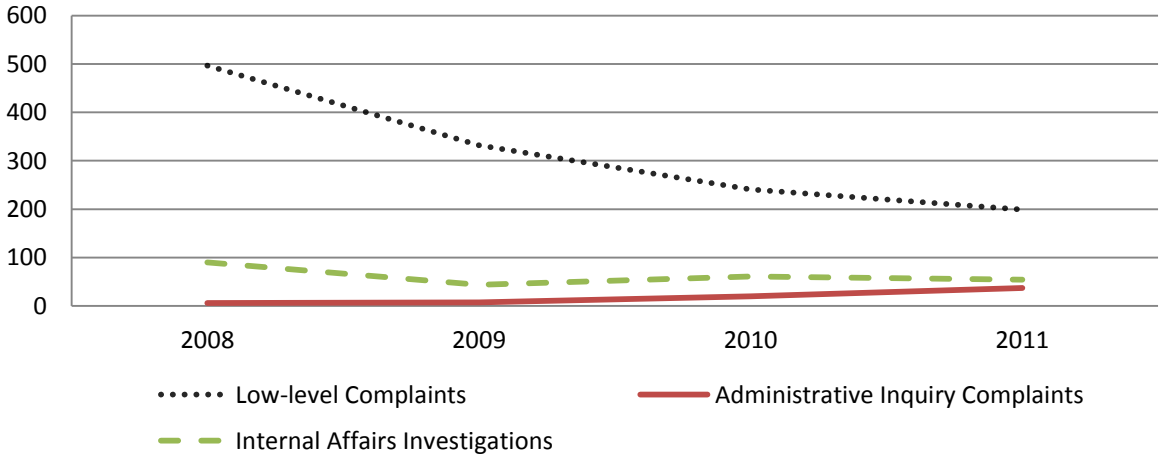
Figure IX-2. Percent of Citizen Contact By Complaints, Commendations, or Miscellaneous



Source of data: CSP Internal Affairs Unit Annual Reports and PRI staff analysis

Figure IX-3 shows the proportion of complaints that were either: 1) less serious; 2) warranted an administrative inquiry; or 3) resulted in an internal affairs investigation. The lower level complaints have decreased 60 percent from 2008 to 2011. The most serious complaints, leading to an internal affairs investigation also decreased from 2008 to 2011, by 40 percent. Only the Administrative Inquiry complaints showed a more than five-fold increase from 2008 to 2011.

Figure IX-3. Level of Complaint Severity



Source: CSP Internal Affairs Unit Annual Reports

According to the 2010 and 2011 Internal Affairs Annual Reports, the increase is attributable to the change in practice of investigating the accidental discharge of a Taser device as an Administrative Inquiry. This practice, which was started in 2010, was done to provide a consistent response to such incidents. The Internal Affairs Unit investigated 26 accidental Taser discharges in 2011, compared to 7 in 2010. The 2011 annual report notes that the 26 incidents led to the retraining of each individual trooper or special constable involved in an incident, and the development of a department training bulletin to help reduce future accidental occurrences.

The 2011 annual report also summarizes the nature of Internal Affairs Unit investigations and Administrative Inquiries for CYs 2008-2011 (Table IX-3).

Table IX-3. Nature of Internal Affairs Unit Investigations and Administrative Inquiries

Nature of Inquiry/Investigation	2008	2009	2010	2011
Criminal	8	7	14	4
Excessive Force	1	4	3	3
Civil Rights	3	1	0	0
Rules & Regulations	62	34	51	75
Expectations of Performance	20	11	11	7
Discharge of Firearms	2	1	3	3
Total	**96**	**58**	**82**	**92**

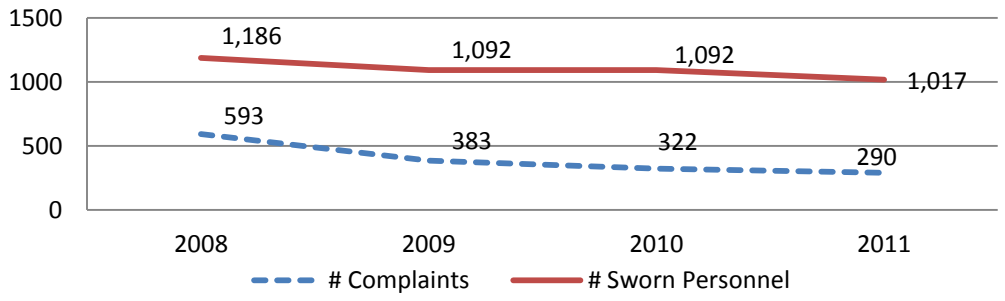
Source: 2011 Annual Report of the Internal Affairs Unit

Citizen Satisfaction with Connecticut State Police and Staffing Levels

The relationship between citizen satisfaction with the State Police and staffing levels was analyzed. A potentially lower staffing level could result in greater dissatisfaction with CSP services by citizens, the consumers of this service.

The data provided to PRI was not separated out by sworn and civilian personnel, nor were municipal/constable complaints separated out from those specific to CSP. Given these caveats, Figure IX-4 shows the number of active sworn personnel (excluding light duty) and the number of citizen complaints processed by the Internal Affairs Unit.

Figure IX-4. Number of Sworn Personnel and Complaints

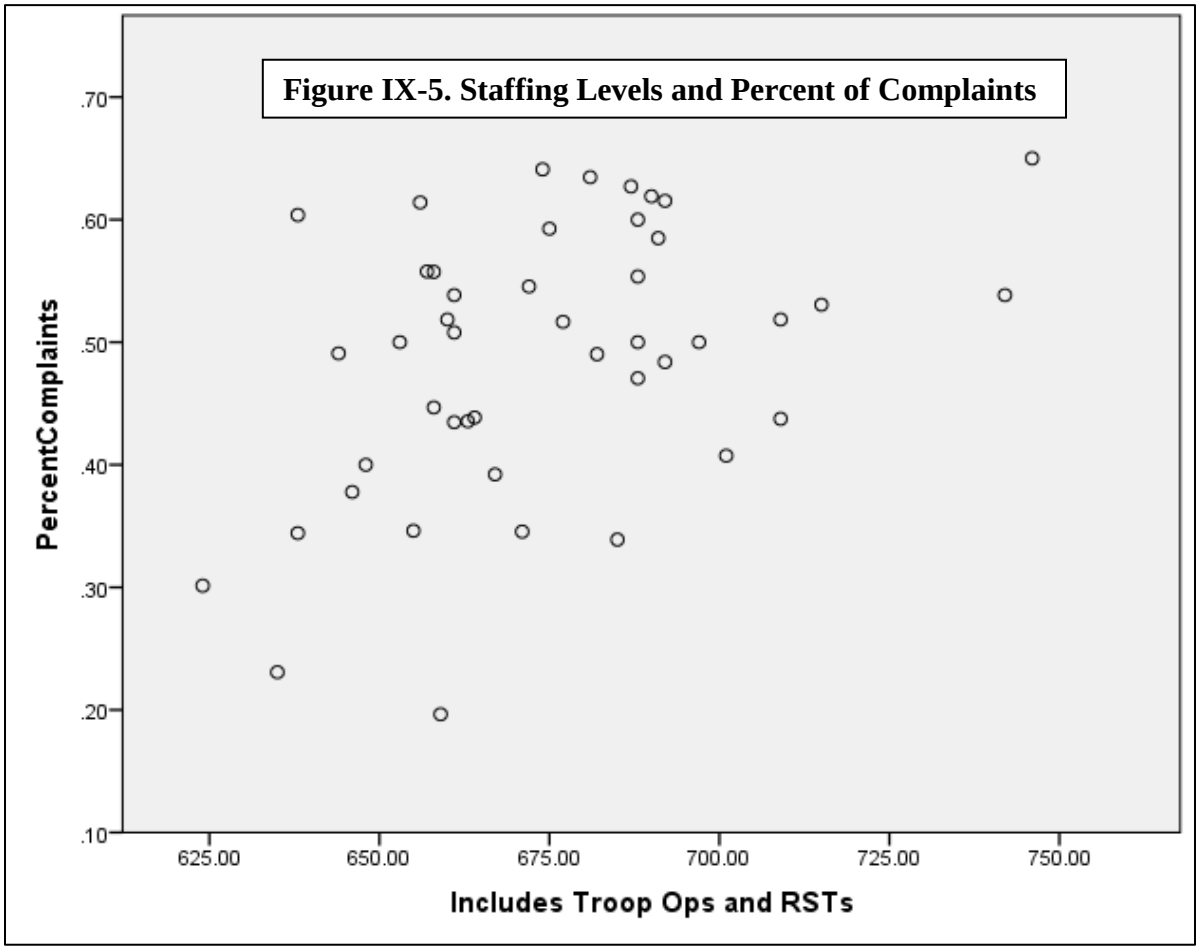


Source of data: CSP Internal Affairs Unit Annual Reports, CORE-CT and PRI staff analysis

The number of complaints has not increased as the number of sworn personnel has decreased. Instead, as the number of sworn personnel decreased by 14 percent, the number of complaints also decreased, by 51 percent. This measure does not appear to be adversely impacted by staffing levels. In addition to the Internal Affairs Unit annual reports, more detailed information was provided to PRI on the number of citizen complaints, commendations, and miscellaneous inquiries that occurred each month from 2009-2012. PRI analyzed the possible correlation between monthly complaints and monthly staffing levels for active patrol and resident state troopers. There was no statistically significant correlation between staffing levels and percent of monthly commendations.

Further, there was an unexpectedly positive association between staffing levels and percent of complaints. The scatter plot in Figure IX-5 shows that as the number of sworn staff declined, so did the percent of citizen contacts that were complaints.

Based on the information used for this analysis, there are no indications that past and current staffing levels are adversely impacting citizen satisfaction as measured by formal complaints and commendations processed by the Internal Affairs Unit.



Chapter X

Shift Relief Factor

Shift Relief Factor (SRF) Development and Implementation

Findings:

- There are approximately 230 CSP daily patrols[79] used to provide around-the-clock coverage of areas within State Police jurisdiction across 11 different troops
  - The number of patrols has remained relatively unchanged for many years
- The Shift Relief Factor (SRF) is a mathematical calculation used to determine how many personnel are needed to staff these patrols
  - The SRF takes into consideration the amount of hours a trooper is available to work, taking into account events such as vacation, regular days off, and sickness
- The SRF for FY 12 was 1.95, meaning to staff one patrol for one shift for 365 days, almost two patrol troopers were needed
- Applying the SRF of 1.95 to the number of daily patrols, CSP would need approximately 450 (active) patrol troopers to provide the 230 daily patrols
- In FY 12, CSP had, on average, 448 troopers available to perform these patrols, a figure very close to the 450 calculated with the SRF
- Applying the SRF retroactively to FY 09 and FY 10, there were approximately six more troopers than needed to perform the 230 daily patrols
- As of January 31, 2013, however, the average number of patrol troopers available had decreased to 439, indicating a shortage of approximately 11 patrol troopers
  - A graduating class in December 2012 will mitigate this shortfall

Conclusion:

The SRF of 1.95 means that, taking into account the time a trooper is typically available to work, almost two officers are needed for each of the 230 patrols. The actual number of patrol troopers in FY 12 came very close to the number estimated to be needed, using the SRF

The Connecticut State Police provide coverage on the state's highways, for the 81 towns without their own organized police departments, and for major crimes and emergencies 24 hours a day, 365 days a year. To determine how many troopers are needed to provide this around the

[79] A patrol is a route that a single trooper (i.e., "patrol trooper") travels in a single 9-hour shift.

clock coverage, a calculation can be made that takes into consideration the typical patrol trooper 5 days on, 3 days off work schedule, sickness, vacations, and other times away from work. Developed as part of the Police Allocation Manual methodology (described in Chapter V), the "shift relief factor" can be used to determine the number of officers needed to provide minimum patrol coverage. Stated another way, the shift relief factor is the number of patrol troopers required to staff one shift position 365 days per year.

Since the SRF is a mathematical formula based on average patrol trooper time away from work (e.g., for sick leave and vacation time), the calculation does not guarantee that the minimum number of patrol troopers will be present for work each day.

All information for these calculations were developed using annual time and attendance data contained in CORE-CT, the state's centralized employee information system. PRI calculated shift relief factors for CSP troopers for FY 11 and FY 12. In the future, CSP may choose to use the FY 12 shift relief factor or an average of the FY 11 and FY 12 shift relief factors.

Table X-1 shows the patrol trooper average number of hours away from work for both FY 11 and FY 12. On average, there were 446 active patrol troopers in FY 11 and 448 active patrol troopers in FY 12. (Active patrol troopers are defined as not out on leave and not assigned to light duty on the first of the month.)

Table X-1. Average Annual Hours Active Patrol Troopers Unavailable for Duty

	FY 11 (avg. of 446 patrol troopers)	**FY 12 (avg. of 448 patrol troopers)**
Regular Hrs Off	1,233	1,233
Sick Hrs	65.8	76.2
Family Sick Hrs	27.8	30.2
Holiday Hrs	66.5	70.1
Vacation Hrs	124.1	122.6
Personal Hrs	28.0	27.4
Training Hrs	26.6	18.8
Jury Duty Hrs	0.4	0.3
Union Business Hrs	1.6	2.0
Workers Comp Hrs*	6.7	10.9
Military Hrs*	4.7	7.4
Susp/Admin Lv*	0.3	1.0
TOTAL	**1,585.5**	**1,599.9**

*For patrol troopers counted as active.
Source of data: CORE-CT time and attendance data and PRI staff analysis

Based on information provided by CSP, in both FYs 11 and 12, there were a total of 230.57 troop patrols, on average, each day (some days of the week, such as weekends, may have additional patrols, which accounts for the fractional number of average daily patrols). Table X-2 shows the formula used to calculate the shift relief factor, which is essentially the number of hours needed for a single patrol 365 days a year, divided by the average number of hours a

trooper is available to perform this duty. If a trooper was always available, working 365 days a year, and never using sick or vacation time, for example, then the shift relief factor would be 1. Since this would never occur, a shift relief factor of 2, for example, would mean that, for each patrol shift, two patrol troopers are needed.

Table X-2. Calculation of the Shift Relief Factor (SRF)		
Formula for Shift Relief Factor:	SRF=A/(A-B)	A=Total # hrs needed to cover 1 shift position per day, 365 days per yr B=Average # of unavailable hrs per officer per yr
A=	9 hrs per shift x 365 days per yr=3,285 hrs	Shift includes ½ hr of General Patrol on either side of the 8 hour Duty shift
B=	Sum of unavailable hrs in Table X-1	B=1,585.5 in FY 11 B=1,599.9 in FY 12
A/(A-B)=	3,285/(3,285-1585.5) 3,285/(3,285-1599.9)	**SRF=1.93 in FY 11** **SRF=1.95 in FY 12**
Source of data: CORE-CT, CSP and PRI staff analysis		

A SRF of 1.95 means that, to staff a single patrol shift 365 days per year, taking into consideration the average patrol trooper time spent off the job, 1.95 troopers (almost two patrol troopers) are needed. Applying the SRF to the 230.57 daily troop patrols that need to be staffed:

- **449.6** active patrol troopers were needed in FY 12 (230.57 x 1.95)
- **445** active patrol troopers were needed in FY 11 (230.57 x 1.93)

Applying the current 1.95 shift relief factor, Table X-3 compares the number of active patrol troopers needed and the average number available for FYs 09-13 (FY 13 is based on point in time information from CSP as of January 31, 2013). While FYs 09 and 10 were slightly over the necessary number of patrol troopers needed, FYs 11 and 12 appear to have been very close to the number of patrol troopers needed. The preliminary figures for FY 13 show a potential growing shortage in patrol troopers needed to cover the troop patrols. However, a graduating class in December 2012 will mitigate this shortfall.

Table X-3. Number of Active Patrol Troopers Needed and Available for FYs 11-13			
	# Patrol Troopers Needed[1]	**Avg # Patrol Troopers Available**	**Shortage/Surplus**
FY 09	449.6	456	+6.4
FY 10	449.6	456	+6.4
FY 11	445	446	+1
FY 12	449.6	448	-1.6
FY 13	449.6[2]	439[3]	-10.6

[1]Assumes 230.57 daily patrols is unchanged
[2]Uses SRF from FY 12 with the exception of FY 11, where SRF was calculated to be 1.93
Source of data: CSP, as of January 31, 2013, staffing level, and PRI staff analysis

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Chapter XI

Span of Control

Analysis of Span of Control

Findings:

- Span of control refers to the number of people reporting to any one supervisor
- In 1997, when the span of control was one sergeant for every six troopers, CSP decided to increase the ratio to 1:8
- The CSP Administration and Operations Manual lists one supervisor for every six to eight troopers or resident state troopers as the optimum span of control
- From FY 09 to FY 12, sergeants in the troops decreased nine percent, nearly four times the rate by which patrol and resident state troopers decreased
- The 1:8 span of control ratio was met in all four years examined, ranging from 6.6 to 7.3 troopers per sergeant
    - However, span of control ratios were not uniform across all troops, with Troops D and K, for example, exceeding the 1:8 ratio in all 12 months of FY 12, sometimes going as high as one sergeant for every 12 troopers

Conclusion:

In FY 12, there were 78 sergeants to supervise 556 patrol and resident state troopers, a span of control of 1:7.1, well within the 1:8 span of control guideline

Some troops, however, have one sergeant for every 12 troopers, and there may be more of a need for reallocation of sergeants as opposed to addressing a shortage of sergeants

Span of control refers to the number of people reporting to any one supervisor. In the CSP troops, sergeants directly supervise patrol troopers. There are various recommended guidelines for span of control pertaining to law enforcement. For example, the National Incident Management System/Incident Command System (ICS) standards state that span of control is the most fundamentally important incident management principle, and that a supervisor's span of control should be between 3 to 7, with the ideal span of control a ratio of 1:5.[80]

In comparison, the Commission on Accreditation for Law Enforcement Agencies (CALEA) recommends that a supervisor be responsible for no more than 12 officers or 8 beats

[80]The National Incident Management System/Incident Command System standards are described in the Federal Emergency Management Agency (FEMA) website as best practices for the management of hazardous incidents. The standards are currently followed by firefighters, hazardous materials teams, rescuers, and emergency medical teams.

(i.e., patrols). Factors CALEA further recommends be considered in determining the appropriate span of control include:

- Experience of patrol personnel (fewer supervisors needed for more experienced personnel)
- Quality of supervisory training
- Time available for supervisors to supervise

Examining the number of sergeants in relation to the number of CSP patrol troopers and resident state troopers (i.e., "span of control") is a factor in determining whether there is an appropriate number of sergeants, and thus, a proper span of control.

One widely used methodology for determining span of control is described in the Police Allocation Manual (PAM) referred to earlier. In 1997, the PAM methodology was applied to the Connecticut State Police staffing levels. The study report noted that at the time, CSP had six troopers for every sergeant. The Connecticut State Police decided to increase the ratio to eight troopers for every sergeant to more closely match the 1:8.35 average span of control used by PAM at that time.

The ratio of one sergeant for every eight patrol officers is documented in the 2006 CSP Administration and Operations Manual, which describes the optimum span of control for routine and emergency operations:[81]

1. Routine operations: The optimum span of control in a routine situation when sufficient planning time is available should not be more than:
    a. One supervisor per shift or platoon (in any combination of six to eight troopers or resident troopers);
    b. One supervisor or commander for each six to eight subordinate employees.

2. Emergency operations: The optimum span of control whenever a Minimum Control Force (MCF) is deployed during emergency operations should not be more than one supervisor for every four troopers.

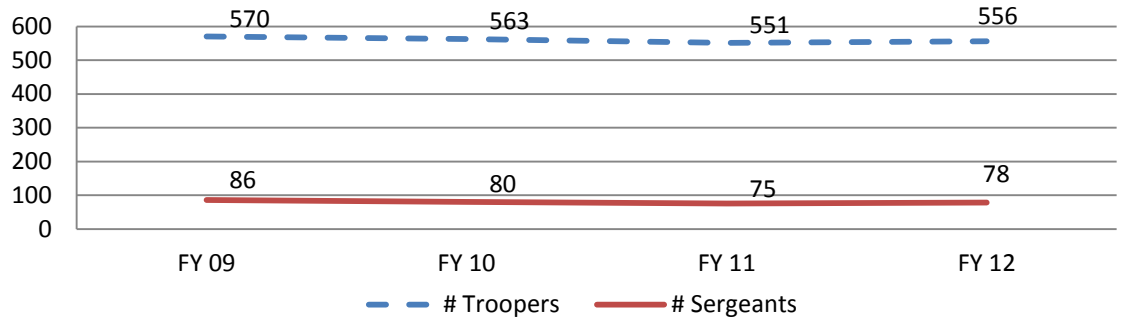
Assuming a ratio of one sergeant for every eight patrol officers and resident state troopers, the following analyses were conducted using staffing data contained in CORE-CT, the state information system containing employee information on positions.

Analysis of Span of Control in the Troops

The average number of troopers and sergeants in the troops is shown in Figure XI-1 for FY 09 through FY 12. Note there were five sergeants under contract with municipalities to supervise special constables; they were excluded from the count of the number of sergeants available to supervise resident state troopers or patrol troopers.

[81] A & O Manual Sec. 2.3.4

Figure XI-1. Number of Troopers and Sergeants in the Barracks



Source of data: CORE-CT data and PRI staff analysis

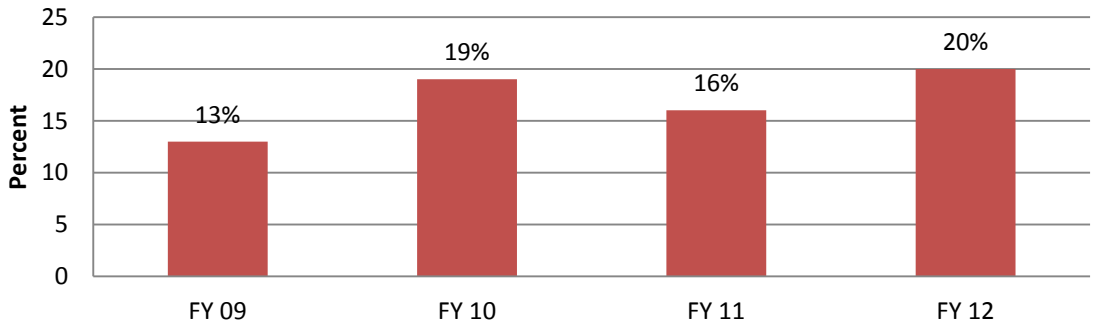
While the total number of troopers across barracks (patrol troopers and resident state troopers combined) decreased slightly by 2.4 percent, the number of sergeants in the barracks decreased at nearly four times that rate, by approximately 9 percent.

The average number of sergeants available to supervise active patrol troopers and resident state troopers was examined. From FY 09 through FY 12, the overall ratio of troopers to sergeants in the barracks fell within the CSP guideline of six to eight troopers per sergeant, ranging from 6.6 to 7.3 annually.

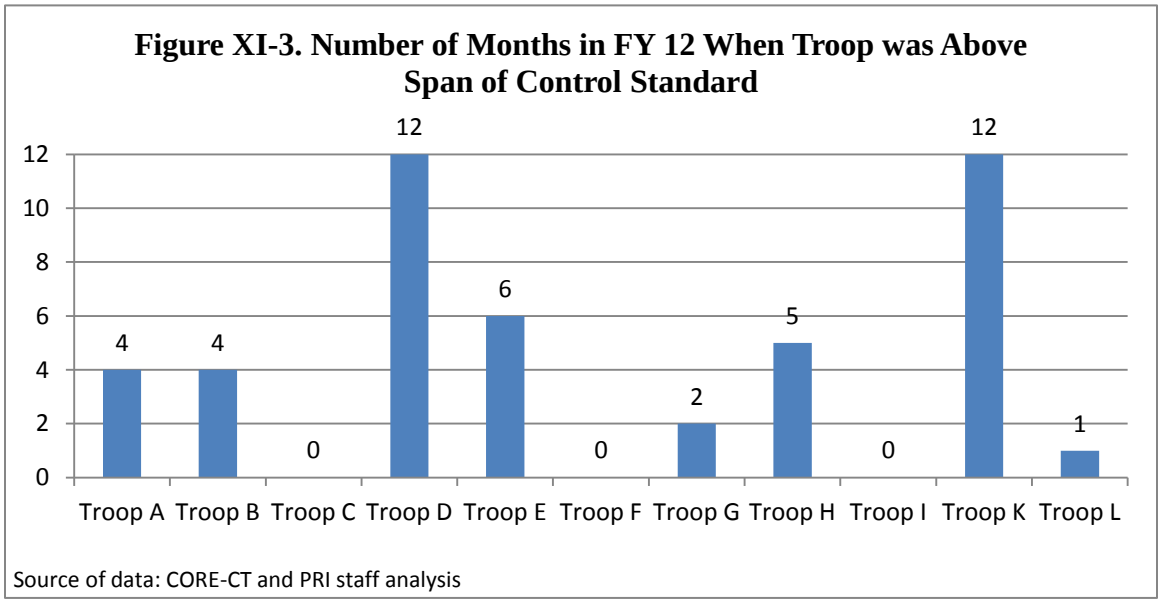
The monthly staffing levels in FY 09 through FY 12 were reviewed for each individual troop to see how many times troops were above the 1:8 span of control (Figure XI-2).

Figure XI-2 shows an increasing trend in the percent of times individual troops were above the 1:8 guideline. For example, in FY 12, individual monthly troop data showed the span of control was above the 1:8 ratio 20 percent of the time, while for FY 09, it was 13 percent. However, span of control ratios are not uniform across all barracks. Figure XI-3 shows the number of months in FY 12 when individual troops were above the span of control guideline of 1:8.

Figure XI-2. Percent of Time Span of Control Above 1:8 for Sergeants to Troopers in an Individual Troop



Source of data: CORE-CT and PRI staff analysis



While three troops had no months in which they were above the 1:8 ratio (Troops C, F, and I), Troop D and Troop K exceeded the ratio every month. There were three months, for example, where Troop D had, on average, one sergeant supervising at least 12 troopers.

As noted in Chapter X about the shift relief factor, there are currently 230.57 patrols that need to be staffed across the 11 troops. Given that 1.95 troopers are needed for each shift, there is a requirement of 449.6 active troopers. There is also an incidence of 2.3 per 100 patrol troopers on light duty, who would also require supervision. Applying the 1:8 span of control ratio to the 449.6 active duty and 10.3 light duty patrol troopers, these 460 troopers combined would require 58 sergeants to supervise them.

The 110.5 resident state troopers (who had a negligible incidence of light duty of 0.1 per 100 resident state troopers in FY 12) would also require 14 sergeants to supervise them. Together, 72 supervisors would be required to maintain a 1:8 span of control for sergeants to patrol troopers and resident state troopers.

In FY 12, there were 78 sergeants to supervise 556 patrol and resident state troopers, a span of control of 1:7.1. With spans of control ranging from 1:6.6 to 7.3 in FYs 09-12, there may be more of a need for reallocation of sergeants as opposed to addressing a shortage of sergeants.

Chapter XII

Staffing Statutorily Mandated Responsibilities

Assumption: CSP needs to staff statutorily mandated responsibilities

Findings:

- Of 12 units or task forces reflecting statutory requirements, all were staffed by at least one sworn officer
- Overall, staffing in these 12 units and task forces declined 26 percent from FY 09 to FY 12
  - In particular, staffing levels declined for seven of the 12 units
  - The Traffic Services Unit lost the most sworn personnel (18-19 officers, or 37 percent decrease)
  - The Firearms Trafficking Task Force had the largest percent decline in sworn personnel (from 8.6 to 2.3 officers, a 73 percent decrease)
- Staffing levels increased somewhat from FY 09 to FY 12 for the Special Licensing and Firearms Unit and Governor's Security
- CSP reported difficulty being proactive in units that have been reduced to 1-2 staff (e.g., Central Criminal Intelligence Unit, SUVCCTF, Firearms Trafficking Task Force)
- Unlike the troops, there are no equivalent minimum staffing levels for sworn personnel in these units and task forces, either in statute or by CSP protocol
- The Emergency Services Unit Bomb Squad must adhere to a minimum staffing standard set nationally by the FBI of at least two staff per team

Conclusion:

Because there are no minimum staffing level requirements for these statutorily mandated responsibilities, a single officer could technically fulfill the letter of the law

Consideration should be given to the relevancy of CSP responsibilities mandated years ago, and eliminate any from statute that are no longer necessary. Any of the mandated responsibilities considered relevant today need to have minimum staffing level guidelines established

Beyond the core state police patrol responsibilities, state statutes establish other functions to be performed by the Division of State Police (or the agency within which it is located), and which require state police sworn personnel to carry out. In some of these cases, the department or division administratively creates an organizational unit to carry out the function; in others, the legislature requires that a specific organizational unit or office be established. Further, a number

of the specifically enacted entities are set up as "task forces", intended to include multiple actors from municipal, state, and federal law enforcement.

Twelve specific units or task forces required to be created or created administratively to carry out required functions involving the Connecticut State Police are listed below in Table XII-1. Further information about these entities may be found in Appendices A, B, and C.

Table XII-1. Statutorily Required Entities and Administratively-Created Entities for Statutorily Required Functions: CSP and Other DESPP Divisions[82]

Function/Unit/Task Force	Status Description
Central Criminal Intelligence Unit	Established per C.G.S. Sec. 29-4 (1967)
Computer Crimes Unit (in DESPP Division of Scientific Services)	Administratively-created unit, designated for federal funding purposes, and part of Division of Scientific Services created by statute (C.G.S. Sec. 29-7b)
Governor's Security	Per C.G.S. Sec. 29-5f (1983), CSP may appoint two officers upon governor's request
Office of Counter Terrorism (in DESPP Division of Emergency Management and Homeland Security)	Administratively-created office within DESPP Division of Emergency Management and Homeland Security for DESPP mandates to manage emergencies and secure the homeland (from former DEMHS through recent merger)
Polygraph Unit	Administratively-created unit for criminal investigation function and pre-employment screening for state and municipal police officers
Sex Offender Registry Unit	DESPP required to establish sex offender registry per C.G.S. Sec. 54-257 by 1/1/99
Special Licensing and Firearms Unit	Administratively-created unit for DESPP functions established by: 1) licensing statutes (Ch. 533, professional bondsmen (bail); Ch. 533a, bail enforcement agents; and Ch. 534, private detectives and security services); and 2) firearms regulation statutes (see C.G.S. Secs. 29-27 through 29-38b)
Traffic Services Unit	Administratively-created unit for DESPP functions required in statute (e.g., C.G.S. Sec. 14-270c (responsibilities for official truck weighing areas and portable scale operations)
Statewide Narcotics Task Force	Established per C.G.S. Sec. 29-176 (1977)
Statewide Organized Crime Investigative Task Force (SOCITF)	Established per C.G.S. Sec. 29-4 (1973)
Statewide Urban Violence Cooperative Crime Control Task Force (SUVCCTF)	Established per C.G.S. Sec. 29-179f (1993)
Statewide Firearms Trafficking Task Force	Established per C.G.S. Sec. 29-38e (2000)
Source: PRI staff review of Connecticut General Statutes	

[82] Two units with statutory bases are not listed in Table XII-1. The first is the Legalized Gambling Investigative Unit (required by C.G.S. Sec. 29-7c), which function is being carried out by the administratively-created Casino Unit and is not listed because it is not operationally distinct. The second is the Fire and Explosion Investigative Unit that was created administratively for DESPP functions required by statutes (e.g., C.G.S. Sec. 29-310 (1949 Rev.)). It is not listed here because it was within the separate DESPP Division of Fire, Emergency and Building Services until FY 12 (when it had an average of four sworn officers).

Table XII-2 shows the average number of sworn staff for these functions or units for FY 09 through FY 12. Note these figures include the average number of active and light duty sworn personnel.

Table XII-2. Average Number of Sworn Personnel for Statutorily Required Entities or Administratively-Created Entities for Statutorily Required Functions: CSP or Other DESPP Divisions: FYs 09-12					
Function/Unit/Task Force	**FY09**	**FY 10**	**FY 11**	**FY 12**	**Change from FY 09 to FY 12**
Central Criminal Intelligence Unit	3.7	1.1	2.9	1.2	-68%
Computer Crimes Unit (Division of Scientific Services)*	11.7	12.9	11.6	10.9	-7%
Governor's Security	12.1	11.7	12.8	15.5	+28%
Office of Counter Terrorism	11.7	11.7	11.2	9.6	-18%
Polygraph Unit	3.6	4.0	4.0	3.8	+6%
Sex Offender Registry Unit	6.5	5.8	5.7	6.2	-5%
Special Licensing and Firearms Unit	10.0	11.9	12.3	12.3	+23%
Traffic Services Unit	50.6	40.7	38.0	31.8	-37%
Statewide Narcotics Task Force	31.5	23.8	26.4	21.8	-31%
Statewide Organized Crime Investigative Task Force (SOCITF)	7.0	5.8	5.4	4.6	-34%
Statewide Urban Violence Cooperative Crime Control Task Force (SUVCCTF)	9.1	2.8	2.2	2.2	-76%
Firearms Trafficking Task Force	8.6	4.4	3.4	2.3	-73%
Total	**166.1**	**136.6**	**135.9**	**122.2**	**-26%**

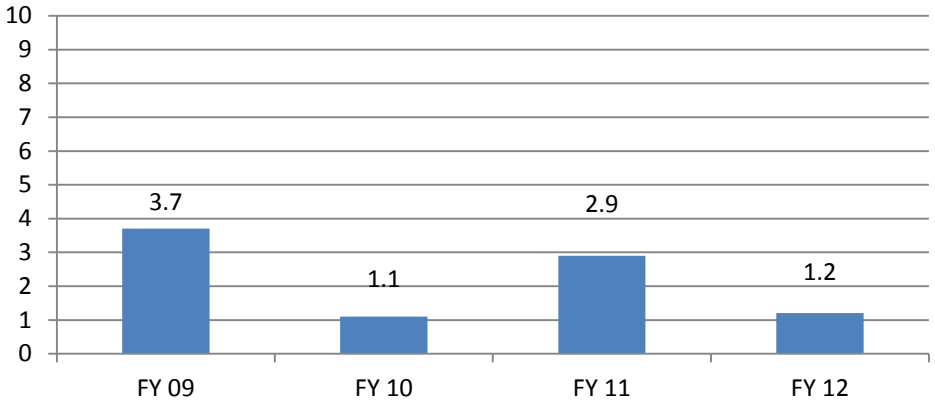
*****In FY 12, there was also one sworn officer in the Forensics Unit and one in the Firearms Unit.
Source: CORE-CT and PRI staff analysis

Comparing FY 09 with FY 12, 3 to 4 additional sworn personnel were added to the Governor's Security, and 2 to 3 to the Special Licensing and Firearms Unit. The Traffic Services Unit lost the most sworn personnel (18-19 officers) and the Firearms Trafficking Task Force had the largest percent decrease (73 percent) during this time period. The next 12 figures graphically depict the staffing trends set out in Table XII-2.

Central Criminal Intelligence Unit

Figure XII-1 shows the average number of sworn staff in the unit for FY 09 through FY 12. These figures include the average monthly number of active and light duty sworn personnel. From FY 09 to FY 12, the number of sworn personnel in the Central Criminal Intelligence Unit decreased by 68 percent.

Figure XII-1. Sworn Personnel in Central Criminal Intelligence Unit

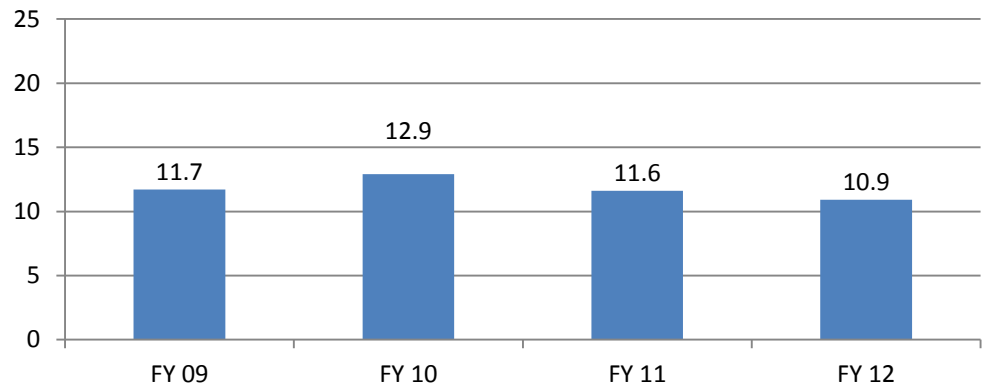


Source of data: CORE-CT and PRI staff analysis

Division of Scientific Services Computer Crimes Unit

Figure XII-2 shows the average number of sworn staff in the unit for FY 09 through FY 12. The Computer Crimes Unit within the Division of Scientific Services sworn personnel ranged from approximately 11-13 during this time period.

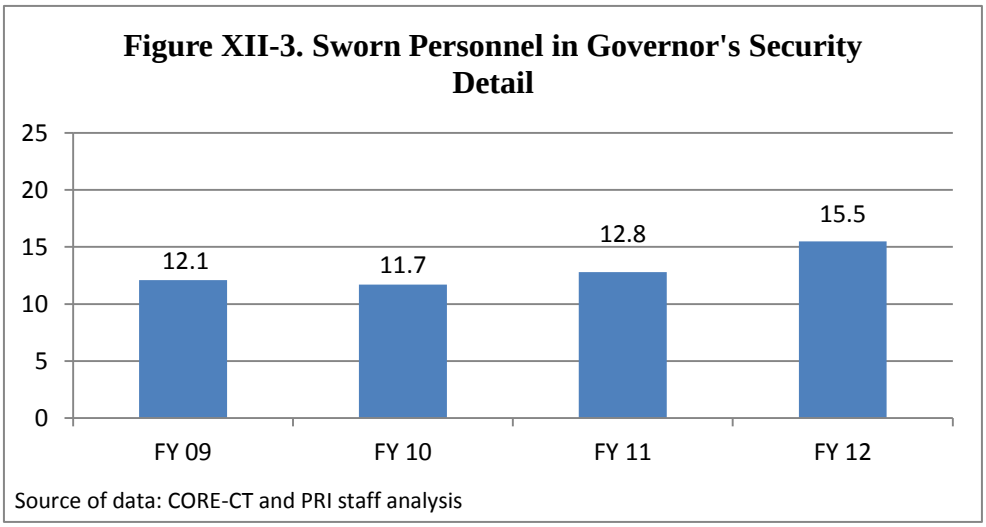
Figure XII-2. Sworn Personnel in Division of Scientific Services Computer Crimes Unit



Source of data: CORE-CT and PRI staff analysis

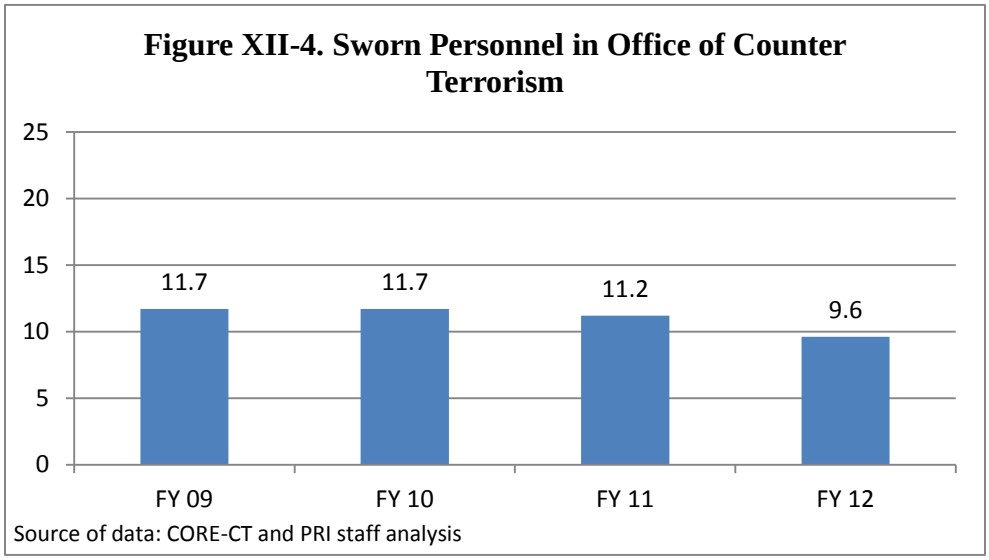
Governor's Security Detail

Figure XII-3 shows the average number of sworn staff in the unit for FY 09 through FY 12. The Governor's Security Detail increased 28 percent during this time period, with the sharpest one year increase seen from FY 11 to FY 12.



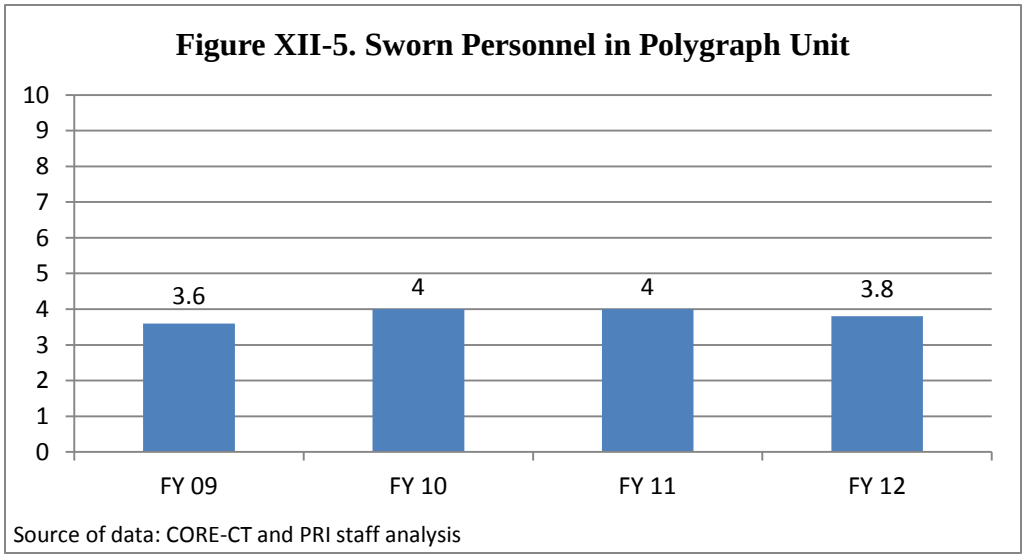
Office of Counter Terrorism

Figure XII-4 shows the average number of sworn staff in the unit for FY 09 through FY 12. The Office of Counter Terrorism had an 18 percent decrease from FY 09 to FY 12.



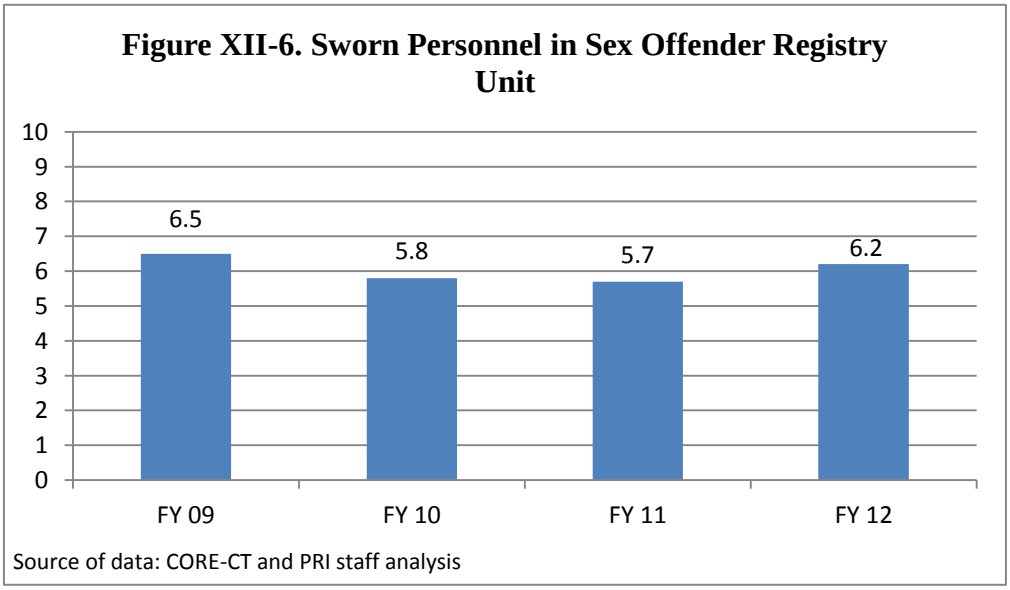
Polygraph Unit

Figure XII-5 shows the average number of sworn staff in the unit for FY 09 through FY 12. The Polygraph Unit remained steady at approximately four sworn staffing during this time period.



Sex Offender Registry

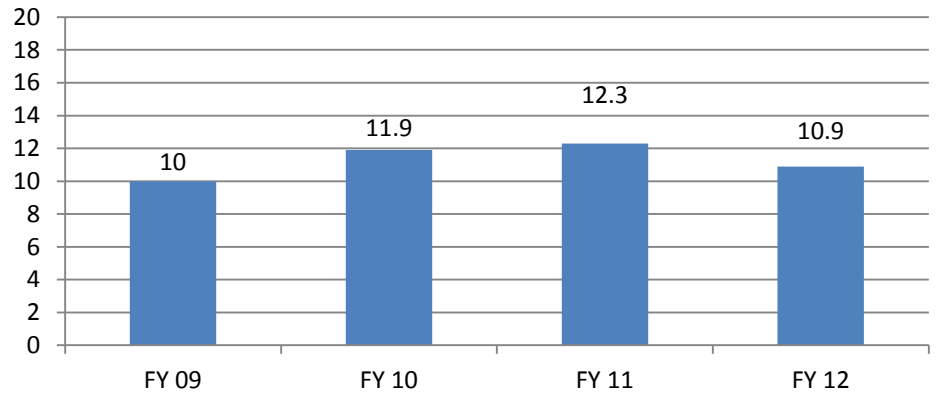
Figure XII-6 shows the average number of sworn staff in the unit for FY 09 through FY 12. The Sex Offender Registry Unit remained steady at approximately six sworn personnel during this time period.



Special Licensing and Firearms Unit

Figure XII-7 shows the average number of sworn staff in the unit for FY 09 through FY 12. The Special Licensing and Firearms Unit sworn personnel increased by approximately one additional sworn personnel (nine percent) from FY 09 to FY 12.

Figure XII-7. Sworn Personnel in Special Licensing and Firearms Unit

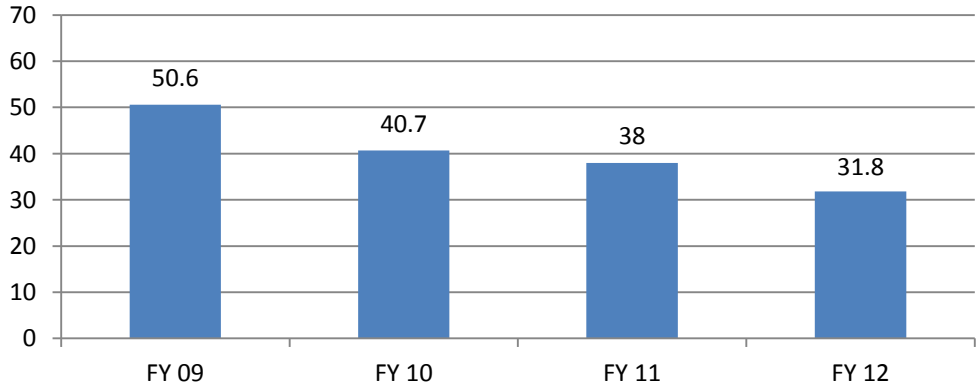


Source of data: CORE-CT and PRI staff analysis

Traffic Services Unit

Figure XII-8 shows the average number of sworn staff in the unit for FY 09 through FY 12. The Traffic Services Unit decreased by 37 percent during this time period.

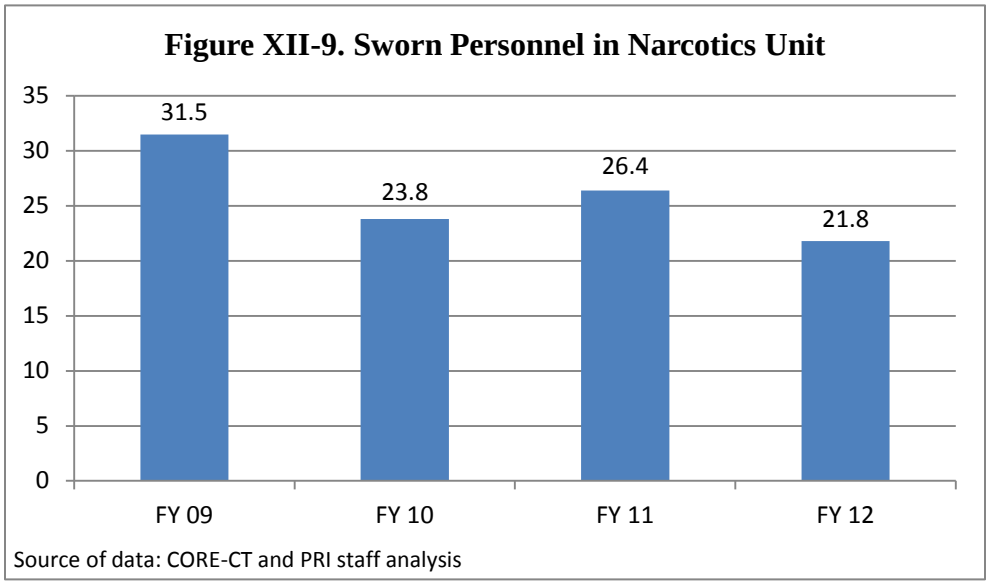
Figure XII-8. Sworn Personnel in Traffic Services Unit



Source of data: CORE-CT and PRI staff analysis

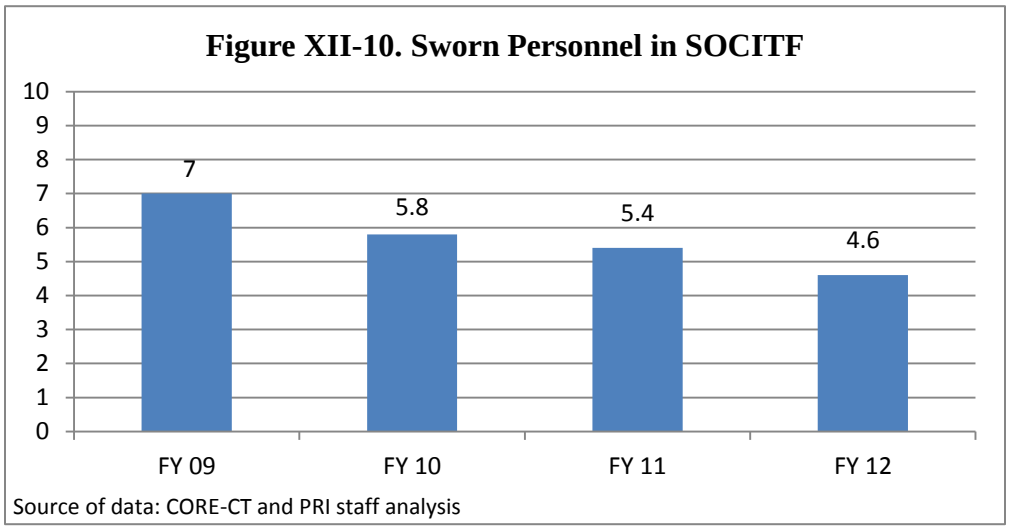
Statewide Narcotics Task Force

Figure XII-9 shows the average number of sworn staff in the BCI narcotics unit from FY 09 to FY 12. This larger unit saw a decline of nearly one-third (31 percent) in its sworn personnel.



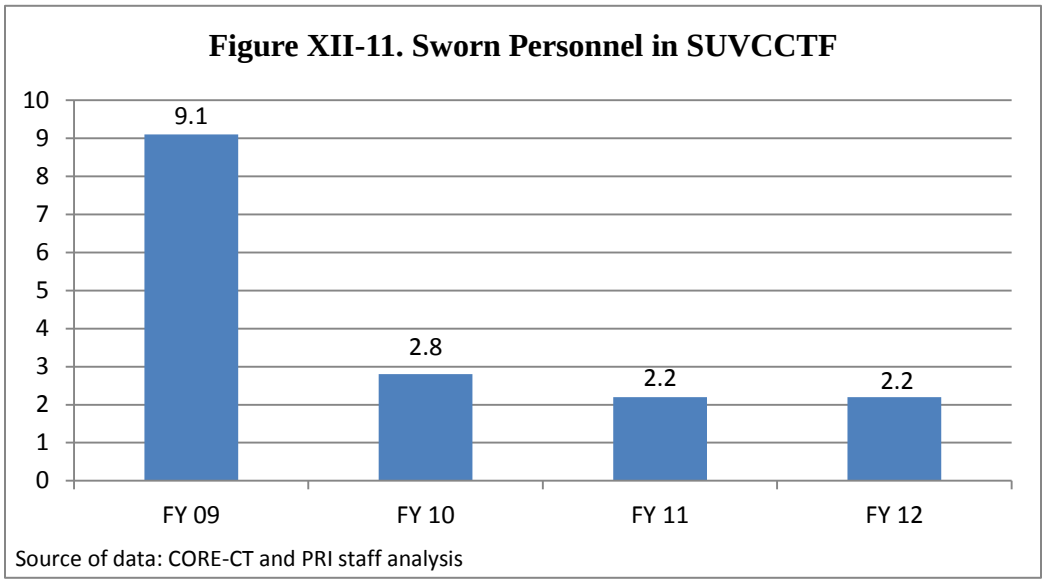
Statewide Organized Crime Investigative Task Force (SOCITF)

Figure XII-10 shows the average number of sworn staff in the unit for FY 09 through FY 12. From FY 09 to FY 12, the number of sworn personnel in SOCITF decreased by 34 percent.



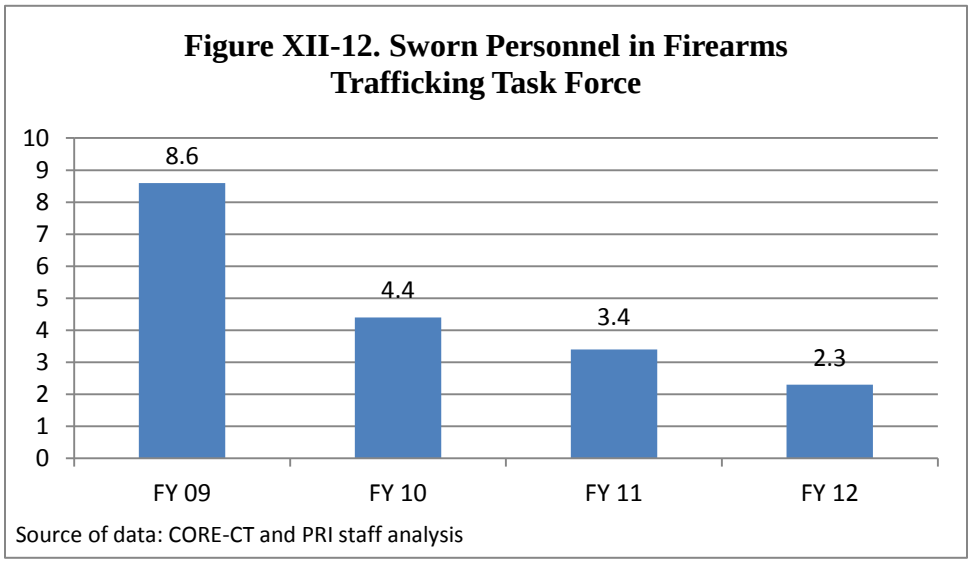
Statewide Urban Violence Cooperative Crime Control Task Force (SUVCCTF)

Figure XII-11 shows the average number of sworn staff in the unit for FY 09 through FY 12. The task force saw a sharp decline of 76 percent in sworn personnel during this time period.



Firearms Trafficking Task Force

Figure XII-12 shows the average number of sworn staff in the unit for FY 09 through FY 12. The Firearms Trafficking Task Force decreased sharply by 73 percent during this time period.



National Regulations or Guidelines Relevant to CSP Staffing

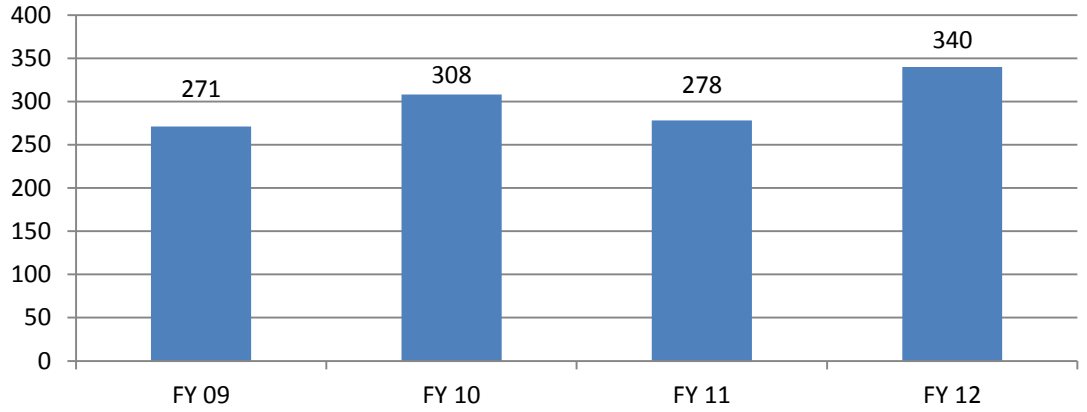
PRI found two instances where CSP was required to adhere to national guidelines: for the Emergency Services Unit Bomb Squad and the Dive Team. National requirements—including minimum staffing levels—are briefly described for these two entities. Neither the Connecticut State Police Bomb Squad not the Dive Team are required by any specific statute.

Regulation of Bomb and Hazardous Materials Squad. Law enforcement bomb squads operate throughout the United States. The Federal Bureau of Investigation oversees and sets guidelines for bomb squads, including a minimum of two staff per team. If a law enforcement agency wants to form a bomb squad, authorization from the FBI's Special Agent Bomb Technician in the geographic area of the law enforcement agency is needed.

The CSP Bomb Squad covers the majority of Connecticut, and occasionally assists the three regional bomb squads in the state (Hartford, Stamford, and New Haven Bomb Squads). CSP is authorized to have a maximum of 13 personnel on its bomb squad, and currently has nine bomb technicians. Due to the FBI minimum of two staff per team, the number of sworn personnel cannot go below two in order to operate in compliance with FBI guidelines.

Figure XII-13 shows the annually increasing trend in the number of times the ESU Bomb Squad had acted in terms of, for example, explosive recovery, technical training, building security sweep, suspicious packages, and bomb threats, based on data entered into the CAD system.

Figure XII-13. Number of Activities Recorded in CAD for the CSP Bomb Squad: FYs 09-12

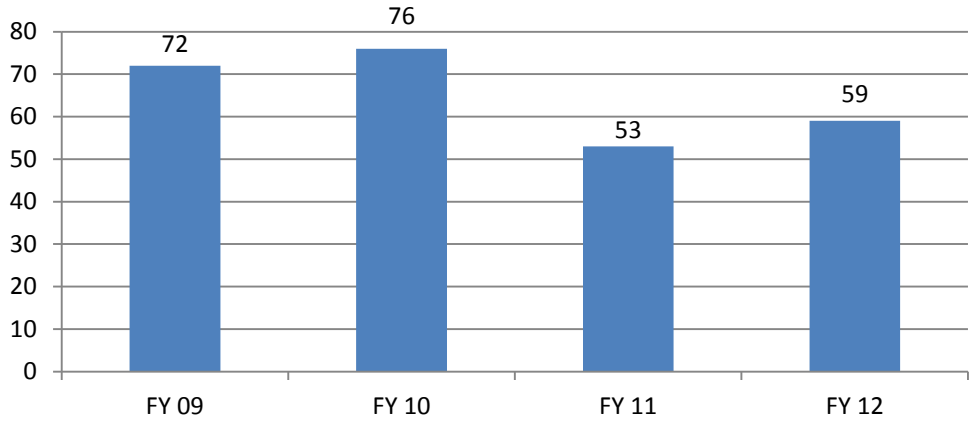


Source of data: CSP CAD data and PRI staff analysis

Regulation of Dive Team. The ESU Dive Team has three full-time and 11 part-time sworn staff (part-time staff regularly serve in other areas of CSP). These personnel were trained and certified by the U.S. Navy Dive School. The CSP Dive Team follows the regulations contained in the Navy Dive Manual. A minimum of four divers are required to be at a dive scene.

Figure XII-14 shows the annual number of times the ESU Dive Team had acted in terms of, for example, body recovery, evidence search or recovery, demonstrations and displays, and assistance to other agencies, based on data entered into the CAD system.

Figure XII-14. Number of Activities Recorded in CAD for the CSP Dive Team: FYs 09-12



Source of data: CSP CAD data and PRI staff analysis

Summary

The majority of state police units and task forces examined, which were either created by statute or created administratively to carry out statutorily required functions, experienced a decrease in sworn personnel from FY 09 to FY 12. Unlike the troops, which have identifiable minimum staffing levels needed to cover patrols, there are no such equivalent, identifiable minimum staffing levels for these units. CSP personnel interviewed for this study reported difficulty being proactive in units that have been reduced to one to two staff. If CSP believes certain minimum staffing levels are necessary for these units to produce specified results, CSP needs to establish minimum staffing level guidelines. Alternatively, requirements set out in statute may no longer be necessary and, if so, should be eliminated. [83]

[83] An example of a specific unit create by legislative act and then repealed is the sex crimes analysis unit, enacted in 1975 and repealed in 1993. (See C.G.S. Sec. 29-7a (repealed)).

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Chapter XIII

Connecticut State Police Officer Safety

Theory being tested:

As staffing levels decreased, officer safety was adversely impacted

Findings:

- For 2011 and 2012, state police cruiser accidents were unrelated to staffing levels
  - Less experienced officers were more likely to be in cruiser accidents and to be injured in those accidents
  - It was suggested that increased overtime would produce more officer fatigue, and lead to more accidents; however, overtime and cruiser accidents were unrelated

- During 2007-2011, the rate of assaults on CSP officers ranged from 8.5 to 16.9 per 100 officers, with no consistent increase or decrease in occurrence
  - The 16.9 incidence per 100 officers for 2011 was the highest of the five years examined and coincided with the lowest staffing level of the five years

- Officers on workers' compensation leave ranged from 0.97 to 2.38 officers per 100 sworn personnel in troop operations and resident state troopers
  - The most recent quarter had the highest incidence of workers' compensation leave

- An indication of under-staffing would be one, rather than the required two, officers responding to domestic violence, fatal accidents, and untimely deaths
  - 12-15 percent of incidents needing at least two officers did not comply with this requirement in FY 09-12, most often in situations of domestic violence
  - Single officers responded to 18 to 21 percent of domestic violence calls occurring in Troops D and I
  - Officers assigned to Headquarters (i.e., not assigned to a troop or the Traffic Services Unit) responded to domestic violence calls solo more than half (57 percent) the time

Conclusion:

State police cruiser accidents did not increase as staffing levels decreased, but training/safety programs for newer officers may reduce their risk of accidents. The most recent information on CSP officer assaults and incidences of workers' compensation warrants future monitoring by CSP for any sustained increases.

The percent of times officers are responding solo to domestic violence and other calls requiring two officers suggests need for reinforcement of existing policies, and development of new policies on who is able to respond to domestic violence and certain other calls.

In addition to keeping the public safe, the safety of CSP sworn personnel is an important goal of the Connecticut State Police. The following measures of CSP officer safety were examined in the study: state police cruiser accidents, use of overtime, assaults on state police officers, incidences of workers' compensation, and adherence to two-officer minimum requirements for certain types of calls.

State Police Cruiser Accidents

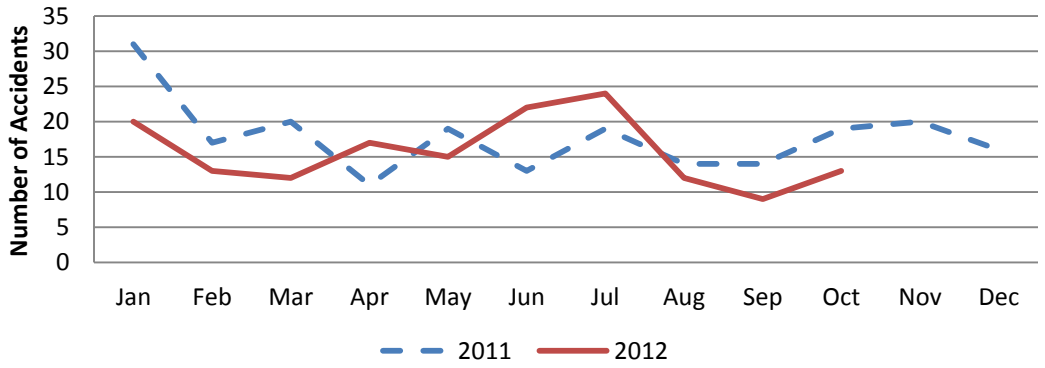
The CSP Bureau of Professional Standards and Compliance collects information on department accidents involving police cruisers. Beginning December 2010, the system for collecting this information became automated. In future years, CSP will have the option of monitoring trends in department accidents using this automated system.

CSP provided PRI with police cruiser accident data from January 1, 2011, to October 31, 2012. The analysis in this chapter examined the 370 cruiser accidents for this time period including:

- date of accident;
- rank of sworn personnel;
- troop/unit assignment of sworn personnel;
- whether vehicle was occupied at the time of the accident;
- whether the sworn personnel was on duty or off duty at the time of the accident; and
- whether the sworn personnel was injured in the accident.

Number of state police cruiser accidents. There were 213 department accidents from January-December 2011 and 157 department accidents from January-October 2012 (annualized to 188 for CY 2012). Figure XIII-1 shows the number of department accidents each month for CY 2011 and the first three quarters of CY 2012. There is no statistically significant correlation for the number of accidents that occurred in the same month in each of the two years.

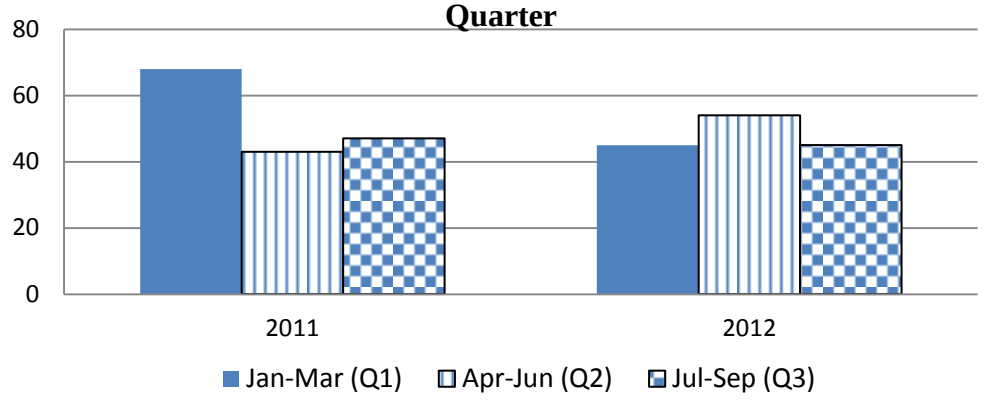
Figure XIII-1. Number of State Police Cruiser Accidents: CYs 2011 and 2012



Source of data: CSP and PRI staff analysis

Figure XIII-2 shows the number of accidents in the first three quarters of CYs 2011 and 2012. The highest number of accidents for CY 11 occurred in January-March 2011. For the first nine months of CY 2012, the highest number of department accidents occurred in April-June.

Figure XIII-2. Number of CSP Cruiser Accidents by Quarter



Source of data: CSP and PRI staff analysis.

From January to September (Q1-3), there were 158 accidents in CY 2011 and 144 accidents in CY 2012, a decrease of nine percent.

Troop or unit assignment at time of cruiser accident. Of the 370 accidents that occurred from January 2011 to October 2012, a total of 295 (80 percent) involved sworn personnel assigned to a troop. Table XIII-1 shows the troop the sworn personnel were assigned to at the time of the accident. Troop G, a highway patrol, had the highest percent of accidents.

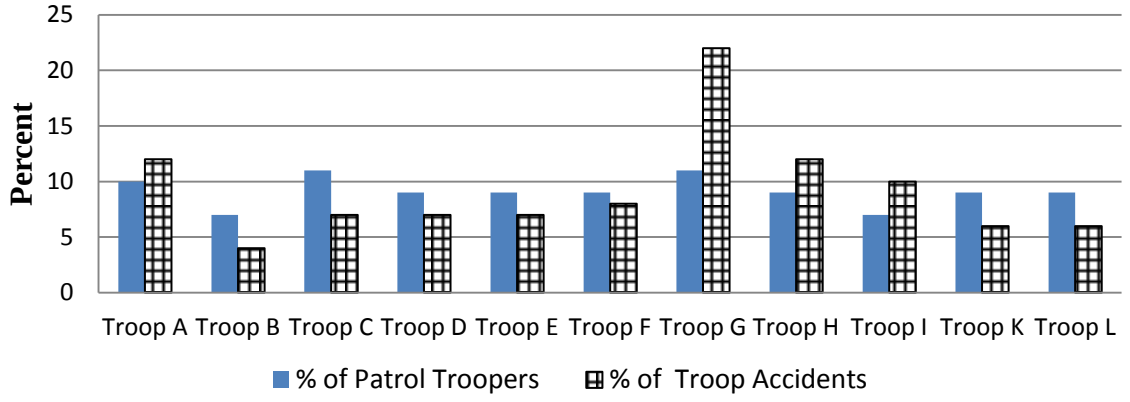
Table XIII-1. Assigned Troop at Time of CSP Cruiser Accident

	Accidents	
Assigned Troop	**Number**	**Percent**
A	34	12%
B	12	4%
C	20	7%
D	21	7%
E	21	7%
F	22	8%
G	65	22%
H	34	12%
I	29	10%
K	19	6%
L	18	6%
Total	**295**	**101%**[1]

[1]Percents do not total to 100% due to rounding.
Source of data: CSP Department Accident data.

Figure XIII-3 shows CSP cruiser accidents (during January 2011-October 2012) relative to active patrol troopers (in FY 11) for each troop. Troop G, for example, had 11 percent of the active patrol troopers, but 22 percent of the CSP cruiser accidents. Troops H, I, and A also experienced proportionately more accidents relative to their percentage of troopers.

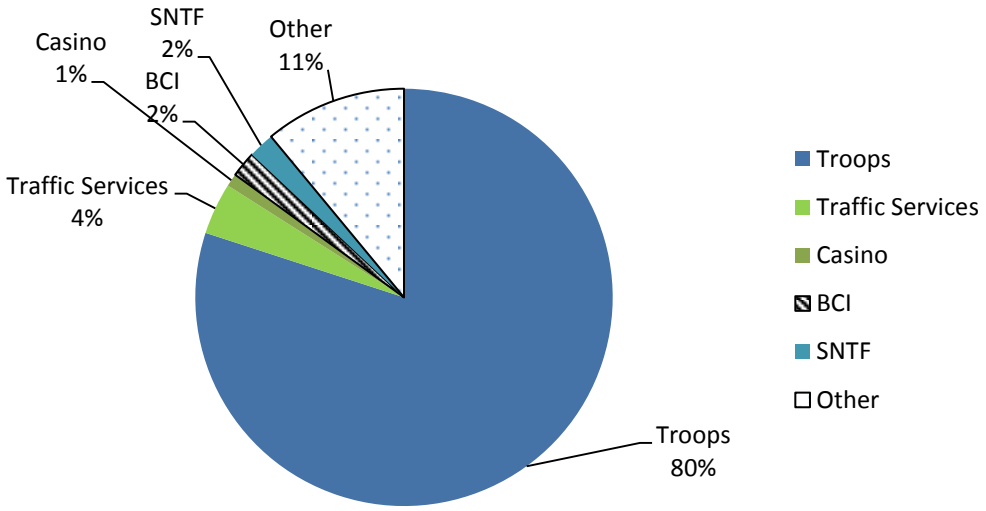
Figure XIII-3. Percent of CSP Troop Cruiser Accidents Relative to Proportion of Active Patrol Troopers



Source of data: CSP Department Accident data and CORE-CT and PRI staff analysis

There were several other units that had department accidents including Traffic Services, BCI, and SNTF; however, the bulk of accidents occurred within the troops (Figure XIII-4).

Figure XIII-4. Percent of CSP Cruiser Accidents



Source of data: CSP Department Accident data and PRI staff analysis

Rank of sworn personnel at time of accident. The rank of the sworn personnel involved in cruiser accidents is shown in Table XIII-2. Troopers, who averaged 4.4 years on the job, had more accidents than trooper first class personnel (the next higher troop rank), who averaged 15.4 years on the job.

Table XIII-2. Number of CSP Cruiser Accidents[1] by Rank of Sworn Personnel			
Rank	**Department Accident**		**Department Percent with this Rank (in July 2011)**
	Number	**Percent**	
Trooper	192	52%	30%
Trooper First Class	121	33%	51%
Sergeant	42	11%	15%
Lieutenant	7	2%	2%
Major	2	<1%	<1%
Master Sergeant	2	<1%	1%
Police Officer	1	<1%	<1%
Trooper Trainee	1	<1%	(varies)
Total	**368**	**100%**	**100%**

[1]Department accidents occurred during January 2011-October 2012.
Note: Rank missing for two of the accidents.
Source: CSP Department Accident data, CORE-CT data and PRI staff analysis

Officer injury in CSP cruiser accidents. Three-quarters of cruiser accidents occurred while the officer was on duty. Police cruisers were occupied in 286 of the 370 accidents (85 percent). Officers were injured in 53 of the accidents (14 percent), and 45 of the injuries occurred while the vehicle was occupied (85 percent). Table XIII-3 shows the number of accidents and injured officers by troop assignment. Troops A, G, D, E, and H had the higher percent of troop accidents with injuries.

Table XIII-3. Assigned Troop at Time of CSP Cruiser Accident[1]			
Assigned Troop	**Number of Accidents With Injuries**	**Accidents with Injuries**	
		Overall Number of Troop Accidents	**Percent of Troop Accidents With Injuries**
A	10	34	29%
B	1	12	8%
C	1	20	5%
D	4	21	19%
E	4	21	19%
F	2	22	9%
G	13	65	20%
H	6	34	18%
I	4	29	14%
K	1	19	5%
L	2	18	11%
Total	**48**	**295**	**16%**

[1] CSP cruiser accidents occurred during January 2011-October 2012.
Source: CSP Department Accident data and PRI staff analysis

Table XIII-4 shows that officers in the rank of trooper had, not only a greater likelihood of being in a cruiser accident, but also of being injured.

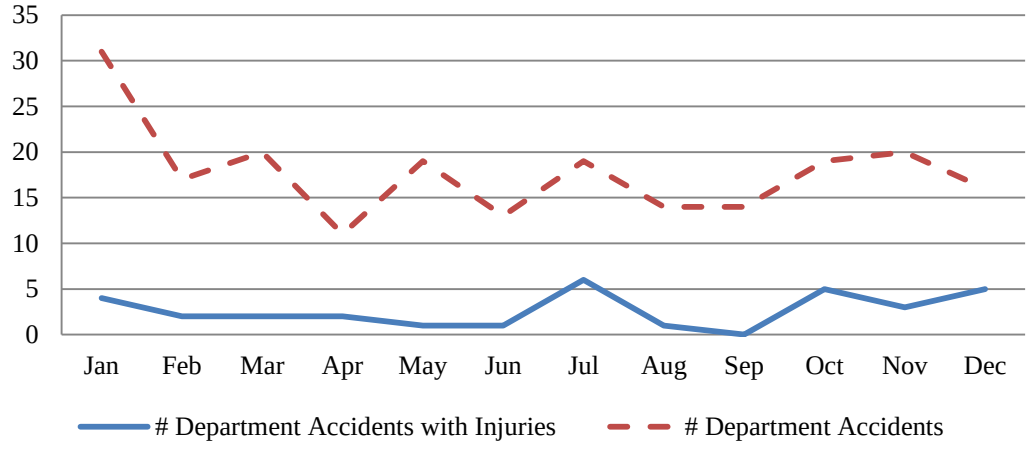
Table XIII-4. Number of CSP Cruiser Accidents With Injuries by Rank of Sworn Personnel[1]

Rank	Number of Accidents With Injuries	Overall Number in Rank Having Accidents	Percent of Rank Accidents With Injuries
Trooper	34	192	18%
Trooper First Class	12	121	10%
Sergeant	6	42	14%
Lieutenant	1	7	14%
Major	0	2	0%
Master Sergeant	0	2	0%
Police Officer	0	1	0%
Trooper Trainee	0	1	0%
Total	**53**	**368**	**14%**

[1]CSP cruiser accidents occurred during January 2011-October 2012.
Note: Rank missing for two of the accidents.
Source: CSP Department Accident data, CORE-CT data and PRI staff analysis

Figure XIII-5 shows the number of injured officers by time of year for CY 2011, the one full year of data PRI had for this analysis. Despite the higher number of cruiser accidents in the winter month of January, the greatest percent of such accidents with injuries occurred in July, a summer month.

Figure XIII-5. Monthly Number of CSP Cruiser Accidents With Injuries: CY 2011

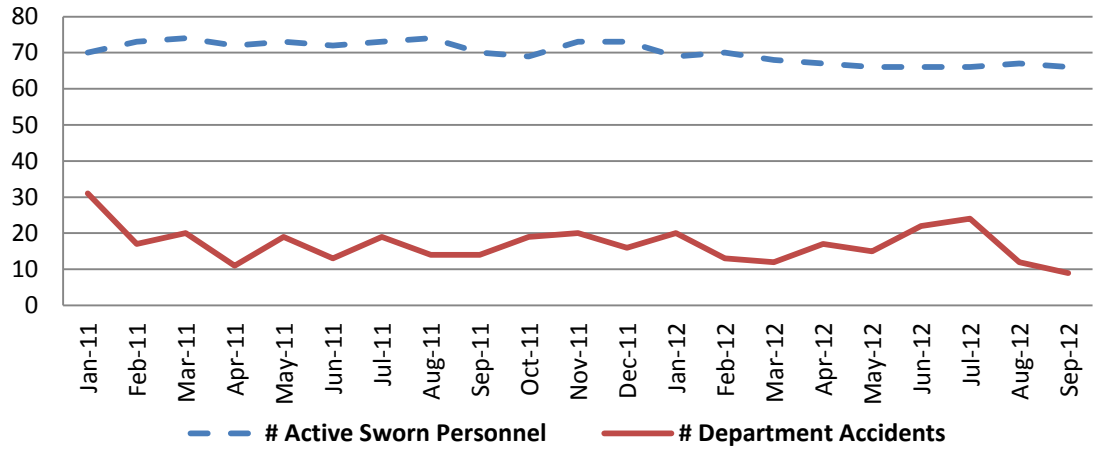


Source of data: CSP Department Accident data and PRI staff analysis

Analysis of CSP Cruiser Accidents and Staffing Levels

The possible relationship between CSP cruiser accidents and staffing levels was examined. It is possible that lower staffing levels might result in overworked personnel, leading to a higher incidence of these accidents. Figure XIII-6 shows the number of active sworn personnel and the number of cruiser accidents for January 2011-September 2012. There is not a statistically significant correlation between CSP cruiser accidents and staffing level.

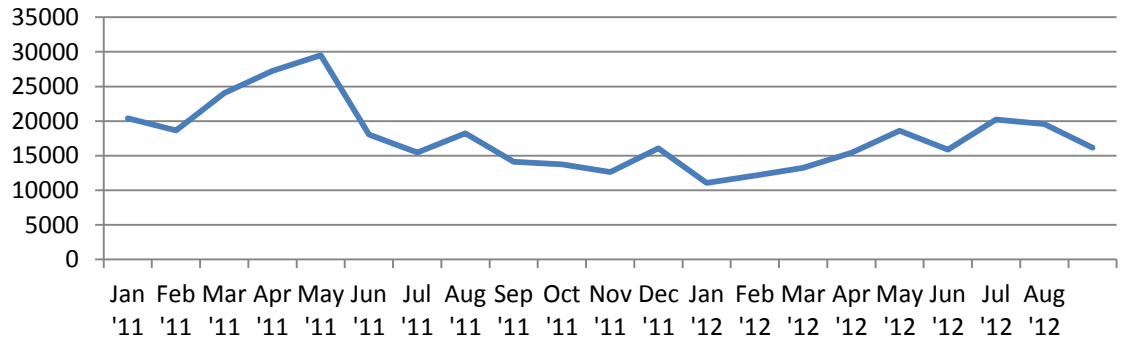
Figure XIII-6. Number of Active Sworn Personnel and CSP Cruiser Accidents in Troops



Source of data: CSP Department Accident data, CORE-CT data and PRI staff analysis

CSP cruiser accidents and overtime. It has been suggested that overtime may contribute to fatigue and result in more cruiser accidents. Figure XIII-7 shows the regular overtime hours for sworn personnel in the troops for January 2011-September 2012. Comparing this information with Figure XIII-6, the spikes in department cruiser accidents that occurred in January 2011, and to a lesser degree in July 2012, do not coincide with spikes in regular overtime. The greatest number of overtime hours during this time period occurred in the Spring of 2011, in April and May.

Figure XIII-7. Regular Troop Overtime Hours for Sworn Personnel



Source of data: CORE-CT time and attendance data and PRI staff analysis.

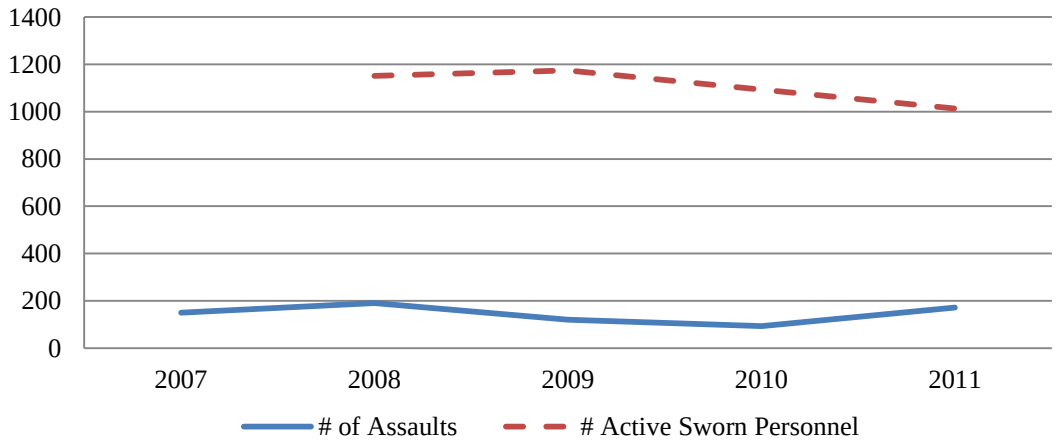
Assaults on State Police

Annually, data is collected and submitted to the national Uniform Crime Reporting (UCR) Program on assaults on Connecticut State Police. Table XIII-5 shows the number of assaults for CY 2007 through CY 2011. While it is certainly unfortunate to have any assaults occur, there does not appear to be an increasing trend in the percent of such incidents, or in the percent resulting in personal injury. However, the 16.9 assault rate per 100 officers in CY 11 is the highest of the five years, and future annual rates should continue to be monitored for any increases.

Table XIII-5. Number of Assaults on Connecticut State Police: CYs 07-11					
	2007	**2008**	**2009**	**2010**	**2011**
Number of Assaults	150	190	120	93	171
Number with Personal Injury	46	53	36	25	35
Percent with Personal Injury	31%	28%	30%	27%	20%
Avg # Active Sworn Personnel in FY		1,152	1,174	1,094	1,013
# Assaults per 100 officers		16.5	10.2	8.5	16.9
Source: CSP annual reports submitted to the national UCR program on law enforcement officers assaulted and PRI staff analysis					

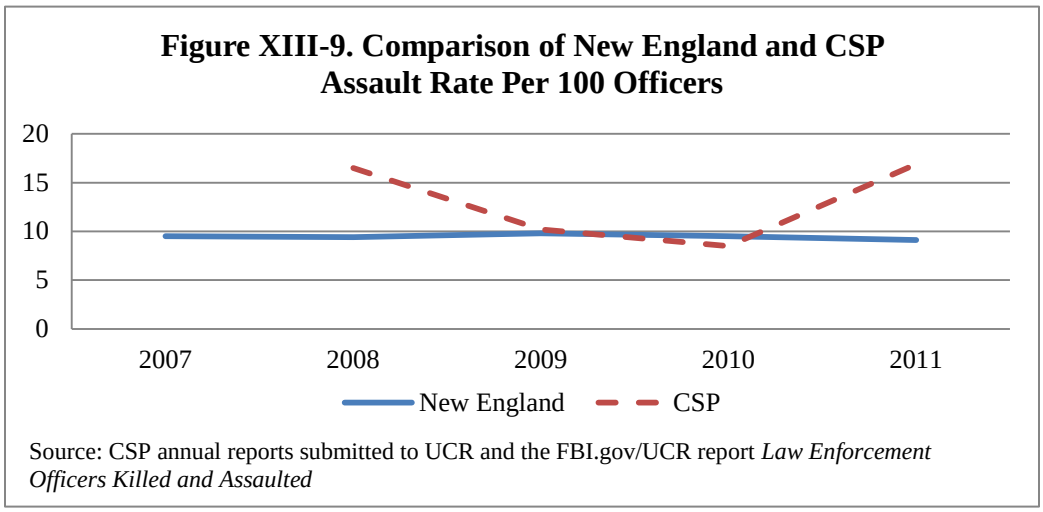
Figure XIII-8 shows a decreasing trend in the number of sworn personnel and a cyclical pattern of assaults on CSP sworn personnel. As noted above, however, future annual rates should continue to be monitored for any sustained increases.

Figure XIII-8. Assaults and Number of Sworn Personnel



Source of data: CSP annual reports submitted to UCR, CORE-CT data and PRI staff analysis

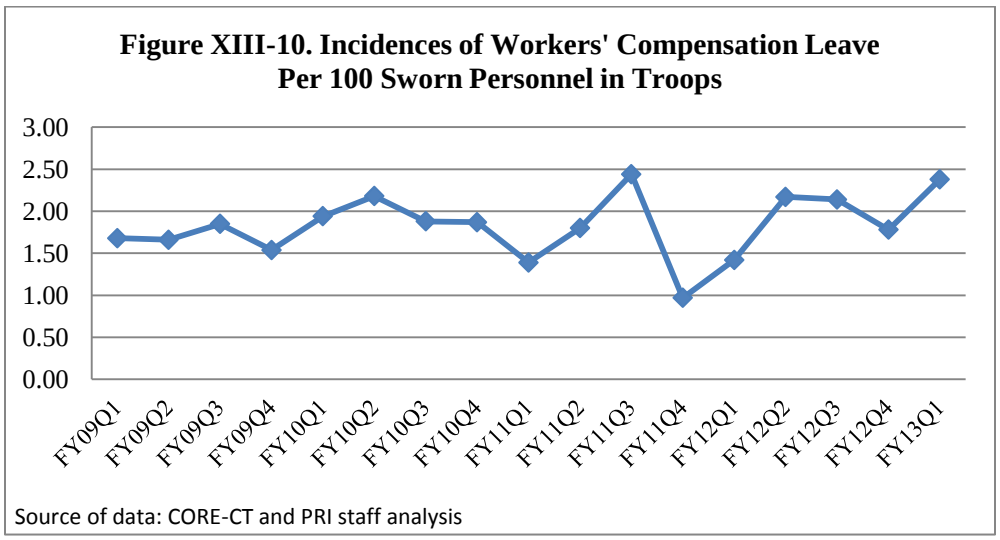
Figure XIII-9 shows the relatively large fluctuation in CSP assault rate per 100 officers compared with the relatively stable rate for all New England police departments reporting this information to UCR.



Incidence of Workers' Compensation Leave

One measure of safety of sworn personnel is frequency of occurrence of workers' compensation leave. Workers' compensation leave is only given to personnel who have been injured on the job. If incidences of workers' compensation leave increased when staffing levels decreased, this would suggest that sworn personnel safety is adversely affected by decreases in staffing levels.

Figure XIII-10 shows the incidences of workers' compensation leave per 100 sworn personnel in the troop operations and resident state trooper program for FY 09 through the first quarter of FY 13. In the first quarter of FY 09, there was an average of 1.68 incidences of workers' compensation leave per 100 sworn personnel. The rate ranged from a high of 2.38 in the first quarter of FY 13 to a low of 0.97 in the fourth quarter of FY 11.



Similar to the recommendation to monitor assault rates on CSP sworn personnel, workers' compensation leave rates should also be monitored, particularly given the most recent data show the highest workers' compensation leave rate since July-September 2008.

Calls Requiring at Least Two Officers

In the CSP Administration & Operations Manual, the following are situations requiring at least two officers to be present:

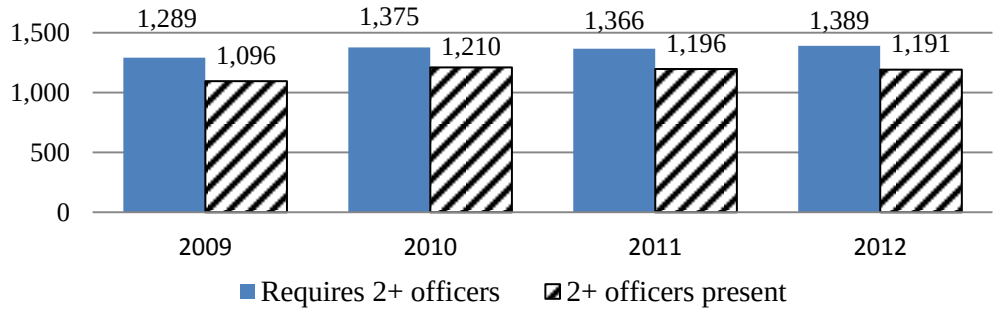
- domestic violence situations (Sec. 19.3.17.c);
- fatal accidents (initial response requires patrol trooper and his/her supervisor) (Sec. 17.1.5.d);
- CARS unit (accident reconstruction, not patrol or emergency unit) (Sec. 17.1.5.d.7); and
- potentially hazardous incidents (Sec. 9.1.2.b(3)(c).

Additionally, while not explicitly stated in the A & O Manual, troopers are required to have at least two officers present for incidents of untimely death/homicide (requires trooper and his/her supervisor), and investigation of incidents of deadly force involving an officer.

The CAD data system contains information both on the type of incidents troopers are responding to and the number of troopers responding to the incident. Relevant to three of the five situations requiring at least two officers, there are incident categories for: domestic violence, fatal accidents, and untimely death/homicide. The number of troopers responding to an incident can be categorized as a single officer or more than one officer (i.e., 2+ officers present).

An indication of understaffing in patrol troops would be a single trooper rather than at least two troopers responding to such situations. CAD data on FY 09 through FY 12 incidents were analyzed for frequency of single officers responding to calls requiring at least two officers. In general, 85-88 percent of incidents needing at least two officers met this requirement in FY 09-FY 12 (Figure XIII-11). Alternatively, 12-15 percent of such incidents consistently did not meet this requirement.

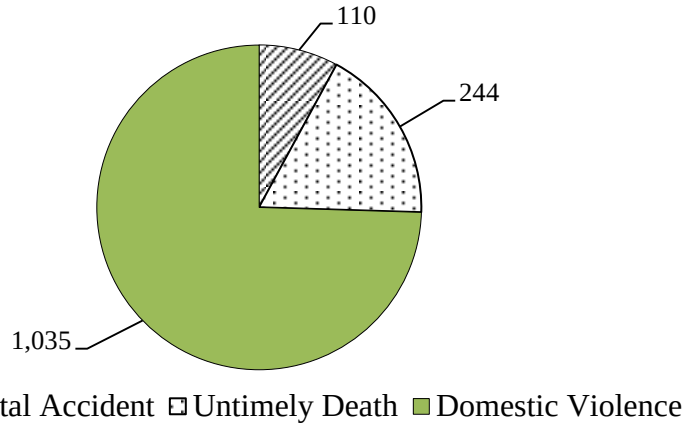
Figure XIII-11. Number of Calls for Service Requiring at Least Two Officers: FYs 09-12



Source of data: CSP CAD data and PRI staff analysis

Figure XIII-12 shows the types of cases requiring at least two officers that occurred in FY 12. Of the 1,389 incidents requiring at least two officers, many related to domestic violence (74 percent). A similar pattern was found for FYs 09-11.

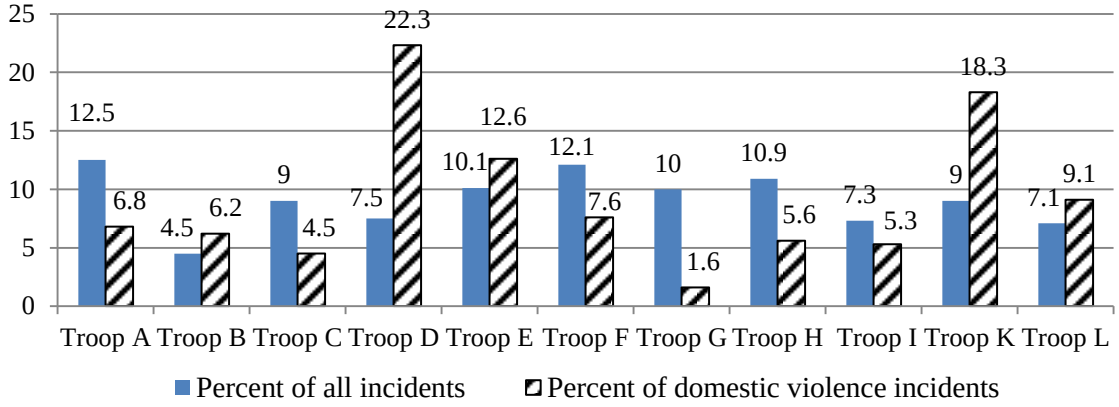
Figure XIII-12. # of Incidents Requiring 2+ Officers in FY 12



Source of data: CSP CAD data and PRI staff analysis

Differences across troops. Domestic violence incidences did not occur at the same rate for all troops. Figure XIII-13 shows the number of incidences of domestic violence responded to by each troop in FY 12 compared with all incidences. Troop D and Troop K handled a greater number of domestic violence incidences than other troops, such as Troop G, which is considered primarily a highway patrol troop. Combined, Troops D and K handled approximately 41 percent of all CSP domestic violence incidents.

Figure XIII-13. Number of Incidents Requiring 2+ Officers by Troop (FY 12)



Source of data: CSP CAD data and PRI staff analysis

Table XIII-6 shows the troops in order of most to least percent of domestic violence calls handled by a single trooper. (There were also 143 additional calls handled by sworn personnel

either responding from multiple troops, or not assigned to one of these troops.) Although Troop D had the highest incidence of domestic violence calls, Troop D also had the third lowest percent of compliance with the requirement of at least two officers responding to the call. Almost one in five domestic violence incidences were handled by a single patrol trooper in Troop D.

While it may be impossible for two or more troopers to respond to every domestic violence incident 100 percent of the time, a lack of adherence to this requirement 18 and 21 percent of the time in particular troops—as is occurring in Troops D and I respectively—suggests an understaffing of patrol troopers and possible increase to an officer's risk for injury. Additionally, less than half the domestic violence calls responded to by sworn personnel in CSP Headquarters (i.e., not assigned to a troop or the Traffic Services Unit) had the requisite two officers. This finding suggests a policy may need to be developed regarding who is available to respond to domestic violence calls.

Table XIII-6. FY 12 Incidences of Domestic Violence and Number of Officers Responding to Call

Troop	Percent of Domestic Violence Calls Responded to By 2+ Officers	Incidences of Domestic Violence
G	69%	14
I	79%	45
D	82%	190
A	86%	55
C	86%	39
K	87%	160
H	88%	46
B	91%	55
E	94%	107
L	94%	80
F	97%	67
CSP Headquarters	43%	74

Source of data: CSP CAD data and PRI staff analysis

Chapter XIV

Technology

Another area of review pursuant to Public Act 12-1 (June 12 Special Session) was to "assess technological improvements that have occurred and their potential impact on stat police staffing."

The application of technology over time has improved policing in several ways. Officers now have a variety of tools available to them that aid in their own protection and the protection of the public. CSP has no centralized "technology unit." However, there are several units that coordinate to procure and maintain technologies for the sworn and civilian members located at the troops and within specialized units.

The CAD/RMS Field Technology Unit is the primary unit responsible for technology to assist the patrol function. The unit has several ongoing projects it balances with servicing, updating, and managing existing equipment. There is currently no formal strategic plan in place for the procurement of technology in the unit; however, the unit makes efforts to prioritize and implement technology with the idea of the department's mission in mind.

The application of technology has improved policing in several ways over time. For example, law enforcement strategy -- e.g., motorized preventative patrol and rapid response to calls for service -- was developed decades ago in response to the invention of the automobile and two-way radio.[84] More recent technological innovations, such as DNA testing and information technology, have also impacted how policing is conducted, as agencies across the country use these advancements in everyday police functions.

It is difficult to generalize how technology affects law enforcement agencies because the challenges that one department or unit faces may not be the same for another. One study conducted by the Police Executive Research Forum states, however, that the incorporation of technology in today's society creates great potential for enhancing police work. Specifically, the study notes that technology may strengthen crime control by:

- improving the ability of police to identify and monitor offenders, particularly repeat offenders;
- facilitating the identification of places and conditions that contribute disproportionately to crime;
- speeding the detection of and response to crimes;
- enhancing evidence collection;

[84] Koper, Christopher S., Taylor, Bruce G., & Kubu, Bruce E. (2009) Law Enforcement Technology Needs Assessment: Future Technologies to Address the Operational Needs of Law Enforcement, *Police Executive Research Forum*. pg. 10.

- improving police deployment strategy;
- creating organizational efficiencies that put officers in the field for longer periods of time;
- enhancing communication between police and citizens; and
- strengthening the ability of law enforcement to deal with technologically sophisticated forms of crime (e.g., identity theft, cybercrime, and terrorism). [85]

In this chapter, issues related to police technology examined during the study, which were not developed into formal recommendations, are presented. While these issue areas did not lead to recommendations, they are noteworthy and suggested improvements have been included where appropriate.

Given the vast array of technology available to law enforcement agencies and associated costs, amidst limited resources, it is important to identify what is available to an agency, determine the agency's needs, and prioritize those needs before purchasing items. PRI found while there is informal discussion among the various units within CSP, there is no formal strategic plan that guides decision-making for technology acquisition or post-procurement. Furthermore, because technology can often quickly become obsolete, a maintenance and replacement schedule would ensure CSP is adequately equipped and current in its technologies.

Types of Technology Available and Used By Law Enforcement

Technology can be categorized by types and purposes served. One study separates technology into hard and soft innovations.[86,87] Another study, which was conducted by the Police Executive Research Forum (PERF), uses broad functional categories to describe technology related to police work. While most of the chapter is focused on current technology, the technologies identified by the PERF study and described below are intended to give an overall picture of what might be needed by, or available to, the Connecticut State Police.

- *Information Technology:* Computers are used to maintain a wide array of data. Through the improvement of technology, police now have the ability to collect, manage, and analyze large quantities of data. Police agencies are using computers to store electronic data, including information on incident reports, calls for service, stolen property, and traffic citations. Also, agencies equip their officers with mobile data terminals (MDTs), or laptops, which allow officers to access various data systems from the field. These mobile data terminals also allow officers to produce reports from their vehicles without needing to return to the barracks.

[85] Ibid, p. 10.
[86] Byrne, James & Marx, Gary. (2011) Technological Innovations in Crime Prevention and Policing: A Review of the Research on Implementation and Impact. *Technology led policing: Journal of Police Studies*. Vol. 2011-3.
[87] Hard innovations are new materials, devices, and equipment that can be used either to commit crime or prevent and control crime (cameras, metal detectors, less-than lethal force devices, new police protective gear). Soft technologies involve the strategic use of information to prevent crime and to improve the performance of the police (predictive policing and recording /video streaming capabilities in police vehicles)

- *Communication and Dispatch:* Nearly all of the nation's police agencies participate in 9-1-1 emergency telephone report systems and utilize a computer aided dispatch (CAD) system to manage calls and minimize response times.

- *Identification and Investigation:* There have been several advances and tools to aid in criminal investigations. As of 2003, 60 percent of police agencies employing nearly 90 percent of all officers had access to Automated Fingerprint Identification Systems (AFIS). DNA testing is one tool that has become a common method of identifying a suspect involved in sex crimes and other violent offenses using the suspect's unique genetic blueprint. Advancements in the automation of criminal records, integration of databases, in-field computer access, and sophisticated crime analysis and investigative software, have facilitated police ability to identify and ultimately apprehend suspects. One additional item to aid in the investigation process is the increased use of Global Positioning Satellite (GPS) to track the vehicle location of both law enforcement officers and suspects.

- *Surveillance and Sensors:* Stand-alone and networked video cameras provide police with the ability to monitor high-risk locations, roadways, and interactions between officers and the public. (GPS can be included in this category because it allows agencies to track suspects and stolen vehicles) Another tool that has been widely used is Automated License Plate Reader (ALPR), which automatically scans the license plates of motor vehicles and checks them against databases containing stolen car information and other vehicle records.

- *Weapons and Tactical Equipment:* In addition to traditional weaponry, there are several devices that police have available for tactical uses, some of which include: special surveillance equipment, aerial surveillance equipment, ballistic shields, specialized armored vehicles, and robots for disposal of explosives and hazardous materials. Since the 1970s, police have increasingly sought advanced non-lethal weapons to replace or complement traditional weapons, such as batons, firearms, tear gas, and chemical agents. The most common of these devices is the Taser, which incapacitates suspects through pain compliance or electro-muscular disruption.[88]

Training in use of new technology. It is important to provide staff training in the use of new technology to keep their knowledge and skills current. Training of officers can now include computer driven, interactive simulation training systems that simulate various conditions an officer might face in the field.

Impact of technology. Very few scientific studies have been dedicated to technology's impact on policing, and only a small number of controlled pre- and post-evaluations of implementation. As the types of technology in use and available for law enforcement continue to grow, the impact of such technology on police effectiveness may be limited. This limitation may stem from several sources including: technical (engineering) problems, difficulty in using the technology, ancillary costs associated with using the technology (costs associated with training, technical assistance, and maintenance), unanticipated effects on organizations, officers or

[88] Koper, pp. 12-19.

citizens, and the prevalence of the problem(s) the technology is intended to address.[89] However, with proper research, planning, selection, and implementation of technology, agencies can avoid several of the drawbacks mentioned above when purchasing new technologies.

The impact and cost-effectiveness can be determined for some technologies. For instance, technologies that are designed to improve everyday operations may be easier to assess than technologies intended to address low-probability, high impact events, like an earthquake or terrorist attack. [90] Additionally, the effectiveness of one technology may be dependent on the availability of complementary technologies within an agency. Moreover, technological advancements in the hardware used by officers, such as protective gear, weapons, and surveillance capabilities can serve to reduce injuries and deaths to officers, suspects, and bystanders.

Technology and the Connecticut State Police

As discussed in Chapter II, there are three components to the Division of State Police: Office of Field Technology; Office of Administrative Services; and Bureau of Professional Standards and Compliance. Each of these components is composed of several units, bureaus, and functions that utilize technology in their everyday duties. Additionally, there are units in other areas of DESPP that make use of various technologies for their respective job functions.

For all technology purchases within the Division of State Police, individual units similarly identify, research, and procure technologies for their personnel. Each unit seeking new technologies works with the grants office under DESPP to go through appropriate channels for securing such items. Variation in the process of procuring technology across the agency is due primarily to the unique requests and needs of the individual units. Virtually all of the units within the division rely on grant funding to procure needed items, rather than having a dedicated funding source within the state's General Fund.

Currently, the state police have no centralized office specifically dedicated to managing the overall technology needs for the department. The department, as part of its strategic plan and annual goal reporting for year 2012-2013, identified short term goals and strategies using technology in order to enhance administrative and business functions; however, these goals did not encompass all technologies or areas affected by technology.

The Field Technology CAD/RMS/GIS Unit within the Office of Administrative Services (OAS) is the primary unit responsible for identifying, researching, and procuring technologies for troopers in the field. This unit, shown in the organizational chart on page 27, is described in detail below.

CAD/RMS Field Technology Unit. The CAD/RMS Field Technology Unit (FTU) identifies, researches, and obtains mobile technologies required by commanding staff at the troops and for troopers on the road. The unit is responsible for the management of the computer

[89] Koper, pg.19.
[90] Koper, pg. 20.

aided dispatch (CAD) and report management system (RMS)[91] utilized by all sworn DESPP personnel,[92] and is responsible for diagnosing and troubleshooting existing equipment, performing repairs, and providing help desk support for the officers in the field.[93] The unit is currently staffed by two sworn officers and one civilian employee. While there is no centralized technology office as noted earlier, the Field Technology, Computer Services, and Fleet Units meet on a regular basis to discuss the acquisition and management of technology for the entire Division of State Police.

Technology in other units of the division. Other units within the Division of State Police seeking specialized equipment or technologies typically identify, research, and request these items separate from the Field Technology Unit. Like FTU, other units seeking grant funding go through the department's grants unit to submit applications and item requests. These units are also competing for both internal and external funding, and prioritize requests based on the needs of the officers and personnel in the unit.

Current field technology unit initiatives. The technologies State Police are using in the field touch several aspects of police work as well as outside and partnering agencies. The Field Technology Unit has a list of approximately twenty items that it is working on at any given time. These projects are prioritized based on the ability to obtain funding, direction of the administration, and need in the field. Several of those projects are listed below.

- *Connecticut Impaired Driver Records Information System (CIDRIS)* is intended to be the state's clearinghouse for all Operating Under the Influence (OUI) cases when fully operational. This system will provide an automated exchange of OUI arrest data and documents between local law enforcement, Department of Emergency Services and Public Protection, Department of Motor Vehicle, Division of Criminal Justice and the Judicial Branch Superior Court Operations Division.

- *Model Minimum Uniform Crash Criteria (MMUCC)* is a program funded by the National Highway Traffic Safety Administration (NHTSA) and jointly managed by the Governors Highway Safety Association. The program will change how the division reports on (using what is known as the PR-1 form[94]) and investigates traffic collisions.

- *University of Connecticut Crash Data Repository (CDR)* is a system supported by the state Department of Transportation. The system will allow law enforcement agencies to capture certain federal crash data for electronic submission to a central repository developed by UCONN. The repository will provide various stakeholders with timely, accurate, and uniform crash data in the state. The CDR enables users to query, analyze,

[91] The Report Management System (RMS) provides officers with the ability to complete and electronically submit reports to their supervisors, negating the necessity to bring them into the troops.
[92] Connecticut State Police Staffing Analysis - CAD/RMS Field Technology Unit
[93] The unit is subject to compliance with several sections of the A&O Manual, including Chapters 2,6,7,9,12 and 13. These chapters cover the care and use of the department equipment, the facilities, communications (radio, COLLECT, Paperless Arrest Warrant Network), records management, and field reporting.
[94] The PR-1 is a form filled out when an accident occurs but there is no fatality.

print, and export the data for research and informational purposes. The system is available now for use, although additional modules are still in development.

- *E-Tickets* are portable devices that automate the process of issuing traffic citations (writing out and printing) and transmit captured data to the Central Infraction Bureau. The acquisition of the new e-Tickets has allowed officers in the field to decrease the time it takes to issue a ticket. Prior to the e-Ticket, an officer would write a ticket by hand, which increased the time it took to clear the call for service. Having an e-Ticket decreases the amount of time an officer is out of his or her vehicle, which could influence trooper safety, especially during peak commuting hours or when the stop is on a roadway with narrow shoulders. It is estimated the time it takes to issue a citation has decreased from 8-10 minutes to three minutes. This reduction is dependent, however, on the officer's level of proficiency with the system. Currently, there are 138 e-Ticket devices in the field. The Field Technology Unit is working on a grant to purchase additional machines and spare parts to have on reserve. Since 2010, there have been 74,640 e-Ticket tickets issued, generating approximately $15,772,160 in projected fines. The goal of the program is to acquire enough e-Ticket devices to assign one to each patrol officer.[95]

Other projects within the unit, at varying phases of completion, include:

- Automated License Plate Reader;
- electronic signature;
- electronic case management;
- national missing and unidentified persons system (NAMUS); and
- "trouble" tickets.[96]

While staff in the field technology unit is currently managing the projects mentioned above, they reported having difficulty meeting the time requirements and goals outlined within the agency's strategic plan.[97] This is, as indicated by the unit, due to stretched staff resources of two sworn and one civilian employees. Some projects for which the unit is responsible are collaborations with other agencies outside of DESPP (e.g. CIDRIS). These projects are in varying phases of completion and are dependent on the time it takes to resolve issues or make necessary adjustments on the part of all collaborating agencies.

Technology at troops. Each troop maintains an inventory of all technology items,[98] including how many of each item the troop has and which items are assigned to officers full-time or during their shifts. As part of understanding how technology affects primarily the state police patrol function, PRI staff sent a series of identical questions to each of the eleven troops, with the request that each troop commander distribute a set of questions to all of his or her troopers. These questions asked about:

[95] Connecticut State Police Staffing Analysis - CAD/RMS Field Technology Unit
[96] The unit is responsible for diagnosing and troubleshooting existing equipment, performing repairs and providing help desk type support for over 900 troopers in the field. This function of the unit is not provided on a 24/7 basis at this point in time.
[97] Connecticut State Police Staffing Analysis - CAD/RMS Field Technology Unit
[98] This includes weapons, radar and laser detectors, computers, cameras, and other equipment procured by the troop.

- how current technology is used at the troops;
- technology recommendations for a highway versus rural troop;
- technologies available but not currently available at the troops and why; and
- which items should be priorities, as it related to trooper and public safety.

Seven of the eleven troops responded to the questions regarding technology. The responding troops consisted of one highway troop, four rural troops, and two troops that had a mix of both characteristics. Responding troops had similar thoughts in their recommendations for equipment available to highway and rural troops. These included thermal imaging cameras and tint meters for rural troops, and additional e-citation printers, Lo-jack, and portable breath test devices for highway troops. Additionally, every troop indicated budgetary constraints as the primary reason new or updated technologies were not currently available to them.

Table XIV-1 lists several technologies that troops identified as currently available at the troop barracks, and needed technology that would assist in achieving a higher level of public and trooper safety. (Some items listed as being at a troop may not have been available to every officer at the troop.)

Table XIV-1. Technologies Identified by Seven CSP Troops Currently Available And Needed*

Technologies Currently Available at Troops**	Needed Technologies to Achieve Greater Public/Trooper Safety
• E-Ticket devices • Mobile data terminals • Mobile video recording cameras • Lo-jack • Mobile radio system • Laser and radar detectors • Commercial truck enforcement printers (where applicable) • Digital cameras • Automated Fingerprint Identification System • VASCAR (vehicle speed measuring system) • Tint meter (measures auto window tint) • Portable radio system • Radiation detectors • Personal GPS • Intoxilyzer	• Additional E-Ticket devices • RMS reader (software) • Thermal imaging cameras • GPS devices for tracking dogs • License Plate Readers • AEDS (automated external defibrillator) • Night vision goggles • Tint meters (measures auto window tint) • Decibel level meters • Portable scales (where applicable) • Recessed lighting in cruisers • Additional digital cameras • Ability for field down/upload of scene photos • VASCAR (vehicle speed measuring system) • Portable breath tests • Alcohol screening mag-lite flashlights • AWD vehicles • Total station scene mapping equipment

*Four troops did not respond to PRI staff questions .
**Some of these technologies may be part of the field technology unit's current procurement efforts.
Source: Connecticut State Police Troops

Cost of technology. While there are significant benefits to adopting new technologies there are expenses associated with such purchases, including hardware, software, training support, and maintenance. Additionally, because there is a limited pool of resources to purchase

items, these funds are highly competitive. Often, to make technology gains in one unit, there is a tradeoff of not updating or purchasing new items in other units. CSP has performed a few formal analyses of the costs and benefits of various technology improvements. One example includes Automated License Plate Readers, which the State Police are currently in the process of securing.[99]

The Field Technology Unit, like other units competing for funds in the division, has no budget line item for upgrading or procuring new technologies. Each unit supervisor seeks out grant funding and also works to maintain funds for existing resources. However, the Field Technology Unit, like others, has experienced the effects of decreased federal grants available for the procurement of technology.[100]

This reported decrease in federal funds in an already competitive environment means additional planning and prioritizing is necessary to ensure the most effective use of limited funding. Also, some grants specify what the agency can and cannot purchase with the funds, others have timeframes associated with them, and in all cases the department must justify the need for the sought-after technology, all of which further complicates planning efforts. Some grants also require a state funding match, such as an 80/20 split. Thus, the department does not apply for certain grants due to associated requirements or the grant does not meet the agency's needs.

Technology strategic plan. Neither the Field Technology Unit nor the state police division have done a formal comprehensive needs assessment of which technologies could be employed by CSP to enhance public safety, or have developed a strategic plan specific to technology, establishing acquisition priorities based on CSP goals. Currently, the unit, like others within the division, has some knowledge of the technological needs of the officers and units its serves. Specifically, unit personnel are aware of devices such as mobile data terminals (MDTs) that are outdated or need repair, or could benefit from other complementary items (e.g., MDT trays). Unit personnel said they try to address these requests in a timely manner. Again, while there is direction within the unit, no formal written plan exists to guide future acquisitions when funds become available.

The unit has documents identifying priorities and initiatives for addressing them, but they do not include measureable goals and comprehensive strategies for achieving these priorities. Understanding this is a dynamic field, steps should be taken to develop a maintenance and replacement schedule so that existing technologies are updated or transitioned to a new technology on a rotating schedule. PRI understands this is difficult to complete, given that once technology is purchased under a grant, maintenance and/or licenses may only be covered for the life of the grant. Therefore, the agency must plan how to budget for ongoing costs once technology is purchased.

[99] The State Police analyzed the differences between two different brands of license plate readers (ELSAG and Vigilant).The analysis determined ESLAG had a higher degree of accuracy and provided the best solution for the agency's short and long term objectives.

[100] PRI staff obtained CSP annual expenditure data for technology but due to time constraints was not able to completely analyze the information.

With proper planning and the correct implementation of a product, technology has the capability to enhance police work. Having a formal technology plan will benefit CSP and serve as a foundation that can be adjusted as personnel, priorities, and available resources change over time.

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Chapter XV

Civilianization

Another charge from the legislature to PRI as it developed recommended staffing standards was to consider Division of State Police positions that do not require the exercise of police powers. To the extent sworn state police officers are working in positions that do not require sworn personnel, there are opportunities for increasing state patrol resources through their reassignment, and potential short or long term cost-savings based on civilian replacements in those positions.

In summary, over time the department has reviewed and civilianized a number of positions that were once held by sworn officers. Units with positions that have been civilianized under the department's current effort include: Legal Affairs; Public Information Office; Special Licensing and Firearms Unit; State Police Bureau of Identification; and Fingerprinting Unit. Additional areas reviewed by PRI included: Computer Crimes Unit; Fire Explosion Investigation Unit; Polygraph Unit; and Sex Offender Registry. While there may be certain functions within positions in these units and elsewhere at CSP that could be performed by civilians, often these positions include functions that require a sworn officer, making the benefits of civilianization less clear. Based on interviews at the units PRI staff reviewed, sworn officers are necessary to complete many functions carried out by the units.

Civilianization is an ongoing initiative of the department, which may periodically re-assess how functions are carried out to ensure that the skill and training of sworn officers are used to their fullest extent.

In this chapter, issues related to civilianization examined throughout the course of the study are presented. While this review did not lead to any recommendations due to time constraints, the information provided may be further considered by the department as actions worthy or in need of further study. Suggested improvements have been noted where appropriate.

Background. Civilianization has been defined as a law enforcement agency's hiring of non-sworn personnel to replace or supplement its sworn personnel.[101] Thus, it can involve filling a position previously held by a sworn officer by a civilian, or creating a new position in a law enforcement agency that from the start will be filled by a civilian. The concept of civilianization in law enforcement dates back to the 1950s and gained interest throughout the 1970s. For several decades, the role of civilian staff in law enforcement had been limited to clerical or secretarial positions, maintenance, jail security or booking tasks, and motor pool assignments.[102]

[101] Office of Community Oriented Policing, *The Impact of the Economic Downturn on American Police Agencies.*, U.S. Department of Justice. October 2011.

[102] Alfred I. Schwartz. Alease M. Vaugh et.al. Employing Civilians for Police Work, an Urban Institute Study (Washington, DC, U. S. Government Printing Office, 1975,) p. *vii.*

Over time, support has grown for the use of civilians in law enforcement by several groups. For instance, a 1967 report by the President's Commission on Law Enforcement and the Administration of Justice emphasized the use of civilians specifically in certain roles, noting that "[c]ommunications, records, information retrieval, research and planning, and lab analysis, could be performed by civilians with specialized training than by sworn law enforcement officers."[103] Additionally, a 1973 report by the National Advisory Commission on Criminal Justice Standards and Goals suggested that: "every police agency should assign civilian personnel to positions that do not require the exercise of police authority or the application of the special knowledge, skills and aptitudes of the professional police officer."[104]

More recently, the International Association of Chiefs of Police (IACP) established a Model Policy on Civilianization that identifies a number of functions as civilian responsibilities, which are displayed in Table XV-1.

Table XV-1. IACP Model Policy on Civilianization: Civilian Responsibilities[105]	
• Planning and research • Parking enforcement • Media relations • School crossing control • Communications • Accident investigation • Records • Legal affairs	• Animal control • Fleet maintenance • Property/evidence • Detention • Victim advocacy • Forensics • Police auxiliary/reserve

Some of the benefits cited from using civilians in certain positions in law enforcement agencies include: the refocus of sworn resources on sworn duties, potential cost savings, and the integration of technical/specialized skill into the agency not possessed by sworn personnel. An issue raised about civilianization is that some of the functions that can be handled by non-sworn personnel are also positions that law enforcement agencies have used for their sworn personnel on light duty at any given time.[106]

Civilianization of positions within the Division of State Police. Determining the appropriate mix of sworn and civilian staff poses a challenge for a law enforcement agency and should be based on its needs, structure, and growth. For more than a year, the Connecticut State Police has been evaluating areas where sworn personnel are not performing hazardous duty work within their daily job functions. The department's objective, as described to PRI, is not to unnecessarily remove sworn officers from positions that require the expertise of a law enforcement authority. Rather, in order to meet the goal of reassigning sworn officers back onto

[103] President's Commission on Law Enforcement and Administration of Justice (1967). The Challenge of Crime In A Free Society, *Washington, DC U.S. Government Printing Office*, p. 108."

[104] The National Advisory Commission on Criminal Justice Standards and Goals (1973). Report on Police *Washington, DC U.S. Government Printing Office*, p. 258.

[105] City of San Jose, California, Office of the City Auditor, "Audit of Civilianization Opportunities in the San Jose Police Department," January 2010, Appendix D, accessed October 11, 2012.

[106] According to the 2007-2010 Connecticut State Police Bargaining Agreement: "In each fiscal year of this contract, a minimum of twenty-seven positions or the numerical equivalent of three percent (3.0%) of the bargaining unit, whichever is greater, shall be designated as light duty positions." Article 16 Fitness for Duty and Light Duty Sec. Two (b).

the road, the department, as part of its multi-year plan, is evaluating the actual number of sworn personnel needed to perform the job duties/responsibilities in units across the agency.

As of January 1, 2013, there were a total of 1,304 personnel within the Division of State Police, of which 1,039 (80 percent) were sworn officers[107] and 265 (20 percent) were civilians. There are an additional 268 civilian personnel who work in other areas of DESPP, such as the commissioner's office and the Division of Scientific Services.

There have been discussions and initiatives to civilianize throughout the department's history; however, according to CSP, there have been no prior efforts that approached the magnitude of current efforts. The discussion below highlights the areas identified by the state police for civilianization, and several additional units selected for review in this study regarding civilianization. A description of the department's consolidation of the dispatch function has already been provided in Chapter II.

Clearly, the functions and responsibilities in many units within the Division of State Police need to be performed by law enforcement officers, specifically in areas where training, expertise, arrest powers, and on-the-job investigative experience of sworn personnel are needed. However, per the State Police, certain positions or aspects of positions currently filled with sworn personnel in several division units possibly could be performed by civilians with appropriate training.

The previously described structure of the Division of State Police in Chapter II noted that it is composed of three main parts: the Office of Field Operations (OFO), the Office of Administrative Services (OAS), and the Bureau of Professional Standards and Compliance. The field operations office is where the core patrol and criminal investigations functions are located, and include the specialized investigation units under the Bureau of Criminal Investigations, the Emergency Services Unit, and the Traffic Services Unit, which all have a mix of civilian and sworn personnel. Outside of OFO, there are other units not directly related to the patrol function, but may work in support of patrol, for which the question of civilianization may be raised. Some of these areas that CSP has already assessed and acted upon are discussed next. Some areas not yet assessed that might be considered in the future are discussed later in this chapter.

Recent civilianization focus areas. Most of the recent civilianization activity has occurred within the administrative services office or in functions/units that report directly to the DESPP commissioner. To date, the department has civilianized positions once held by sworn personnel in five units:

- *Legal Affairs Unit (DESPP).* This unit provides legal advice for the entire department about, among other areas: claims filed against the department or department personnel; Freedom of Information (FOI) requests for department public records; collective bargaining issues; service of civil process; and outside employment issues and other conflicts of interest. The unit also has oversight over the Firearms Review

[107] The 1,039 refers to those officers with department id code in CORE-CT of DPS32500 ("Police Services").

Board.[108] This unit often works with the Office of the Attorney General and the Office of the Chief State's Attorney

- *Special Licensing and Firearms Unit (OAS).* The Special Licensing and Firearms Unit has two distinct charges: 1) licensing and regulation of private detective agencies, private detectives, security service companies, professional bondsmen, bail enforcement agents, and the issuance of special police powers; and 2) ensuring that all statutory and regulatory mandates are in compliance with pistol permitting and revocation requirements, all handgun sales, transfers, and dealer firearm sales.

- *State Police Bureau of Identification (OAS)*. The State Police Bureau of Identification (SPBI) is responsible for the retention and dissemination of all criminal history records for the State of Connecticut and processing requests for background checks that are both "fingerprint supported" and "name and date of birth only."

- *Public Information Office (direct report to OFO)*: The Public Information Office has statewide responsibility to provide media support to all department functions.

- *Fingerprinting Unit (OAS).* The Fingerprinting Unit is responsible for processing, quality assurance, and retention of fingerprints provided by arrestees and job applicants across the state, as well as for arrestee fingerprints with the FBI.[109,110]

Table XV-2 shows the number of sworn and civilian employees as of January 1, 2013 in each of the recent civilianization focus areas.[111] Sworn personnel have been completely removed from the Legal Affairs Unit and the State Police Bureau of Identification. The Public Information Office has one sworn officer and three civilian support staff. Additionally, the Special Licensing and Firearms Unit has eight sworn staff and 18 civilians.

Table XV-2. Sworn and Civilian Personnel in Areas Reviewed by DESPP for Civilianization

	January 1, 2013	
Unit	**Sworn**	**Civilian**
Legal Affairs Unit	-	7
Public Information Office	1	3
State Police Bureau of Identification*	-	5
Special Licensing and Firearms Unit	8	18
Total	**9**	**33**

*No data in available core.
Source: CORE-CT

[108] A&O Manual
[109] A&O Manual 2.2.3c (3)(c)3.
[110] The Fingerprinting Unit had a sworn officer who served as a manager to the unit but this position was civilianized in the fall of 2012. The unit has 11 civilians.
[111] Data in CoreCT were available for January 1, 2013.

Distinguishing which duties require sworn officers is more difficult in some units than others. For example, some units have a mix of functions, with some requiring law enforcement authority. Table XV-3 lists examples of job functions performed by sworn and civilian personnel in some of the units.

Table XV-3. Examples of Sworn and Civilian Duties in Areas that Have Been Civilianized

Unit	Duties of Sworn Personnel: Examples	Duties of Civilian Personnel: Examples
Legal Affairs Unit	No sworn personnel	• Review claims filed against the department or department personnel • Freedom of Information requests
Public Information Office	• Facilitate media relations and officially release information for the commissioner	• Secretarial/clerical
State Police Bureau of Identification	No sworn personnel	• Sort mail • Sort and process Interstate Identification Index (III) Inquiries • Process National Instant Criminal Background Check System (NICS) inquiry updates • Process incoming federal applicant cards • Operate front desk
Special Licensing and Firearms unit	• Issue licenses and conduct inspections of bail enforcement agencies, professional bondsmen, and private investigators • Determine an appellant's eligibility to possess firearms based on court orders • Assist state and local law enforcement agencies with necessary firearms compliance • Conduct Protocol training (if have POSTC certification) • Oversee firearms vault	• Issue licenses and conduct inspections of bail enforcement agencies, professional (background check component) • Process pistol permit applications/renewals for the state • Issue authorization numbers for sale and transfer of handguns and most long guns in the state

Special Licensing and Firearms Unit. The Special Licensing and Firearms Unit is an example of an administrative unit that requires at least some sworn officers. Duties of sworn officers include serving arrest warrants, managing the state's firearms vault, and conducting various criminal investigations involving licensing statutes and firearms sales and possession. The officers in this unit also deal with paperwork and other investigative duties that do not take them into the field every day. The department completed its recent review of positions in the unit, which resulted in some officers being placed back on patrol duties and civilians hired for those positions. Table XV-2 shows the current staffing mix at eight sworn officers and 18 civilian employees -- the division believes this number of sworn personnel is adequate to fulfill the unit's law enforcement responsibilities.

State Police Bureau of Identification. Other units, such as the State Police Bureau of Identification, do not need law enforcement officers for any phase of operations. Specifically, SPBI is responsible for the retention and dissemination of criminal history records for the state. Additionally, the unit processes all requests for background checks in the state. It has been determined that the responsibilities of the unit can be completed with an all-civilian staff. Other

than an officer assigned there for temporary light duty, there are no sworn personnel currently assigned to the unit.

Potential areas for civilianization. During the study, additional units and function areas were mentioned by the committee and at the study's public hearing to consider for civilianization. The units identified below are highlighted because they are units outside of the patrol function, but with sworn personnel and subject to discussions about possible civilianization. The units located in the administrative services office and the Division of Scientific Services[112] identified as possible areas for civilianization were:

- *Computer Crimes Unit (Division of Scientific Services)*: Detectives and officers in this unit carry out criminal investigations involving an assortment of crimes committed utilizing a "computer," in its various forms, to facilitate criminal activity;[113]

- *Fire and Explosive Investigation Unit (OAS):* The unit conducts cause and origin of fires and arson investigations; circus, carnival ride, and amusement park inspections; hazardous materials and explosives licensing and investigations; licensing and permitting of fireworks and special effects displays; and training in all of these areas;[114]

- *Polygraph Unit (OAS)*: This unit conducts polygraph examinations for criminal investigations and pre-employment examinations for police agencies; and

- *Sex Offender Registry Unit (OAS)*: The unit establishes registration procedures, registers all sexual offenders that require registration, and maintains the registrations as prescribed by law. Also, the unit provides the required notifications to the appropriate agencies.[115]

Table XV-4 shows the number of sworn and civilian personnel in each of the above units as of January 1, 2013.

[112] While historically the State Police were in charge of the state's crime lab, now under DESPP, the Division of Scientific Services, which includes the laboratory, is organizationally separate from the Division of State Police and reports directly to the DESPP Commissioner. However, sworn state police officers are assigned to the scientific services division.
[113] A&O Manual 2.2.4d(1)(b)
[114] A&O Manual 2.2.3c (3)(b).
[115] A&O Manual 19.3.27c

Table XV-4. Sworn and Civilian Personnel in Potential Areas for Civilianization		
	January 1, 2013	
Unit	Sworn	Civilian
Computer Crimes Unit (Division of Scientific Services)	11	3**
Fire and Explosive Investigation Unit	14	1
Sex Offender Registry Unit	6*	3
Polygraph Unit	4	-
Total	**31**	**18**

* As of 1/27/13, there were three sworn officers in the unit and one civilian has been added.
** Six additional civilians were hired in early 2012 and have been transitioning into forensics positions once held by sworn officers
Source: CORE-CT

Based on interviews with personnel in each of these units, PRI concluded there are components of some positions that could be completed by non-sworn personnel; however, given the responsibilities of the units, a majority of the duties in these units require the expertise and law enforcement capabilities of a sworn officer. Examples include serving arrest warrants, conducting criminal investigations, or conducting raids. Table XV-5 lists examples of the responsibilities of sworn and civilian personnel in the units.

Similar to the units that were already civilianized by the department, the number of sworn officers within these units is not large. Civilianization can assist in reassigning a number of sworn officers to other functions including patrol, but other initiatives may be needed to achieve the overall goal of more officers available for patrol.

Cost-savings from civilianization. Measuring any cost-savings from civilianization efforts would depend on a number of factors:

- Was the position formerly held by a sworn officer refilled?
- If the position was refilled, should just salary be compared between the sworn officer and the civilian, or should other costs be factored in (training, including certification requirements, and benefit costs)?
- Did the civilianization result in lower overtime costs?

Other states. Committee staff contacted state police in the computer crimes and polygraph units in the following states: Vermont, Maryland, Massachusetts, Maine, and New Hampshire, to determine whether sworn and/or civilian personnel were staffing those units. In regard to computer crimes, Table XV-6 shows that both states that responded had a mix of sworn and civilian employees in their computer crimes units.

Table XV-5. Examples of Sworn and Civilian Duties in Potential Areas for Civilianization		
Unit	**Duties of Sworn Personnel: Examples**	**Duties of Civilian Personnel: Examples**
Computer Crimes (Division of Scientific Services)	• Conduct investigations referred from the National Center for Missing and Exploited Children, local police departments, other CSP units/functions • Scene processing: serving search warrants, collection of evidence, processing of evidence and field examination • Field assists for other agencies • Investigative assists with other agencies • Cooperative investigations with federal agencies	No civilian personnel
Fire and Explosive Investigation	• Assist local fire marshals, police and state police troops with the investigation of fires and explosions • Investigate all serious injury or fatal carnival ride accident investigations • Inspect circus tents and the setup of all carnival and fixed amusement rides in the state	• Clerical assistant completing reports and filing
Fingerprinting	No sworn personnel	• Identify persons through fingerprint identification • Process state checks of criminal, and applicant fingerprints through AFIS • Process federal checks of criminal, and applicant fingerprints through AFIS • Check quality of fingerprints • File and pull fingerprints using the SID Numeric System
Sex Offender Registry	• Complete investigative reports and arrest warrants • Register sex offenders • Complete photo updates for offenders • Enter, modify, and cancel File19 entries in COLLECT (refers to a federal form) • Probate name changes • Inmate release/intakes • DNA collection	• Monitor daily correspondence • Address changes • Daily mailing of address verification letters • Run a monthly list, pull and prepare files for Registry Term Completes. • Notify superintendents of schools of address changes and new registration to jurisdiction
Polygraph	• Conduct polygraph examinations for CT Trooper Trainee and local/municipal police agencies for pre-employment selection process • Conduct polygraph examinations for CSP and local/municipal criminal investigations	No civilian personnel

Table XV-6. Other States with Sworn and Civilian Personnel in Computer Crimes			
Unit	**Sworn Only**	**Civilian Only**	**Combination**
Vermont			X*
Maryland			X**
*Vermont authorized 1 civilian examiner **Maryland has 1 civilian forensic examiner			

The Vermont state police, however, only recently authorized one position for a civilian examiner, and Maryland indicated it also had one civilian forensic examiner. Both states, like Connecticut, indicated the roles that sworn personnel have in the unit are multi-faceted and require law enforcement authority, but there was a need for and benefit to civilian staff.

In regard to the polygraph function, Table XV-7 shows that all states contacted had only sworn personnel in their polygraph units.

Table XV-7. Other States with Sworn and Civilian Personnel in Polygraph Units			
Unit	**Sworn Only**	**Civilian Only**	**Combination**
Connecticut	X	N/A	N/A
Maryland	X		
Massachusetts	X		
New Hampshire	X		
New York	X		
Rhode Island	X		
Vermont	X		
Source: Interviews with Connecticut State Police and Vermont State Police Polygraph Units			

Only Vermont responded to calls to discuss its polygraph unit. The unit has no civilian employees and, similar to Connecticut's polygraph unit, performs criminal and pre-employment polygraph exams. Both CSP and the Vermont state police expressed that there are aspects of the polygraph examiner position, such as providing testimony and investigative knowledge, that a civilian would not be capable of performing sufficiently without proper law enforcement training. The Vermont police personnel interviewed expressed the opinion that criminal polygraph exams should not be completed by civilians. However, the unit personnel also described instances when the demand for polygraphs was more than the unit could handle, resulting in some Vermont state agencies hiring a private vendor to conduct pre-employment exams.

Future civilianization efforts. The Connecticut State Police are in the process of shifting sworn personnel from positions that could be filled with civilians back to the patrol function. The priority to civilianize positions within several units does not mean these units would be completely depleted of sworn officers. Rather, the actual numbers of positions that require sworn personnel are being evaluated and may be reduced if it is determined that some roles could be performed by civilians.

Conclusions

The Connecticut State Police has incorporated goals for civilianization into its multiyear plan. However, as the department continues to evaluate where civilianization of positions should occur, it may benefit from a more in-depth analysis and formal plan to execute any future plans for civilianization.

Specifically, the State Police could expand on its most recent staffing analysis, which described each unit and staffing level as of October 2012, to include position levels over time for both sworn and civilian staff. The CSP human resources department could be helpful in identifying which functions require sworn officer status and skills and those that do not when developing job descriptions for sworn and non-sworn personnel in units under future review for civilianization.

The shift from sworn to civilian personnel is also reportedly done as a cost savings measure.[116] Expenses may be reduced in the form of lower pay, reduced training requirements, and smaller overhead costs. As CSP pursues its civilianization goals, the cost and benefits should be considered.

Given that civilianization is a priority of the division, while at the same time a contentious topic for some, the department should continue to analyze all areas of its operations and move forward with its efforts to civilianize accordingly. Working with unit supervisors and managers to discern what job roles should be civilianized could assist in planning for civilianizing other units in the future.

[116] Office of Community Oriented Policing (2011), *The Impact of the Economic Downturn on American Police Agencies*, U.S. Department of Justice, pg. 22.

Chapter XVI

Summary of Staffing Standards

Five public safety related factors, and one trooper safety related factor were examined for their potential use as standards in determining CSP staffing levels:

1. Response time;
2. Solvability (clearance rates);
3. Safety/crime statistics;
4. Safety/accidents/highway fatalities statistics;
5. Citizen satisfaction with service; and
6. Trooper injuries.

In considering each factor, its relationship with Connecticut State Police staffing levels was assessed. Table XVI-1 summarizes findings from the detailed analyses contained in the various chapters of this report. Aspects of factors found to be related to staffing levels are highlighted with an "R" (related), while aspects of the factor unrelated to staffing levels are signified with a "U" (unrelated) in the table.

Overall, of the six factors examined, one—response time—was negatively correlated with staffing level. As the staffing levels declined, response times tended to increase. While aspects of some other factors were related to staffing levels, in general, no overall relationships were found between staffing levels and the remaining five factors.

For example, crime statistics were unrelated to staffing levels; however, time needed to clear Crime Index offenses (the most serious) increased. One interpretation is the longer time is caused by more sophisticated, time-consuming investigative techniques, rather than due to a shortage of officers.

Highway safety statistics, such as fatal accidents and accidents with injuries, were determined to be unrelated to staffing levels. There was a decreasing trend in the number of DWI arrests, similar to changes in Connecticut State Police staffing level decreases, perhaps due to fewer Connecticut State Police available to apprehend intoxicated drivers.

Citizen satisfaction with services provided by Connecticut State Police was unrelated to staffing levels as assessed by numbers of complaints and commendations.

Lastly, trooper injuries, such as those from CSP cruiser accidents and assaults on officers, and incidences of workers' compensation leave, were unrelated to staffing decreases. The most recent data examined as part of this analysis, however, showed increases in assaults and workers' compensation cases that warrant future monitoring for sustained increases. There are also calls requiring two officers that are being handled solo, which could put officers unnecessarily at risk.

Table XVI-1. Summary of Findings on Public and Trooper Safety Related Factors		
Potential Factor	**Related (R) /Unrelated(U) to staffing level changes?**	**Conclusion**
Response time	**R**:Median response time increased, from 9 minutes to 10 minutes *BUT: Standard used by CSP in 1997 of at least 50 percent of calls responded to within 15 minutes continued to be met*	As staffing levels decrease, response times tend to increase CSP should develop a more stringent response time standard for more serious calls for service such as domestic violence
Crime statistics	**R**: The Group B crime DUI increased as overall staffing levels decreased, but the pattern was not consistent across Troop staffing level changes **U**: Crime Index and other Group A crimes	Crime statistics were unrelated to staffing levels in FY 09 to FY 12 This finding is similar to the national trend
Crime clearance rate	**R**: The time needed to clear Crime Index offenses increased at the same time staffing levels decreased **U**: Crime clearance rates remained unchanged, despites decreases in staffing levels	Another interpretation of the longer time to solve crimes is the result of more sophisticated investigative techniques requiring more time
Highway safety statistics	**R**: The decreasing trend in the number of DWIs is similar to the trend in the number of sworn personnel, perhaps due to fewer CSP available to apprehend intoxicated drivers **U**: As staffing levels declined, there was not a corresponding increase in traffic accidents, including fatal accidents **U**: Did not appear to be relationship between issuance of tickets and accidents with injuries	Highway safety statistics such as number of fatal accidents, and accidents with injuries were unrelated to staffing level decreases
Citizen satisfaction	**U**: # of citizen complaints or commendations was unrelated to staffing levels	Citizen satisfaction, expressed as either a complaint or compliment, was unrelated to staffing level changes
Trooper Injuries	**U**: # of department accidents **U**: # of assaults on officers **U**: # of workers' compensation cases	• The most recent officer assault and workers' compensation information showed increases, warranting future monitoring for sustained increases • Regardless of staffing level, officers were responding solo to domestic violence and other calls requiring two officers

In addition to the response time factor, during the course of the study, six additional areas related to staffing levels were identified:

Provision of required functions. There are 15 units or task forces in statute that are specifically required to be administered by CSP. Unlike the troops, there are no equivalent minimum staffing levels for sworn personnel in these units and task forces. Any of the mandated responsibilities considered relevant today, need to have minimum staffing level guidelines established or, if no longer necessary, be eliminated from statute.

Fulfillment of contractual obligations. CSP has contracted with municipalities to provide resident state troopers. These towns are relying on CSP to deliver this service under two-year contracts, which are often renewed. Having a sufficient number of staff to honor these contractual commitments is a factor in determining the total number of sworn officers needed by CSP.

Number of patrol staff. Patrol staff are the backbone of CSP and these positions need to be staffed in order to be able to patrol neighborhoods and highways, and respond to 9-1-1 calls for assistance. Application of the shift relief factor method takes into consideration the time patrol troopers are unavailable to perform their jobs, such as vacation and sick time. By applying the shift relief factor, there is a greater likelihood that an adequate number of troopers will be available for the 230 patrols used by CSP.

Patrol staff supervision. There needs to be an adequate number of supervisors to oversee the patrol troopers. Referred to as span of control, CSP has identified the optimum span of control as 6-8 troopers for every sergeant to supervise. Adequate numbers of sergeants to provide this supervision are another factor in assuring oversight of the troopers patrolling the neighborhoods and highways of Connecticut.

Two-officer minimum. The CSP Administration and Operations Manual specifies, under certain conditions, that two officers are required to respond to certain kinds of calls, including those related to domestic violence. Lack of adherence to this requirement could jeopardize officer safety and increase the risk of injury. A pattern of continual lack of attending to such calls for assistance with one other officer may be a sign of understaffing or, for example, the need for different dispersal of sworn personnel across the troops.

Amount of Regular Duty overtime. One sign that there are not enough sworn personnel may be a sustained increase in use of regular duty overtime. This may cause health or safety issues for personnel and added expense for CSP. At a certain threshold, overtime—at time and a half pay—becomes more expensive than hiring additional staff.

Table XVI-2 summarizes the CSP staffing level standards developed by PRI. The factor/standard area is listed in the first column, with the actual statement of standard in the second column. Outlined in the third column are instances where CSP needs to further develop a standard, such as by establishing new policies or minimum staffing levels.

Table XVI-3 applies these staffing level standards and other considerations, showing the projected number of sworn personnel needed in FY 12 to be within one percent of the actual number of sworn personnel (953 projected vs. 960 actual).

Table XVI-2. Summary of Connecticut State Police Staffing Level Standards		
Standard Area	**Standard**	**CSP Further Development of Standard**
Response time	**1. Officers respond to 9-1-1 calls within 15 minutes at least 50 percent of the time**	CSP should develop a more stringent response time standard for more serious calls for service such as domestic violence.
Provision of required functions	**2. Functions explicitly stated in statute are provided by CSP**	CSP should establish minimum staffing levels for these functions—Unlike the troops, which have minimum staffing levels to cover patrols, there are no such equivalent minimum staffing levels for these units; an alternative is elimination of the function or unit.
Fulfillment of contractual obligations	**3. CSP fully meets contractual obligations to towns to provide resident state troopers**	CSP is contractually-obligated to provide resident troopers to towns, which it has fulfilled. Continued analysis of the impact such contractual obligations have on trooper staffing levels is necessary, given resident troopers account for approximately 20 percent of all patrol troopers.
Number of patrol staff	**4. There is an adequate number of troopers to staff the 230 patrols, taking into consideration the shift relief factor**	Not applicable
Patrol staff supervision	**5. Patrol and resident state trooper supervision is sufficient based on a 1:8 span of control**	Not applicable
Two-Officer minimum	**6. The two-officer minimum requirement for domestic violence, fatal accidents and untimely death/homicide calls for service are being met [at least 90 percent of the time]**	With less than half of domestic violence calls responded to by sworn personnel assigned to Headquarters having two officers, CSP should develop a policy regarding who is available to respond to domestic violence calls.
Amount of regular duty overtime	**7. The use of regular duty overtime has not shown a sustained increase [three years in a row]**	CSP should weigh sustained increases in overtime hours against the costs of hiring additional staff.

Table XVI-3. Application of Standards Compared with Actual FY 12 CSP Staffing Data				
Standard	**Standard Met (for FY 12)?**	**Explanation of Standard Application (for FY 12 data)**	**# CSP Sworn Personnel Needed (for FY 12)**	**Actual # of CSP Sworn Personnel (in FY 12)**
#1. Officers **respond to 9-1-1 calls** within 15 minutes at least 50 percent of the time	√	Responded within 15 minutes at least 67 percent of the time	1,017 active officers (sufficient in FY 12)[a]	
#2. Functions explicitly stated in statute are provided	√	At least 15 units/task forces explicit in statute	TBD by CSP*	122
#3. CSP fully meets **contractual obligations** to towns **to provide resident state troopers**	√	55 municipalities contract with CSP for 110 resident state troopers	110	110
#4. There is an adequate number of troopers to staff the 230 patrols taking into consideration the **shift relief factor**	√	Applying the SRF of 1.95 to 230.57 patrol shifts=449.6	450	448
#5. Patrol and resident state trooper supervision is sufficient based on a 1:8 **span of control**	√	Applying the 1:8 span of control to determine # of sergeants	71	78
#6. The **two-officer minimum** requirement for domestic violence, fatal accidents, untimely death/homicide calls for service is met [at least 90 percent of the time][b]	TBD by CSP**	The two-officer minimum requirement was met 86 percent of the time	TBD by CSP	
#7. The **use of regular duty overtime** has not shown a sustained increase [three years in a row][b]	√	Has not shown a sustained increase over the past three fiscal years	1,082 sworn personnel (sufficient in FY 12)	
Additional Staffing Considerations:				
Staffing of functions provided at commissioner's discretion per C.G.S. Sec. 29-7		e.g., Emergency Svcs. Unit, Major Crimes	228	228
Occurrence of patrol troopers on light duty @ 2.3 per 100 patrol troopers		Apply to 449.6 patrol troopers	10	10
Occurrence of patrol troopers on leave duty @ 5.6 per 100 patrol troopers		Apply to 449.6 patrol troopers	25	25
Occurrence of sergeants on leave/light duty @ 4.6 per 100 sergeants		Apply to 71 sergeants	3	4
One master sergeant per troop		Apply to 11 troops	11	11
On average, CSP sworn management positions @ ratio of 1 sworn manager for every 20 sworn non-managers		Apply ratio to 970 sworn non-managers	45	46
Total			**953+standards TBD by CSP**	**960 +122 =1,082**

[a] "active" excludes officers on leave or assigned to light duty
[b] Brackets indicate possible parameter to be determined by the Connecticut State Police.
*TBD = to be determined. The number would depend on minimum staffing levels set by CSP for the 15 units/task forces explicitly required in statute. Unlike the troops, which have minimum staffing levels to cover patrols, there are no such equivalent minimum staffing levels for these units/task forces; an alternative is elimination of the function or unit.
**Whether standard is met depends on percent of time two-officer minimum is to occur, a parameter to be set by CSP.

Next Steps for Implementation of State Police Staffing Standards

As required by P.A. 12-1 JSS, the DESPP commissioner is to use the PRI recommended standards to appoint and maintain a sufficient number of sworn state police personnel. To implement this effort, the following steps should be taken by the Connecticut State Police:

<u>I. Next steps related to response time/more serious calls for service:</u>

1. Activate CAD/RMS feature to identify priority (i.e., more serious) calls for service
2. Train personnel to use priority call feature in CAD/RMS
3. Require personnel to use priority call feature in CAD/RMS
4. Develop a (more stringent) response time standard(s) for more serious calls for service, such as domestic violence
    a. Decide if feasible to have different CSP statewide response time standards by *type* of serious call
    b. Decide if feasible to have different response time standards *per troop*
    c. Consider a *maximum response time* goal as part of the standard for more serious calls
5. Identify/implement changes to reduce response time for domestic violence calls statewide, with a focus on Troops D and K

<u>II. Next steps related to statutorily mandated units/task forces:</u>

6. Review continued need for statutorily mandated units/task forces
7. Recommend legislature repeal any statutorily mandated units/task forces CSP deems no longer necessary
8. Establish minimum sworn personnel staffing levels for (remaining) statutorily mandated units/task forces, considering such factors as backlogs, timeliness of data entry, and civilianization of certain functions

<u>III. Next steps related to trooper safety/two officer minimum requirement (for domestic violence, fatal accidents, untimely death/homicide calls for service):</u>

9. Develop data on when backup arrives at scene
10. Decide if it is a realistic expectation for the standard to be met at least 90 percent of the time—if not, propose a different percent
11. Develop a policy regarding who may respond to domestic violence calls
12. Analyze annual assault rates on CSP sworn personnel
13. Analyze quarterly workers' compensation rates
14. Track quarterly regular duty overtime hours (excludes highway construction and other project overtime) for sworn personnel
    a. Decide if the sustained increase associated with the standard should be three years in a row—if not, propose a different number of years for sustained increases in overtime

In FY 14, within 30 days after each quarter ends, CSP should provide a written update on progress made to implement these next steps to the Public Safety & Security and PRI committees.

Areas Beyond State Police Staffing Standards For Further Review By State Government

Because the P.A. 12-1 JSS study mandate was to develop recommended staffing standards, PRI staff did not examine state police programs in depth as would have occurred during a standard program review. However, in the course of the study, information was compiled and reported about CSP operations that may raise some fundamental questions about current roles and expectations of the Connecticut State Police. While the following list is not exhaustive by any means, areas for further review by state government include:

1. When consolidations are done to promote staffing savings or staffing redeployment, should CSP be required to quantify the resulting benefits? (e.g., the consolidation of dispatch centers was intended to result in savings, but regular duty overtime spiked following the Troops A/B/L dispatch center consolidation).

2. Should the state through CSP continue to provide primary law enforcement services solely through the troop patrols to the current 26 towns so covered with no cost-sharing from the towns?
    a. Should it encourage these towns to enter into joint contracts under the resident state trooper program?

3. For non-patrol CSP functions such as the sex-offender registry duties, which are spelled out in statute, should the CSP develop process measures, monitor them to ensure that backlogs are acknowledged and addressed to avoid public safety risks, and periodically report on these measures to the legislature?

4. Two years after the state's truck weigh stations were put under the jurisdiction of DMV, but with continued state trooper involvement, and the continued use of portable scales by both agencies, how successful is the state's truck weight enforcement program?

APPENDICES

Appendix A. Specialized Units in the Office of Field Operations (OFO)

Bureau of Criminal Investigations (BCI)

Statewide Narcotics Task Force (SNTF). The Statewide Narcotics Task Force was created by legislation in 1977[117] to replace the state's system of regional narcotic squads and eliminated the State Narcotics Enforcement Coordinating Committee which supervised and controlled the operations of the regional squads.

As the largest unit within BCI, SNTF is responsible for the effective cooperative enforcement of laws concerning the manufacture, distribution, sale and possession of narcotics and controlled substances. Personnel of the task force primarily operate out of the five offices located throughout the state. The unit can conduct investigations of crimes which are not related to narcotics but finds that drugs are the nexus for other crimes and therefore, many of the cases in other areas of the bureau can be linked with the SNTF. Additionally, the task force can request and receive assistance from federal, state, or local agencies in the performance of its duties; as well as enter into mutual assistance with other states as it pertains to narcotics law enforcement matters.[118]

This unit is comprised of a Captain, 2 Lieutenants, 8 sergeants and 12 detectives and over 20 local officers who are overseen by a Policy Board. The unit also has a civilian clerical support staff including one trainer. The task force receives funding from a variety of federal sources.

Statewide Organized Crime Investigative Task Force (SOCITF). SOCITF was established by statute in 1973 (Sec. 29-4) and serves as the oldest specialized unit within the Bureau. The purpose of this task force is to improve investigation and general law enforcement in Connecticut and is specifically tasked with conducting investigations on, but not limited to, organized crime, human trafficking, illegal gambling and prostitution, political corruption, and other organizations involved in similar activities. Additionally, in recent years the unit has assumed the lead role of human trafficking activities in the state.

Currently the unit operates with one shared Lieutenant, one shared sergeant and three detectives; there are no local officers assigned to the unit at this time. The unit receives funds from the department to cover specific costs such as case preparation and the technical costs associated with wiretaps. There is no specific funding for overtime in this unit.

Statewide Urban Violence Cooperative Crime Control Task Force (SUVCCCTF).[119] The Statewide Cooperative Crime Control Task Force was formed in 1993 in response to serious gang problems in many urban areas of the state. The task force conducts and coordinates investigations in connection with crimes of violence and other criminal activity deemed beyond the ability of local authorities to contain.[120]. Additionally, the unit investigates violent gang

[117] PA 77-487
[118] C.G.S Sec 29-176 -77
[119] In 2006, PA 7-148 changed the name of SCCCTF to the State Urban Violence and Cooperative Crime Control Task Force.
[120] C.G.S. Sec. 29-179f

activity in the state's urban areas, which could include motorcycle gangs, and gangs of an anti-religious and/or race nature. The intent of the unit is to establish strong investigative cases that will lead to maximum prosecution and subsequent sentencing. The task force has addressed quality of life issues and engaged in street crime suppression activities primarily in the city of New Haven.

Unit operations are primarily in the greater Bridgeport area, and the unit is staffed with one shared CSP Sergeant, one CSP Detective, one Bridgeport Sergeant and detective, and three Department of Correction Officers.

Statewide Firearms Trafficking Task Force (SFTTF). Established in statute in 2000,[121] the Statewide Firearms Trafficking Task Force is one of the newest units to the bureau. The task force was created after an increase in gun trafficking and gun related shootings associated with street gang activity.[122] In addition to the abilities described above the task force has the responsibility to (1) review the problem of illegal trafficking in firearms and its effects, including its effects on the public, and implement solution to address the problem; (2) identify persons illegally trafficking in firearms and focus resources to prosecute such persons;(3) track firearms which were sold or distributed illegally and implement solutions to remove such firearms from persons illegally in possession of them; (4) coordinate its activities with other law enforcement agencies within and without the state.[123]

The task force is made up of state law enforcement officers and has the ability to request the cooperation and help from other agencies at the federal, state, or local level. The unit is staffed with one shared CSP Lieutenant, one shared CSP sergeant, and one CSP detective and is overseen by a policy board. Currently the policy board is looking to turn oversight of the unit over to CSP.

Connecticut Regional Auto Theft Task Force (CRATIF). Established in 1994, this task force conducts criminal investigations related to automobile theft, auto theft rings, and "chop shops," as well as providing expertise in the identification of stolen motor vehicles and parts within the states boundaries. The task force also collaborates with other local, state, and federal agencies and various insurance investigators on complex investigations. The task force is currently comprised of one shared CSP Lieutenant as the commanding officer, one shared CSP Sergeant, two CSP Detectives, One Shelton Police Detective, and an agent from the National Insurance Crime Bureau.

Central Criminal Intelligence Unit (CCIU). Formed in 1967 and reorganized by statute in 1973,[124] the CCIU provides background support to complex investigations through numerous electronic checks. Specifically, the Electronic Surveillance Lab, a sub unit of CCIU, conducts the wiretap plant and its supporting technology and equipment. This unit is staffed with any one shared CSP Lieutenant, one shared CSP sergeant, 2 CSP detectives and one civilian analyst.

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[121] C.G.S. Sec. 29-38e.
[122] BCI Staffing Analysis
[123] C.G.S. Sec. 29-38e.
[124] PA 73-592

Statewide Fugitive Unit: In 2011, the sworn officers in this unit were redeployed to other areas of the agency in order to meet minimum manpower requirements. Since then, the unit has not been staffed.

Extradition Unit. Formerly part of the Central District Major Crime Squad, the Extradition Unit facilitates the coordination of documents between the judicial system, the governor's office and the secretary of state's office for extraditions and renditions of prisoners for both state and local police agencies. The unit is also responsible for the transfer of prisoners to out of state law enforcement entities and is tasked with making in-custody arrests at courts throughout the state. This unit is currently staffed with one CSP detective.

In addition to the units and task forces mentioned above, staff can be assigned to a number of special assignments or operations associated with federal task force operations to assist other state and federal agencies with long-term investigations. BCI personnel are currently assigned to the following task forces; Hartford Gun Task Force, New Haven Gun Task Force, New Haven F.B.I. Organized Crime Task Force, Hartford F.B.I Safe Streets Initiative U.S. Secret Service Financial Crimes Task Force, and DEA Bridgeport.

Emergency Services Unit

Aviation Unit. The aviation unit responds to calls for service that require surveillance, traffic enforcement, search and rescue, marijuana field location and eradication, photo missions, tactical operations medical transport and forest fire suppression. This unit is also available for situations needing emergency medical support including tactical situations, weapons of mass destruction incidents, mass casualty incidents, and search and rescue. This unit recently applied for and received $300,000 in grant monies under the 2012 Port Security Grant in order to fund the repairs needed for one of the agencies helicopters. The unit currently has two full time pilots and the unit is in the process of hiring additional personnel.

Bomb Squad. The bomb squad responds to and investigates incidents involving explosives. Specifically, the unit searches for explosives with trained canines, conducts firework seizures, stores evidence (not including IED's), provides technical assistance for post blast investigations, and destroys old ammunition, flares and chemical munitions. State Police Bomb technicians along with their K9 partners provide security at large events via Explosive Ordinance Detection security sweeps at a variety of venues including high school graduations to college football games.

The bomb technicians also aid the Federal Bureau of Investigation as member of the Weapons of Mass Destruction –Joint Terrorism Task Force. Squad members are also trained as Hazardous Materials Technicians who are available for assistance at incidents involving chemical, biological, radiological, nuclear and high yield explosive incidents. The FBI provides assistance, oversight, and training to bomb squads nationally as well the CSP bomb squad. The unit is authorized thirteen bomb technicians per the FBI however, is only staffed with nine officers.

Canine Unit. The Canine unit is available to assist with a variety of situations including; tracking, building search, criminal apprehension, search and rescue, body recovery, searches for explosives, narcotics, and evidence of accelerants in suspected arson cases. The State Police K9 unit is also responsible for training and certifying canines from various local, state and federal agencies. This unit has full time sworn personnel at the Meriden complex and additional handlers across division units including Fire and Explosive Investigative Unit, each of the Troops, ESU, and BCI units. Several of the full-time sworn personnel are cross-trained for other ESU units and are sometimes required to report to calls outside of the canine function.

Dive Team/Marine Unit. The Dive and Marine units respond to any emergency in a marine environment including; lost boaters, search and rescue, underwater evidence recovery, hull and pier sweeps. Both units assist the US Coast Guard in providing side scan sonar searches to ensure that water ways are clear from hazards for safe commercial and recreational boating. The frequency of calls that this unit responds to varies by the time of year however, the unit sees an increase in calls during the summer months The ESU Dive Team /Marine Unit is staffed with four (4) full time divers, of which, two (2) share responsibilities in other areas (Master Sergeant and 1 Tactical Team Leader). Additionally there are 11 part time Divers spread across the state in various units/Troops.

Mass Transit Security Team. This unit is grant funded and was fielded in the spring of 2011. This unit provides radiological detection capabilities and explosive detection K9s at mass transit venues throughout the state. The unit plays a role in with the Transportation Security Administration's Visible Intermodal Prevention and Response (VIPR) missions and work closely with other local, state and federal partners along the state's rail line and ferry terminals. The unit is currently staffed with 6 full time sworn officers including one sergeant and six Troopers. The unit is fully funded other than the Sergeant supervisor and no additional officers have been authorized at this time.

Tactical Team (SWAT). The Tactical Team is involved in any high risk incident which could include but is not limited to; barricaded subjects, hostage situations, searches for armed and dangerous subjects, high risk warrant service, special transportation protection, dignitary protection, hostage negotiators, etc. This Unit consists of 1 commander, 2 deputy commanders, 15 operators (West), and 15 operators (East). As of July 2012, 11 members have been assigned to ESU in a full time capacity with the remaining 24 operators acting in a part-time capacity

Traffic Services Unit

Commercial Vehicle Enforcement (CVE) Teams. The CVE teams work in conjunction with the Department of Motor Vehicles and are responsible for enforcing the state's size and weight laws and operating the state's six fixed weigh stations/ inspection facilities. Additionally, the CVE personnel are responsible for the portable scale operations across the state.

Aggressive Driving Teams. The Aggressive driving teams are responsible for selectively enforcing the state's traffic laws, with emphasis on hazardous moving violations and other aggressive driving behaviors.

Collision Analysis and Reconstruction Squad (C.A.R.S.). The primary function of the unit is to assist Troop commands with collision investigations, reconstructions and diagramming of accident scenes. This function of CSP is highly trained in accident reconstruction and utilizes special equipment and techniques in order to document collision scenes, analyze data and employ scientific methods to determine the cause and contributing factors of collisions. The teams provide investigative assistance to state and local law enforcement agencies for collision and criminal cases.

Direct Reports to OFO

Department of Developmental Services Liaison. One state police officer is assigned full-time as the Director of Investigations at DDS. The officer is responsible for overseeing civilian investigators, who conduct investigate allegations of physical, verbal, psychological, financial, and sexual abuse and all forms of neglect perpetrated against the intellectually disabled in the state. This officer is provided at the expense of the agency.

Governor's security. Officers assigned to this function provide protection services to the Governor and Lieutenant Governor.

Missing Persons Team. Officers in an adjunct capacity, work on complex and cold missing persons investigations.

Stadium Operations/ Rentschler Field. Officers report to this unit on an ad hoc basis and oversee state police operations at sporting and other events held at the facility.

Appendix B. Specialized Units in the Office of Administrative Services

Bureau of Training and Support Services

Polygraph unit. The Polygraph Unit conducts polygraph examinations as part of the law enforcement employment selection process for the State Police but also for local and municipal police agencies. In addition to pre-employment exams the unit officers also conduct polygraph examinations in support of criminal investigations being conducted by state police or local police agencies. The unit is comprised of four sworn state police officers.

Fire and Explosion Investigation Unit. The FEIU is the only investigative specialized unit under OAS and has several duties that it performs across the state, including:

- assist local fire marshals, local police, and state police troops with the investigation of fires and explosions.
- the investigation of all serious injury and/or fatal carnival ride accidents, the inspection of circus tents, and the set-up inspections of all carnival and fixed amusement rides in the state; and
- assist the Department of Construction Services with the inspection and investigation of commercial fireworks and explosives, assisting the state fire marshal, and State building inspector in conjunction with the Codes and Standards Committee with investigations of local fire marshals and building officials.

This, like other specialized units, requires additional training not received from the academy or field, in order to perform the duties of the unit. Specifically, the sworn personnel are required to maintain 90 hours of in–service training in a three-year period for the fire marshal certification. Other certifications and trainings are necessary to complete the amusement ride inspections. The unit is staffed with fourteen sworn officers and one civilian office assistant.

Appendix C. Sworn Personnel in Other Areas of DESPP

Division of Emergency Services and Homeland Security (DEMHS)

Office of Counter Terrorism. The Office of Counter Terrorism (OCT) utilizes resources across the state to develop unified safety and security measures to deter, prevent, mitigate, and manage criminal and/or terrorist incidents threatening the quality of life of the citizens of Connecticut.[125] The office includes sworn state police assigned to the Division of Emergency Management and Homeland Security (DEMHS). Sworn personnel serve many functions in the unit including: serving as liaisons, coordinating efforts and fostering partnerships with local, state, and federal agencies, and completing investigations and operations with a homeland security mission. The Office is comprised of three subunits:

1. *Critical Infrastructure Unit (CIU).* This unit assesses and protects Connecticut's public and private critical infrastructure assets and key resources. This includes both public and private entities (physical and cyber-based) which are essential to maintaining minimum operational capabilities of government. Officers assigned to the unit are responsible for overseeing all safety and security at Rentschler Field. Additionally, the unit is called upon by the U.S. Secret service to assist and provide intelligence officers for Dignitary Protection details.

2. *Members of the FVI Joint Terrorism Task Force (JTTF).* Investigators assigned to the unit work with local, state and federal investigators who are dedicated to combat terrorist activities. The officers in the unit are deputized US Marshals and derive their powers from the FBI, which allows them to investigate and enforce laws as they pertain to US Code.

3. *Connecticut Intelligence Center (CTIC).* CTIC collects, evaluates, analyzes and disseminates criminal and terrorism-related intelligence to all law enforcement agencies in Connecticut. The unit acts as the primary conduit of information sharing for the state, as well as nationally. This unit is comprised of partners at the local, state, and federal levels (e.g. Division of State Police, Department of Corrections, CT National Guard, and U.S. Coast Guard). Personnel from additional state agencies are available as subject matter experts and assist investigations on an as needed basis.

Division of Scientific Services

Computer Crimes. The Computer crimes unit is the lead agency in the state for Internet Crimes Against Children (ICAC). The unit receives federal funding through the Office of Juvenile Justice and Delinquency Prevention to sustain ICAC computer related investigations that involve the exploitation of persons under the age of 18. The unit works closely with several agencies (e.g., FBI's Cyber Crime unit, Immigration and Customs Enforcement, US Attorney's Office) to ensure computer related investigations and offenders who utilize electronic devices as

[125] State Police Staffing Analysis: Office of Counter Terrorism

the instrument of a criminal act are appropriately prosecuted.[126] There are 42 municipal law enforcement agencies operating in under and in conjunction with the CTICAC. The tips that generate criminal investigations typically involve court orders, search warrants and forensic or preview examinations on suspected evidence. The unit is also responsible for handling peer-to-peer cases or the exchange of child pornography and conducts online predator, white collar crime and complex fraud investigations.

Unlike other specialized units the computer crimes conducts its own investigations and examines its own physical evidence as well. Computer Crimes also works in a support capacity with other units in the state police, serving as subject matter experts and assisting with search warrants that require specific technical language. The unit is responsible for training, issuing equipment and working with affiliate agencies

The unit currently has eight sworn detectives, a sergeant and two temporary light duty officers. The average caseload is between 6-10 for each investigator but does not fully reflect the workload as each case has its own intricacies and can take anywhere from 1-6 months to collect sufficient evidence.

[126] State Police Staffing Analysis: Computer Crimes Unit

Appendix D. Police Service Type by Town and Number of Officers: FY 12

			Police Service Type and Number of Officers			
No.	**Town**	**Troop**	**Local Police Dept.**	**Resident State Trooper Contract**	**Special Constables***	**CSP Troop**
1	Andover	K		**1**		
2	Ansonia	I	**46**			
3	Ashford	C				**X**
4	Avon	H	**36**			
5	Barkhamsted	B		**1**		
6	Beacon Falls	I		**1**	**10**	
7	Berlin	H	**41**			
8	Bethany	I		**1**	**5**	
9	Bethel	A	**39**			
10	Bethlehem	L		**1**	**6**	
11	Bloomfield	H	**48**			
12	Bolton	K		**2**		
13	Bozrah	K				**X**
14	Branford	F	**59**			
15	Bridgeport	G	**442**			
16	Bridgewater	A		**1**	**3**	
17	Bristol	L	**110**			
18	Brookfield	A	**34**			
19	Brooklyn	D		**2**		
20	Burlington	L		**2**	**10**	
21	Canaan	B				**X**
22	Canterbury	D				**X**
23	Canton	L	**15**			

			Police Service Type and Number of Officers			
No.	**Town**	**Troop**	**Local Police Dept.**	**Resident State Trooper Contract**	**Special Constables***	**CSP Troop**
24	Chaplin	D		**1**		
25	Cheshire	I	**49**			
26	Chester	F		**1**	**3**	
27	Clinton	F	**27**			
28	Colchester	K		**1**	**11**	
29	Colebrook	B				**X**
30	Columbia	K		**1**		
31	Cornwall	B				**X**
32	Coventry	C	**14**			
33	Cromwell	H	**26**			
34	Danbury	A	**157**			
35	Darien	G	**55**			
36	Deep River	F		**1**	**3**	
37	Derby	I	**36**			
38	Durham	F		**1**		
39	East Granby	H		**2**	**4**	
40	East Haddam	K		**2**	**5**	
41	East Hampton	K	**16**			
42	East Hartford	H	**120**			
43	East Haven	I	**56**			
44	East Lyme	E		**1**	**21**	
45	East Windsor	H	**20**			
46	Eastford	D				**X**
47	Easton	G	**17**			

			Police Service Type and Number of Officers			
No.	**Town**	**Troop**	**Local Police Dept.**	**Resident State Trooper Contract**	**Special Constables***	**CSP Troop**
48	Ellington	C		**5**	**12**	
49	Enfield	H	**94**			
50	Essex	F		**2**	**3**	
51	Fairfield	G	**107**			
52	Farmington	H	**49**			
53	Franklin	K				**X**
54	Glastonbury	H	**56**			
55	Goshen	B				**X**
56	Granby	H	**15**			
57	Greenwich	G	**174**			
58	Griswold(1)	E		**2**		
59	Groton (Town)	E	**67**			
60	Guilford	F	**37**			
61	Haddam	F		**2**		
62	Hamden	I	**104**			
63	Hampton	D				**X**
64	Hartford	H	**481**			
65	Hartland	B				**X**
66	Harwinton	L		**2**		
67	Hebron	K		**2**	**5**	
68	Kent	L				**X**
69	Killingly	D		**4**		
70	Killingworth	F		**1**		
71	Lebanon	K		**1**	**3**	

			Police Service Type and Number of Officers			
No.	**Town**	**Troop**	**Local Police Dept.**	**Resident State Trooper Contract**	**Special Constables***	**CSP Troop**
72	Ledyard	E		**1**	**21**	
73	Lisbon	E		**1**		
74	Litchfield	L		**1.5**	**3**	
75	Lyme	F				**X**
76	Madison	F	**32**			
77	Manchester	H	**116**			
78	Mansfield	C		**9**	**3**	
79	Marlborough	K		**2**	**2**	
80	Meriden	I	**123**			
81	Middlebury	A	**15**			
82	Middlefield	F		**1**	**2**	
83	Middletown	F	**103**			
84	Milford	I	**112**			
85	Monroe	G	**44**			
86	Montville	E		**1**	**23**	
87	Morris	L				**X**
88	Naugatuck	I	**56**			
89	New Britain	H	**131**			
90	New Canaan	G	**43**			
91	New Fairfield	A		**7**	**6**	
92	New Hartford	B		**2**	**2**	
93	New Haven	I	**418**			
94	New London	E	**81**			
95	New Milford	A	**49**			

			Police Service Type and Number of Officers			
No.	**Town**	**Troop**	**Local Police Dept.**	**Resident State Trooper Contract**	**Special Constables***	**CSP Troop**
96	Newington	H	**51**			
97	Newtown	A	**46**			
98	Norfolk	B		**1**		
99	North Branford	F	**22**			
100	North Canaan	B		**1**		
101	North Haven	I	**49**			
102	North Stonington	E		**3**		
103	Norwalk	G	**173**			
104	Norwich	E	**83**			
105	Old Lyme	F		**1**	**9**	
106	Old Saybrook	F	**27**			
107	Orange	I	**43**			
108	Oxford	A		**5**	**8**	
109	Plainfield	D	**16**			
110	Plainville	H	**31**			
111	Plymouth	L	**27**			
112	Pomfret	D				**X**
113	Portland	K	**12**			
114	Preston	E		**2**		
115	Prospect	I		**1**	**16**	
116	Putnam (2)	D				**X**
117	Redding	A	**17**			
118	Ridgefield	A	**41**			
119	Rocky Hill	H	**34**			

			Police Service Type and Number of Officers			
No.	**Town**	**Troop**	**Local Police Dept.**	**Resident State Trooper Contract**	**Special Constables***	**CSP Troop**
120	Roxbury	A		**1**	**1**	
121	Salam	K		**2**		
122	Salisbury	B		**1**	**1**	
123	Scotland	D				**X**
124	Seymour	I	**42**			
125	Sharon	B				**X**
126	Shelton	I	**54**			
127	Sherman	A		**1**		
128	Simsbury	H	**35**			
129	Somers	C		**5**	**3**	
130	South Windsor	H	**40**			
131	Southbury	A		**1**	**20**	
132	Southington	H	**73**			
133	Sprague	E		**1**		
134	Stafford	C		**4**	**6**	
135	Stamford	G	**275**			
136	Sterling	D				**X**
137	Stonington	E	**38**			
138	Stratford	G	**115**			
139	Suffield	H	**22**			
140	Thomaston	L	**15**			
141	Thompson	D				**X**
142	Tolland	C		**5**		
143	Torrington	B	**87**			

			Police Service Type and Number of Officers			
No.	**Town**	**Troop**	**Local Police Dept.**	**Resident State Trooper Contract**	**Special Constables***	**CSP Troop**
144	Trumbull	G	**74**			
145	Union	C				**X**
146	Vernon	C	**45**			
147	Voluntown	E				**X**
148	Wallingford	I	**67**			
149	Warren	L				**X**
150	Washington	L		**1**	**3**	
151	Waterbury	A	**282**			
152	Waterford	E	**48**			
153	Watertown	L	**45**			
154	West Hartford	H	**126**			
155	West Haven	I	**119**			
156	Westbrook	F		**3**	**5**	
157	Weston	G	**15**			
158	Westport	G	**73**			
159	Wethersfield	H	**48**			
160	Willington	C				**X**
161	Wilton	G	**43**			
162	Winchester	B	**18**			
163	Windham (3)	K				**X**
164	Windsor	H	**49**			
165	Windsor Locks	H	**24**			
166	Wolcott	A	**25**			
167	Woodbridge	I	**26**			

			Police Service Type and Number of Officers			
No.	**Town**	**Troop**	**Local Police Dept.**	**Resident State Trooper Contract**	**Special Constables***	**CSP Troop**
168	Woodbury	L		**1**	**12**	
169	Woodstock	D				**X**
	TOTAL		**6565**	**109.5**	**250**	**26 (towns)**

(1) Within Town of Griswold is the Borough of Jerwitt City, which has resident troopers
(2) Within the Town of Putnam is the Borough of Putnam with 15 officers
(Putnam PD); rest of town served by CSP
(3)Within the Town of Windham is the City of Willimantic with the Willimantic PD 43 sworn officers. Also within Windham is a small community known as Windham Heights, which has two troopers from normal patrol assigned.

*Special constables as of September 2012.
Source of data: POSTC

Appendix E. Recruitment, Selection, and Post Academy Training

P.A. 12-1 June Special Session required the program review committee to examine trends in the staffing of state police patrol positions. Prior to working for the State Police, however, there is a formal process used to recruit, hire, and train troopers. A description of that process is provided below.

The only way for the State Police to increase the total number of sworn personnel in the division is by graduating a Trooper Trainee class from the State Police Academy (i.e., Academy). The Bureau of Training and Support Services within the Office of Administrative Services is responsible for the process to recruit and select new Trooper Trainees. There are three sections within the bureau which aid in the recruitment and selection process of Trooper Trainees:[127] Background Investigative, Training Academy, and Polygraph. The Recruitment and Selection Unit, also within the bureau, is further dedicated to identifying, recruiting and selecting qualified candidates for appointment as State Police Trooper Trainees.

Recruitment Criteria

To apply to be a candidate for the position of Trooper Trainee, the applicants must fulfill a number of minimum qualifications, which include:[128]

- Be at least 21 years of age by end of application period
- Be a U.S. citizen by date of appointment
- Be in general good health and have sufficient strength, stamina and agility as required by the duties of the position
- Possess a high school diploma or GED by the completion of training
- Be free from felony and Class A and B misdemeanor convictions
- Have a good educational and/or work record and excellent moral character
- Have normal hearing, normal color vision, and depth perception
- Prior to Academy graduation, candidates must obtain or retain a current valid Connecticut Motor Vehicle Operator's License and establish Connecticut residency.

[127] Completing Background Investigations and Polygraphs for the pre-employment selection process is not the only function of these units.
[128] Connecticut State Police Recruitment brochure

Selection Process

The selection process to become a state trooper consists of the following testing phases: written exam; physical fitness; background check; psychological assessment; medical evaluation; and oral assessment.

By completing all of the phases in the selection process, an applicant is eligible for final appointment as Trooper Trainee. Once the final list of qualified candidates has been formed, the Selections Management Committee will select candidates starting from the individual with the highest overall score, and work down the list until all offers have been made, initially dependent on the authorized size of the class. If an offer is deferred or declined, the Committee will continue to work down the official list until each approved position has been filled. Once the Academy begins, if a Trooper Trainee is dismissed or withdraws then their position cannot be refilled.

Written exam. The exam, developed in collaboration with the CSP and the Department of Administrative Services (DAS) and administered by DAS, requires a minimum score of 65 to pass. Once a written exam is promulgated, candidates' results are valid for one year. However, DAS may extend the exam results for two additional years, not to exceed three years. Extending the exam results allows the unit to access a pool of candidates that can be used to fill multiple Trooper Trainee classes. For example, the last two written exams averaged 4,800 total applicants.

Those candidates who score between 100 and 88 on the written exam will be chosen to go onto the agility phase. Those from this first group who successfully complete the selection process will be the first Academy class from that particular exam. When constructing the next Trooper Trainee class, the unit will begin with those individuals who scored in a range determined by the unit beginning with a score of 87. For example, the Trooper Trainee class that began on June 1, 2012, is the second class from the 2009 exam.

Physical fitness. The physical fitness portion of the process consists of four exercises where each candidate must perform each exercise at the 40th percentile, based upon the gender and age criteria established by the Cooper Institute for Aerobic Research. In order to measure muscular endurance, flexibility, and aerobic fitness, each candidate must complete a certain number of push-ups (timed one minute) and sit-ups (timed one minute), a sit and reach test, and a 1.5 mile run under specified times.

Polygraph. The Recruitment and Selections unit works in conjunction with the Polygraph Unit to administer the pre-employment polygraph. The polygraph examination is administered by certified members of the polygraph unit.

Once complete, the commanding officer of the Selection Unit presents any potentially disqualifying information to the Selection Management Committee for its review. The committee is made up of approximately seven sworn individuals who may eliminate a candidate from further consideration or permit him or her to continue in the process. According to the recruitment supervisor, 50 percent of the candidates who take the polygraph exam fail, not

because they fail the actual polygraph test but because the content of their responses was concerning. Disqualifying information may include: criminal activity reported or unreported; drug use depending upon the type, frequency, and time of use; poor motor vehicle driving history; or questionable employment history.

Background investigation. In order to obtain an accurate assessment of a candidate's suitability for employment, a comprehensive pre-employment background check is completed by a sworn member of the Division of State Police. Once the background investigation is complete, the Selection Management Committee reviews and rates each applicant's file. Candidates are given a numeric score of 1=worst to 7=best, and are considered on, but not limited to, the following factors: employment history; motor vehicle history; criminal history; drug use; education; training; police/military service; and personal references. It is important to note that the background investigation is the most time-consuming aspect of the selection process. One background check takes a minimum of 40 hours to complete. It is possible that a background check could be pending until the first day of the Academy.

Psychological assessment. Candidates are given a series of written tests and a personal interview with a licensed clinical psychologist. Those deemed by the psychologist as being suitable for employment in law enforcement continue on to the next stage of the process.

Medical evaluation. Each candidate is given a comprehensive medical evaluation 30-45 days prior to the start of the Academy. The medical evaluation consists of a comprehensive physical examination and a drug screening. If a candidate has a medical or physical condition that bars the candidate from performing the essential functions of the position, the candidate will be eliminated from the process.

Oral interview. The final phase includes a structured interview with a panel of three State Police sworn personnel.

Timeframe. From the time the Department of Administrative Services administers the written exam it takes approximately a year to go through the entire recruitment, selection, and training process. Training at the Academy takes six months and upon graduation a new Trooper is required to complete 30-50 hours of field training with a Field Training Officer out of the trooper's assigned barracks.

Post-Academy Requirements

Once a Trooper graduates from the Academy, education and training do not cease.[129] Each trooper is required to attend several mandatory in-service trainings. The trainings cover additional curricula recommended by the In-Service Training Committee. In-service training has both an on-line, web-based component, as well as a traditional classroom component that takes place at the Academy. The on-line component is accessed by sworn personnel at their respective

[129]Training is also provided by the Academy to dispatchers and communication personnel, troop clerks, data entry operators, receptionists and others who deal with the public on a regular basis.

troops/units with a testing module to ensure proficiency in the material presented.[130] These trainings are administered throughout the year and serve as a way to refresh and introduce new fields as necessary.

As outlined in CALEA requirement 8.2.1, in-service training assists employees to perform their work by maintaining or acquiring skills. CALEA standard 33.1.2 l lists the mandatory annual in-service training for all troopers which are completed primarily at the State Police Academy or CSP Pistol Range. These mandatory subjects include: annual firearms re-qualification and use of force training; medical response training (MRT); gang related violence (C.G.S. Sec. 7-294I); pursuit driving; rape crisis intervention (C.G.S. Sec. 7-294f); juvenile matters (C.G.S. Sec. 7-294h); bigotry and bias crimes (C.G.S. Sec.7-294n); and legal updates and other subjects which address greater efficiency in department operations and administration or which are mandated by law.

[130] CSP Training Academy and Range Staffing Analysis

Appendix F. Division of State Police: State and Federal Grants

Department of Emergency Services and Public Protection

Division of State Police

Grant Summary

Bureau / Unit	*FY*	*Grant Title*	*Period of Award*	*Award Amount*	*Description*	*Budget*
Field Technology Unit	2011	E-Citation Grant Pilot Program	02/08/11 - 09/30/11	$ 50,000.00	To purchase in car printers to process electronic tickets	Equipment & Supplies
	2008	E-Citation Grant Pilot Program - D.O.T.	01/22/09 - 09/07/09	$ 31,250.00		
Bureau of Criminal Investigations	2007	COPS Methamphetamine Initiative	09/01/07 - 02/28/13	$ 450,000.00	To fund a three step approach to the increase in clandestine meth labs in the State of CT	Equipment & Supplies, Training & Overtime
	2005	Human Trafficking Task Force initiative	04/01/05 - 03/31/11	$ 448,983.00	To ensure that trafficking operations and victims are identified in CT and through cooperative efforts victims are rescued, served while offenders are apprehended and prosecuted.	Equipment & Supplies, Training & Overtime
		ARRA Statewide and Regional Drug Task Force	09/01/09 - 06/30/11	$ 900,000.00	To provide monthly stipends to local police departments their participation in the Statewide Narcotic Task Force (SNTF) or the Statewide Urban Violence Cooperative Crime Control Task Force (SUVCCCTF)	Monthly Stipends to Local Police Departments
	2011	Stipend for Local Violent Crime Reduction Initiative	10/15/11 - 12/31/11	$ 100,000.00		
	2012	Stipend for Local Violent Crime Reduction Initiative	1/1/12 - 06/30/12	$ 350,000.00		
	2012	Stipend for Local Violent Crime Reduction Initiative	10/01/12 - 3/31/13	$ 87,000.00		
	2007	Targeting Violent Crime Initiative	10/01/07 - 11/30/11	$ 1,100,000.00	To enhance CSP's ability to combat violent crime within the State of CT	Equipment & Supplies, Training & Overtime

Bureau / Unit	FY	Grant Title	Period of Award	Award Amount	Description	Budget
Criminal Justice Information Systems	2008	Fingerprint Backlog Criminal History Records Upgrade	03/02/09 - 09/30/10	$ 100,000.00	To reduce the backlog of fingerprint cards of offenders not included in the criminal history repository.	Contractual services
	2011	NCHIP - Disposition Backlog: Criminal History Records Update	10/01/10 - 09/30/12	$ 164,917.00	To work solely on the backlog of the 500,000 court disposition abstracts by updating the records in the CCH.	Personnel costs, contracting costs
	2012	NCHIP - Disposition Backlog: Criminal History Records PT 3	10/1/2011 - 9/30/13	$ 176,305.00		
	2008	NCHIP COLLECT Replacement Subject Matter Expert	03/02/09 - 09/30/10	$ 97,500.00		
	2010	ARRA Automated Fingerprint Technology Grant Program	4/15/10 - 12/31/12	$ 1,000,000.00	To provide CT law enforcement agencies the ability to electronically transit fingerprints to SPBI and FBI	Equipment, supplies
Emergency Services Unit	2007	Bomb Squad Set-Aside	This funding is awarded to the CSP Bomb Squad but administered by DEHMS.	$ 44,000.00	Funding from the Homeland Security Grant specifically to enhance the capabilities of the State Police Bomb Squad.	Equipment
	2008	Bomb Squad Set-Aside		$ 125,000.00		
	2009	Bomb Squad Set-Aside		$ 34,759.00		
	2010	Bomb Squad Set-Aside		$ 38,000.00		

Bureau / Unit	FY	Grant Title	Period of Award	Award Amount	Description	Budget
Emergency Services Unit continued	2006	Port Security Grant Program	10/01/06 - 09/30/09	$ 863,646.00	To enhance the capabilities of the Unit to respond safely and in a timely manner to detect and safely render an Improvised Explosive Device (IED) or Weapon of Mass Destruction (WMD) on the Ferry's or in the Ports of New Haven, New London or Bridgeport.	Equipment, training, supplies, equipment maintenance
	2008	Critical Infrastructure Protection - Port Security Grant Program	3/25/11 - 12/31/12	$ 210,000.00		
	2009	ARRA Port Security Grant Program	09/01/09 - 08/31/12	$ 420,000.00		
	2010	Port Security Grant Program	11/26/11 - 05/01/13	$ 640,000.00		
	2012	Port Security Grant Program	9/1/12 - 8/31/14	$ 529,000.00		
	2009	Transit Security Grant Program - Canine Explosive Detection Team	11/15/10 - 5/31/13	$ 1,863,382.60	To create and administer a Mass Transit Canine Team which provides security on CT's Mass Transit System	Personnel costs, equipment, supplies, training
Information Technology Information Technology	2009	COPS Technology Program	3/11/2009 - 09/10/12	$ 800,000.00	To add a Programmable Matching Accelerator (PMA) to Automated Fingerprint Identification System (AFIS). This will allow faster responses to personnel booking a prisoner utilizing a Live Scan Device and will enable the agency to allow more latent fingerprint examining devices utilize the system at local police departments and for the use of Mobile ID devices.	Equipment, supplies
	2010	COPS Technology Program	12/16/09 - 12/15/12	$ 175,000.00	To purchase mobile video recording systems	Equipment, Supplies
OAS Administration	2005	COPS Technology Program	12/08/04 - 12/07/12	$ 986,644.00	To enhance the Agency's technology capabilities	Equipment, training, supplies, contractual costs
	2008	State Homeland Security Grant Program	11/1/09 - 7/31/12	$ 221,370.00	To enhance the Division's ability to detect and respond to a homeland security incident.	Equipment, training, supplies
	2009	State Homeland Security Grant Program	11/1/10 - 11/30/12	$ 222,456.00		
Sex Offender Registry Unit	2011	SNORA Project	10/01/10 - 09/31/12	$ 222,748.00	To be in compliance with SORNA requirements, and to prepare the Connecticut Sex Offender Registry in its' implementation of these requirements.	Personnel costs, equipment, supplies
	2012	SORNA Project	10/1/2012 - 09/30/14	$ 376,892.00		

Bureau / Unit	FY	Grant Title	Period of Award	Award Amount	Description	Budget
Telecommunications	2010	Buffer Zone Protection	1/26/11 - 01/05/13	$ 291,943.65	To purchase telecommunication equipment for Casino Units	Equipment
	2007	Public Safety Interoperable Communications Grant	01/01/08 - 03/31/11	$ 6,732,960.00	To enhance the DESPP Communication System	Equipment
Traffic Services Unit		ARRA Local Pass Through Waiver Funds for Equipment	04/15/10 - 06/31/11	$ 127,400.00	To obtain 44 speed measuring instruments for traffic speed enforcement in the communities of Ashford, Bozrah, Canaan, Cornwall, Goshen, Lisbon, Putnam, Scotland, Sharon, Thompson, Union, Voluntown, Windham and Woodstock.	Equipment
	2009	Aggressive Driving Enforcement Program I-95 Corridor	10/01/08 - 09/30/09	$ 152,000.00	To enhance the Traffic Units ability to enforce traffic related issues and enforcement	Personnel costs, supplies, training, equipment
	2010	Aggressive Driving Enforcement Program I-95 Corridor	11/23/09 - 09/30/10	$ 142,000.00		
	2009	Comprehensive Safety and Speed Compliance	10/01/08 - 09/30/09	$ 380,400.00		
	2010	Comprehensive Safety & Speed Compliance Enforcement Project	11/23/09 - 09/30/10	$ 400,000.00		
	2011	Comprehensive Safety & Speed Compliance Enforcement Project	11/19/10 - 09/30/11	$ 406,500.00		
	2012	Comprehensive Safety & Speed Compliance Enforcement Project	12/1/11 - 09/30/12	$ 200,000.00		
	2013	Comprehensive Safety & Speed Compliance Enforcement Project	12/21/12 - 09/30/13	$ 99,300.00		
	2009	CSP Occupant Protection Program	10/01/08 - 09/30/09	$ 97,000.00		
	2010	CSP Occupant Protection Enforcement Project	10/01/09 - 09/30/10	$ 100,000.00		

Bureau / Unit	FY	Grant Title	Period of Award	Award Amount	Description	Budget
Traffic Services Unit continued	2011	CSP Occupant Protection Enforcement Project	10/25/10 - 07/01/11	$ 100,000.00	To enhance the Traffic Units ability to enforce traffic related issues and enforcement	Personnel costs, supplies, training, equipment
	2012	CSP Occupant Protection Enforcement Project	11/14/11 - 06/15/12	$ 80,000.00		
	2013	CSP Occupant Protection Enforcement Project	12/01/12 - 06/13/13	$ 100,000.00		
	2010	Distracted Driver Reduction Safety Initiative	04/01/10 - 09/30/11	$ 44,500.00		
	2011	Distracted Driver Reduction Safety Initiative	04/01/10 - 09/30/11	$ 44,500.00		
	2009	Expanded DUI Enforcement Project	10/01/08 - 09/30/09	$ 335,000.00		
	2010	Expanded DUI Enforcement Project	10/01/09 - 09/30/10	$ 300,000.00		
	2011	Expanded DUI Enforcement Project	11/22/10 - 09/30/11	$ 380,000.00		
	2012	Expanded DUI Enforcement Project	11/1/11 - 09/12/12	$ 380,000.00		
	2013	Expanded DUI Enforcement Project	12/21/12 - 09/30/13	$ 562,500.00		
	2009	Public Safety Awareness & Outreach Project	10/01/08 - 09/30/09	$ 25,000.00		
	2010	Public Safety Awareness and Outreach Project	11/23/09 - 09/12/10	$ 37,000.00		
	2011	Public Safety Awareness And Outreach Program	02/25/11 - 09/30/11	$ 32,000.00		
	2012	Public Safety Awareness And Outreach Program	11/15/11 - 09/30/12	$ 39,500.00		
	2013	Public Safety Awareness and Outreach Project	11/15/12 - 09/30/13	$ 45,000.00		
	2009	Convincer Rollover Simulator Project	10/01/08 - 09/30/09	$ 125,000.00		
	2010	Safety Belt Convincer/Rollover Simulator Project	10/01/09 - 09/30/10	$ 125,000.00		

Bureau / Unit	FY	Grant Title	Period of Award	Award Amount	Description	Budget
Traffic Services Unit continued	2011	Safety Belt Convincer/Rollover Simulator Project	10/01/10 - 09/30/11	$ 130,000.00	To enhance the Traffic Units ability to enforce traffic related issues and enforcement	Personnel costs, supplies, training, equipment
	2012	Safety Belt Convincer/Rollover Simulator Project	10/1/2011 - 09/30/12	$ 145,500.00		
	2013	Safety Belt Convincer/Rollover Simulator Project	10/01/12 - 09/30/13	$ 150,000.00		
	2009	UCONN Spring Weekend DUI Enforcement Project	10/01/08-09/30/09	$ 53,600.00		
	2011	UCONN Spring Weekend Enforcement Project	04/01/11 - 04/30/11	$ 57,816.00		
Troop B	2009	Buffer Zone Grant Program - Resident Trooper Initiative	09/07/12 - 09/30/12	$ 35,884.00	Generator for Resident Trooper Office, Equipment	Equipment
Open Grant Awards Total				**$ 25,286,156**		

Appendix G

Letter to Commissioner of Department of Emergency Services and Public Protection Requesting Feedback on Proposed Program Review Recommended State Police Staffing Standards

Connecticut
General Assembly

LEGISLATIVE PROGRAM REVIEW AND INVESTIGATIONS COMMITTEE

SENATOR
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Co-Chair

REPRESENTATIVE
MARY M. MUSHINSKY
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DIANA S. URBAN

CARRIE E. VIBERT
DIRECTOR

March 22, 2013

To: Commissioner Reuben Bradford
Department of Emergency Services and Public Protection

From: Senator John Kissel, Co-Chair
Representative Mary Mushinsky, Co-Chair

Re: Connecticut State Police Feedback on Proposed Program Review Recommended State Police Staffing Standards

As you know, the Legislative Program Review and Investigations Committee (PRI) of the Connecticut General Assembly was required via Public Act 12-1 JSS to conduct a study to develop recommended state police staffing standards. On March 5, 2013, PRI staff presented its report per the public act to the committee. Another meeting was set for March 21, 2013 for further committee consideration of the staff report.

At the March 21 meeting, we determined it would be very useful to have the benefit of your department's comments and reactions prior to any final action on the report. In addition, a number of questions were raised at that meeting. Thus you will find attached two sets of questions—one seeking your department's feedback on the proposed recommended standards, and the other based on questions raised at the March 21, 2013 meeting. We would very much appreciate a response to the attached questions by Thursday, April 4, 2013, mindful of the Appropriations Committee JF deadline of April 23, 2013.

Please do not hesitate to contact either of us or the committee staff with any questions about this request. Feel free to provide any additional information you think would be relevant to our deliberations.

Thank you in advance for your consideration.

cc: Col. Stebbins
Steve Spellman

State Capitol*Room 506*Hartford, CT 06106*(860) 240-0300*Fax (860) 240-0327*pri@cga.ct.gov

Questions for Department of Emergency Services and Public Protection
Re: Legislative Program Review and Investigations Committee's March 5, 2013 Staff Draft Report on State Police Staffing Standards Per P.A. 12-1 JSS
(page 1)

There are two parts to this list of questions. The *first part* asks for DESPP's comments on each of the proposed recommended staffing standards. The *second part* comes from questions raised at the March 21, 2013 PRI committee meeting on the state police staffing report.

Part One: Feedback on Recommended Staffing Standards

Please provide comments on <u>each</u> of the proposed recommended staffing standards (in bold), including how much time would be needed to implement each, and what challenges, if any, would implementation pose.

- **Proposed Standard #1:** ***Officers respond to 9-1-1 calls within 15 minutes at least 50% of the time.***
    - Comments (on both the 15 minutes and the 50% of time aspects):

- **Proposed Standard #2:** ***Functions explicitly stated in statute are provided by CSP.***
    - Comments:

- **Proposed Standard #3:** ***CSP fully meets contractual obligations to towns to provide resident state troopers.***
    - Comments:

- **Proposed Standard #4:** ***There is an adequate number of troopers to staff the 230 patrols, taking into consideration the shift relief factor.***
    - Comments:

- **Proposed Standard #5:** ***Patrol and resident state trooper supervision is sufficient based on a 1:8 span of control.***
    - Comments:

- **Proposed Standard #6:** *The two-officer minimum requirement for domestic violence, fatal accidents and untimely death/homicide calls for service is being met [at least 90% of the time].*
    - Comments:

- **Proposed Standard #7:** *The use of regular duty overtime has not shown a sustained increased [three years in a row].*
    - Comments:

Questions for Department of Emergency Services and Public Protection
Re: Legislative Program Review and Investigations Committee's March 5, 2013 Staff Draft Report on State Police Staffing Standards Per P.A. 12-1 JSS
(page 2)

Part Two: Questions Arising Out of 3/21/13 PRI Committee Meeting Discussion (For clarity's sake, if you think any of these question below are answered in your responses above, please repeat the response here.)

1. If the proposed response time standard was made more stringent, to within 15 minutes for a higher percentage of time than 50%, what impact would that have on CSP staffing?

2. What would the department consider a reasonable response time standard?

3. If an overall target response time for serious calls were to be set, what would you recommend?

4. If separate target response times for individual serious crimes were to be set, what would you recommend?
    a. What would you recommend for domestic violence calls?

5. Assuming current trooper levels, would the department be able to deploy resources so as to provide a uniform response time across the entire Connecticut state police jurisdiction area (81 towns) for the most serious calls for service?

6. Explain if and how the state police view response times as a performance measure.

7. Is response time data analyzed by the state police, and if so, please describe by whom and to what end?

8. How would CSP develop minimum sworn staffing standards for non-patrol functions?

9. Have any differences in performance occurred when troops have spans of control of no more than one sergeant for every eight patrol and resident state troopers as opposed to when the spans of control grow (e.g., 1:12)?

10. What issues would be involved in enforcing the two-officer minimum response requirement to domestic violence calls?

Appendix H*

Feedback from DESPP Commissioner on Proposed Program Review Recommended State Police Staffing Standards

**[Editor Note: DESPP Commissioner feedback/responses contained in Appendix H are bolded and italicized by committee staff to more clearly distinguish them from PRI committee questions]*

Questions for Department of Emergency Services and Public Protection
Re: Legislative Program Review and Investigations Committee's March 5, 2013 Staff Draft Report on State Police Staffing Standards Per P.A. 12-1 JSS

There are two parts to this list of questions. The *first part* asks for DESPP's comments on each of the proposed recommended staffing standards. The *second part* comes from questions raised at the March 21, 2013 PRI committee meeting on the state police staffing report.

Part One: Feedback on Recommended Staffing Standards

Please provide comments on <u>each</u> of the proposed recommended staffing standards (in bold), including how much time would be needed to implement each, and what challenges, if any, would implementation pose.

- Proposed Standard #1: *Officers respond to 9-1-1 calls within 15 minutes at least 50% of the time.*

There are many factors that dictate agency response time to both 911 as well as routine calls for service. These include the distance of the closest available on-duty unit to an emergency call at any given time, the broader level of agency staffing, the number of troopers assigned to the patrol function at any given work location, and potentially even the coincidental presence of an off-duty unit in an area where a true emergency was occurring, prompting that off-duty unit to initiate a response to such a call for service. As such, our ability to reach any given 911 call within any set window of time will always contain many factors beyond our immediate control, not matter how robust, or how curtailed, agency staffing might be.

It is also important to note that not all 911 calls are necessarily emergency calls and as such, this proposed standard does have inherent limitations. The 911 system is regularly used to report matters that would more appropriately be received over routine telephone lines. Similarly, regular instances also occur where emergency calls for service are received over our routine lines.

Finally, it must also be understood that the proposed norm contains at least two somewhat arbitrary standards, namely "fifteen minutes," and "at least fifty percent of the time." While this department can certainly meet or exceed this standard (or any other standard), premised on adequate staffing, it must be understood that even one 911 response that exceeds fifteen minutes (or ten minutes, or five minutes for that matter) will always have the potential to lead to a tragic outcome. As the oft-quoted Heather Messenger case of January 3, 1998 showed us, a response time of eighteen minutes (during which twenty miles of secondary roads were covered by the responding trooper, who had been in an adjoining patrol area handling another domestic violence incident involving a gun) has the potential to be tragic and life ending.

- Proposed Standard #2: *Functions explicitly stated in statute are provided by CSP.*

The report has identified 15 statutorily mandated Specialized Units within the Division of State Police (as listed in Chapter XII, page 160 of the State Police Staffing Study). Each of the units is designed to operate autonomously pursuant to the current statutory parameters to provide effective and cooperative enforcement of the law throughout the state. Beyond the statutory mandates, the specialized units and the work they do are an integral part of policing throughout the state and are specifically identified in the departments Mission, to wit; …2) statewide delivery of specialized investigative resources utilized by local police agencies, federal law enforcement, and state police troops.

Staffing assignments to the units are typically chosen from the patrol force. However when patrol staffing drops below established minimums, (due largely to retirement attrition, etc.) personnel may be moved from the specialized units back to essential patrol functions and/or staffing vacancies within the units are left unfilled to accommodate patrol staffing.

Although CSP is currently staffing all listed units, present staffing in many of these units, in particular task force units is limited.

- Proposed Standard #3: *CSP fully meets contractual obligations to towns to provide resident state troopers.*

The agency is currently meeting its contractual obligations for Resident State Troopers (RSTs), in that we are maintaining the number of RSTs that each town has contracted for (many towns have one RST and several towns have multiple RSTs) including replacing those who leave due to promotion, transfer or retirement.

- Proposed Standard #4: *There is an adequate number of troopers to staff the 230 patrols, taking into consideration the shift relief factor.*

The most basic core function of the Connecticut State Police is to staff uniform patrols throughout the state notwithstanding the necessary detective coverage for major crime investigations. This is our primary mission and we have not deviated from our minimum staffing. In order to achieve this minimum staffing it has sometimes been necessary to reassign personnel from other specialized units.

- Proposed Standard #5: *Patrol and resident state trooper supervision is sufficient based on a 1:8 span of control.*

A sergeant to trooper span of control ratio of 1:8, or one (1) sergeant for every eight (8) troopers is sufficient, when achieved, which is not always the case. Span of control speaks to, not only the number of troopers answering to one sergeant in the area of reviewing reports, preparing employee evaluations, and more of the administrative aspects of supervision; but, also, the number of troopers and, in many cases, local police officers (through the Resident State Trooper program) on patrol and on the desk that are responsible to one sergeant. It is

also important to note that, unlike local police departments, state police sergeants are supervising these troopers and, again, in some cases, local police officers, over vast geographic areas, which impacts the sergeant's ability to provide the time and attention that troopers and certain incidents warrant.

Proposed Standard #6: *The two-officer minimum requirement for domestic violence, fatal accidents and untimely death/homicide calls for service is being met [at least 90% of the time].*

The two officer minimum standard is being met by necessity because domestic violence incidents always have two or more participants and fatal accidents are complex investigations and are handled as a homicide. These types of calls are staffed at 90 % but we would like to see this be at 100%.

Proposed Standard #7: *The use of regular duty overtime has not shown a sustained increased [three years in a row].*

The current administration within the Division of State Police has made significant efforts to promote operational efficiencies within the department. The more notable steps have included:

- ***the civilianization of several agency functions which in turn freed numerous sworn department members to return to hazardous duty functions;***
- ***the consolidation of Troop "H" Hartford and Troop "W" Bradley Field***
- ***the regionalization of our dispatch function, with Troop "L" Litchfield completed, Troop "C" Tolland ongoing, and the department communications center scheduled thereafter, all of which in turn have freed up sworn personnel who previously were assigned to the impacted dispatch centers;***
- ***lessened agency staffing at the department's Casino Unit in favor of broadened responsibilities for tribal police and casino security personnel***
- ***the transfer of personnel out of our (proactive) Bureau of Criminal Investigation (which does not have minimum staffing requirements) into the patrol function (which does have minimum staffing requirements that must be met on an overtime basis when they are not filled)***
- ***the utilization of the State Judicial Marshals for certain prisoner transport needs.***

All of these changes have afforded us improved operational efficiencies which have kept overtime costs down despite the broader diminishment of agency sworn staffing. It must be noted and recognized, however, that the detection and implementation of these efficiencies are not limitless. The sound management practices that have thus far been utilized have served to artificially keep overtime expenses "flat-lined" over this administration's tenure. Such overtime "flat-lining" cannot be expected to continue if agency staffing is permitted to reach a sub-standard level.

The success of the last three years should not be perceived as a measurement that present agency staffing is adequate; rather, overtime expenses have been kept artificially low through these improvements to agency operations that are finite in nature.

Questions for Department of Emergency Services and Public Protection
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(page 2)

Part Two: Questions Arising Out of 3/21/13 PRI Committee Meeting Discussion (For clarity's sake, if you think any of these question below are answered in your responses above, please repeat the response here.)

1. If the proposed response time standard was made more stringent, to within 15 minutes for a higher percentage of time than 50%, what impact would that have on CSP staffing?

   Increased staffing would be needed.

2. What would the department consider a reasonable response time standard?

The DESPP does consider our current 15 minute response time as a reasonable response time standard given the scope of responsibilities and available staffing. It should be noted that there are numerous variables which may impact response times overall, including but not limited to, type of call, time of call (i.e. active event vs. late reported incident), patrol staffing levels, number of available personnel (i.e. personnel not dedicated to other calls), the geographic area of the individual troops, weather conditions and traffic conditions. Desk personnel and supervisors evaluate and prioritize each call for service so as to ensure the appropriate resources are dispatched and respond as soon as possible under all circumstances. While each situation is different, crimes in progress and / or life threatening situations always take top priority. Under these circumstances, multiple Troopers and / or local officers are typically dispatched, and may be accompanied by off-duty sworn personnel, as was the case in the December 2012 Newtown school shooting incident, where both on-duty and off-duty CSP personnel immediately responded to the scene upon being notified and were on location within 4 minutes. Officer and public safety remain our primary objective and responding personnel are always made aware of all available information, so that necessary precautions are considered, evaluated and implemented.

3. If an overall target response time for serious calls were to be set, what would you recommend?

As referenced above, crimes in progress and / or life threatening situations always take top priority over all other calls for service. Adequate and timely responses are closely monitored and prioritized by the Duty Supervisor assigned to each shift within each Troop area.

4. If separate target response times for individual serious crimes were to be set, what would you recommend?
    a. What would you recommend for domestic violence calls?

It is preferable to set a general response time and allow the persons on duty to prioritize. An approach setting response times for specific crimes would likely have more impact in encouraging litigation in circumstances where it is impossible to comply than in actually increasing public safety. As referenced above, crimes in progress and / or life threatening situations always take top priority over all other calls for service. Above and beyond the initial first responders assigned to a specific Troop area or patrol assignment, responses to serious incidents / crimes in progress or "Hot Calls" often involve personnel from adjacent Troop areas, personnel from specialized units working in close proximity, municipal police departments in the surrounding area and / or off-duty State Police personnel. In regard to the off duty personnel, the contractual use of a patrol car is sometimes criticized as a perk, but it actually results in greater public safety with the entire sworn force theoretically available to respond at any time.

5. Assuming current trooper levels, would the department be able to deploy resources so as to provide a uniform response time across the entire Connecticut state police jurisdiction area (81 towns) for the most serious calls for service?

No, with current staffing levels, the CSP would not be able to deploy [personnel] resources so as to provide a uniform response time across the entire Connecticut state police jurisdiction area (81 towns) for the most serious calls for service. Personnel are assigned in an effort to provide necessary public safety protection in very diverse areas of the state.

6. Explain if and how the state police view response times as a performance measure.

The CSP does view response time analysis as a valuable performance measure, and it is currently utilized in some specific focus areas, such as our current Highway Incident Management (HIM) program on I-95 in Fairfield and New Haven counties. For daily patrol operations, first line supervisors monitor response times for calls for service on a case by case basis and ensure that crimes in progress and / or life threatening situations always take top priority over all other calls for service.

Additionally, statistical data relative to "Hot Spot" areas of criminal activity and motor vehicle accidents are monitored and analyzed by Troop Commanders and Duty Supervisors, from a predictive policing perspective, so that personnel are pre-deployed, to the extent possible, in known areas of criminal activity or high incidence of accidents, to serve as a deterrent in order to prevent incidents from occurring and / or to be available for rapid response as necessary.

7. Is response time data analyzed by the state police, and if so, please describe by whom and to what end?

Response time data is analyzed in a timely manner by the individual shift supervisors at each Troop, as they have the most accurate depiction of all of the facts, circumstances and variables (type of call, patrol staffing levels, number of available personnel [i.e. personnel not dedicated to other calls], weather conditions and traffic conditions) that impact responses to calls for service, as they are occurring.

Response time data, similar to the data presented in the State Police Staffing Report (dated, 03/05/13) is also globally analyzed by command personnel and managers, however, this analysis occurs after incidents are concluded and does not account for all the variables which may have impacted the individual response times during the actual occurrence of the call(s) for service.

8. How would CSP develop minimum sworn staffing standards for non-patrol functions?

In September of 2012, the Connecticut State Police, at the direction of Colonel Danny Stebbins conducted an agency wide staffing study to determine the overall and individual troop/unit staffing needs of the agency based on the current law enforcement environment. With this in mind, minimum staffing levels, both sworn and civilian support, were reviewed for future consideration and will be developed based on a number of criteria to include;

- ***Public priority and demand. (school safety, fire and building code compliance, gun control, etc.).***
- ***Quality of life issues. (drug and weapon trafficking, prostitution, gambling, traffic safety, etc.).***
- ***Legislative mandates. (gun control, school safety, sex offender registry, etc.)***
- ***Crime trends and statistical drivers. (neighborhood and national gang activity, shootings, auto theft, etc.).***
- ***Statutory mandates (29-7, 29-176, 29-179f, etc.).***

9. Have any differences in performance occurred when troops have spans of control of no more than one sergeant for every eight patrol and resident state troopers as opposed to when the spans of control grow (e.g., 1:12)?

Without question, performance improves as span of control decreases to a ratio of 1:8 or, ideally, 1:6. Too tight or narrow a span of control in routine patrol circumstances (e.g. 1:3) can adversely affect performance through the creation of a stifling and/or micromanaged environment. As an agency, we have never had the number of sergeants or the desire to tighten spans of control in routine environments to that level. When a 1:8 span of control is achieved, the sergeant has more time to

work in the field with the troopers, mentoring them and ensuring that their investigative efforts and self-initiated activities (traffic stops, community interactions, etc.), when not tied up on a call, are performed professionally, effectively, and efficiently. A 1:8 ratio allows the sergeant to become well informed about the performance strengths and weaknesses, as well as personal needs of his/her assigned troopers. With that background information, the sergeant is best equipped to provide the quality control oversight that each of his/her trooper's performance and professional conduct deserves. Troopers work in an unpredictable, often volatile and dangerous environment and are spread out over vast geographic areas where it is challenging for the sergeant to provide ideal supervision under the best of circumstances, never mind when things go bad. Contrast that supervisory environment with more traditional workplace supervisory environments, even Correctional Institute settings, where the supervisor physically oversees the line workers throughout the shift (factory setting) or sees them in action numerous times throughout the shift (correctional setting). As span of control increases from 1:8, the sergeant becomes overwhelmed with work product (reports to review, Use of Force cases to write, subordinate evaluations to prepare, etc.), adversely affecting quality and timeliness. Further, the sergeant is left with less time to work individually with his/her troopers, providing for, at best, a quick check-in, rather than the important mentoring role that sergeants are expected to hold. Lastly, when span of control increases from 1:8, the frequency of sergeants handling multiple, often concurrent critical events (uses of force, pursuits, fatal accidents, armed subject calls, etc.) during the shift increases, giving neither the incident nor the troopers assigned to it the attention these serious calls deserve.

10. What issues would be involved in enforcing the two-officer minimum response requirement to domestic violence calls?

The two officer minimum standard is being met by necessity because domestic violence incidents always have two or more participants and fatal accidents are complex investigations and are handled as a homicide. These types of calls are staffed at 90 % but we would like to see this be at 100%.

Appendix I

Follow-Up Letter From DESPP Commissioner Regarding Background Checks for Firearms Transfers

STATE OF CONNECTICUT
DEPARTMENT OF EMERGENCY SERVICES AND PUBLIC PROTECTION
OFFICE OF THE COMMISSIONER

May 8, 2013

News reports flowing from the General Assembly's Program Review and Investigation Committee's recent hearing regarding state police staffing have generated some confusion about a "backlog" figure referenced for weapons transfers.

To be very clear, the Department of Emergency Services and Public Protection does *not* have a backlog of 62,000 for background checks for firearms. The 62,000 figure that has been reported is for weapons that have been purchased *with* a background check and issued a transaction "NICS" number. These transactions are *complete* and recorded on paper, and are now awaiting processing to enter the specific weapon information into our electronic database. The "backlog" is for data entry only, caused by an unprecedented number of weapon purchases that were made in anticipation of a change in law.

The 62,000 number represents gun registrations received from gun dealers, private parties etc. that are transferring firearms. These transfers have had all necessary background checks, been cleared and assigned authorization numbers but the information has not yet been entered into the agency data system for firearms tracking purposes.

It should be noted, as was pointed out to the Program Review and Investigations Committee, that the data entry for this is an administrative function that can be handled by civilian staff and does not require additional sworn state police staffing.

Reuben F. Bradford
COMMISSIONER

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