

Final Analysis



November 2016

Diagnostic Analysis for the Springettsbury Township Police Department, Pennsylvania

Opportunities for Evidence-Based Technical Assistance

Preface: OJP Diagnostic Center Confidentiality Policy

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Department of Justice Disclaimer. This project was supported by Contract No GS-23F-9755H awarded by the Office of Justice Programs, Department of Justice, to Booz Allen Hamilton and its partners: the Institute for Intergovernmental Research and CNA. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the Department of Justice.



Preface: About This Document

- ▶ This document is part of the technical assistance package provided by the OJP Diagnostic Center in response to a request for assistance from the Springettsbury Township Police Department (STPD).
- ▶ Through services provided across OJP's many programs, the Diagnostic Center aims to fulfill a nationwide call from the criminal justice community to improve access to information on what works in criminal justice programs as well as provide guidance on how to implement data-driven solutions. Diagnostic Center services are customized for each community's criminal justice problem.
- ▶ The purpose of this document is to:
 - *Identify and analyze the contributing factors* to the issues identified in the request from STPD
 - *Recommend evidence- or practice-based solutions and promising practices* that address the contributing factors.
 - *Inform the development of a response strategy*, in close coordination with the requesting community leaders, for implementing the recommended evidence-based solutions.

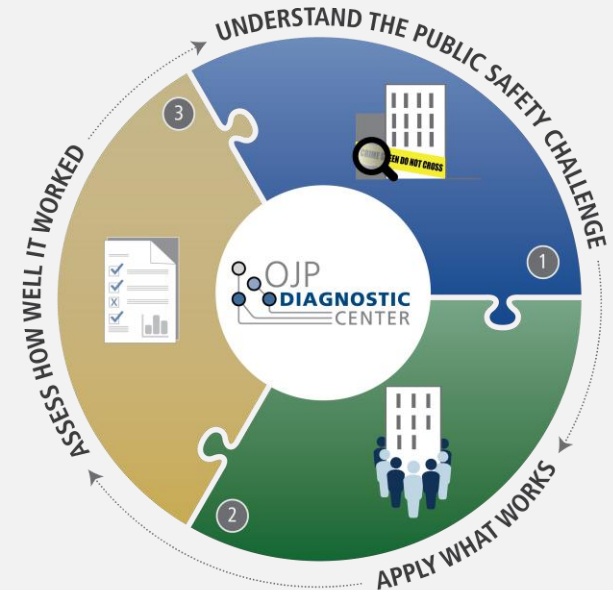


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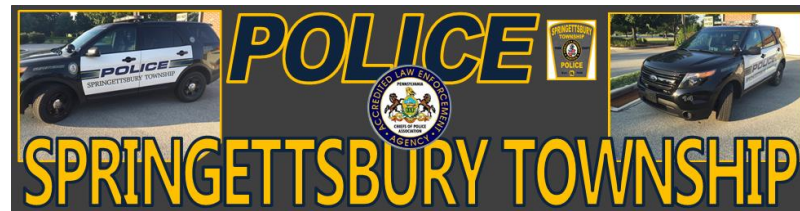
- ▶ Diagnose Phase Overview
- ▶ Key Findings
 - Analysis of Springettsbury Township Police Data
 - Analysis of Stakeholder Interviews
- ▶ Recommendations and Model Practices
- ▶ Training and Technical Assistance (TTA) Plan



The Springettsbury Township Police Department requested assistance on building community trust and improving community-police relations

Overview of the Request from the Springettsbury Township Police Department (STPD)

- ▶ Recognizing community residents and individuals with whom STPD has contact may be from diverse population groups, STPD sought ways to determine if there were organizational gaps and “blind spots” that were limiting opportunities to interact positively with its residents and the broader community.
- ▶ STPD seeks training and technical assistance (TTA) to evaluate current community-police relations and identify opportunities to enhance procedural justice and community policing activities.
- ▶ STPD also requested assistance on implementing a body-worn camera program as part of their department initiatives.



The Diagnostic Center fulfilled the request for assistance through three support areas to enable progress toward intended outcomes

Intended TTA Outcome

Identification of data-driven, evidence-based solutions to inform police strategies, integration of procedural justice and deployment of body-worn cameras to inform legitimacy and build community relations

TTA Support Area 1

Data Analysis to Inform Procedural Justice

- ▶ Perform baseline data collection and review of policies, procedures and processes.
- ▶ Assess police-community interaction points to determine opportunities to enhance and build trust and legitimacy.
- ▶ Review citizen complaint and use of force processes and procedures.

Activities

- ▶ Diagnostic Analysis
- ▶ TTA recommendations

Outputs

TTA Support Area 2

Effective Community-Policing Deployment Strategies

- ▶ Assess STPD's current community policing activities and environment.
- ▶ Identify promising practices that effectively use existing resources in the implementation of community policing strategies.
- ▶ Identify TTA to increase STPD's capacity to assess ongoing outreach initiatives.

- ▶ Diagnostic Analysis
- ▶ Promising practices and models
- ▶ TTA recommendations

TTA Support Area 3

Deployment of Body-Worn Camera Program

- ▶ Provide information and lessons learned regarding deployment of body-worn cameras.
- ▶ Discuss options for addressing legal limitations and restrictions related to use of devices.
- ▶ Provide model policies and procedures.

- ▶ Referral to Bureau of Justice Assistance Body-Worn Camera TTA Program

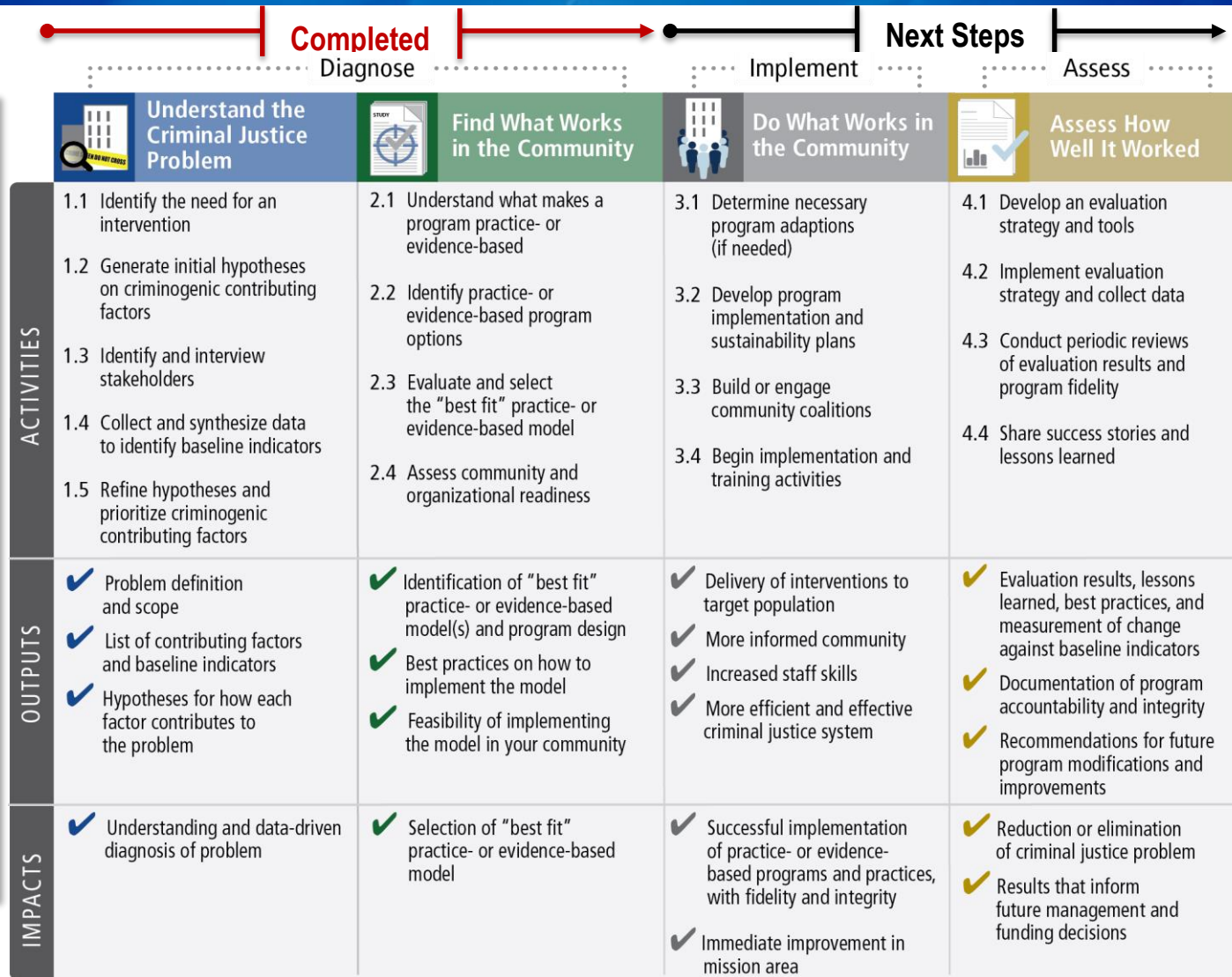


The OJP Diagnostic Center will work with STPD to identify indicators that can be tracked over time to monitor progress toward intended outcomes.

STPD and the Diagnostic Center completed the Diagnose Phase

To complete the *Diagnose Phase*, the Diagnostic Center:

- ▶ Collected and analyzed calls for service (CFS), crime data, use of force and citizen complaints data to identify patterns and trends.
- ▶ Conducted onsite interviews with criminal justice and community stakeholders.
- ▶ Identified TTA to strengthen STPD's strategies for improving community-policing programs and enhancing community trust.



During the Diagnose Phase, the Diagnostic Center collected structured data and conducted 33 stakeholder interviews

The Diagnostic Center conducted interviews and analyzed data to:

- ▶ Develop a baseline understanding of existing policies, procedures and relationships.
- ▶ Identify community perspectives and insights on STPD's community-policing programs and community-police relations.
- ▶ Identify STPD's strengths, challenges and areas for improvement.

Stakeholder Interviews

Law Enforcement

- ▶ STPD

Township Government

- ▶ Township Manager
- ▶ Township Board of Supervisors
- ▶ Human Resources Director

Community Stakeholders from:

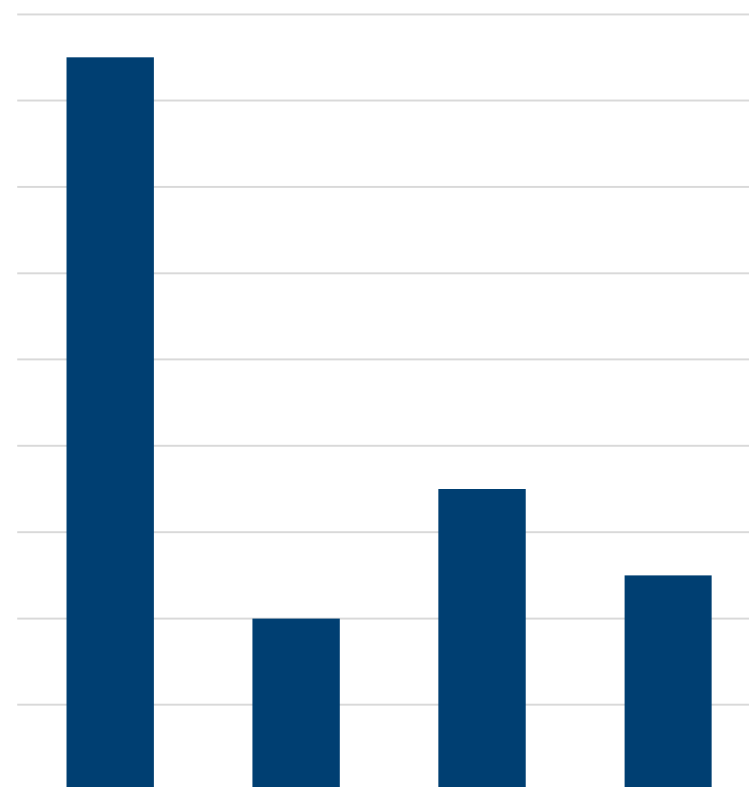
- ▶ York Jewish Community Center
- ▶ Crispus Attucks, York, PA
- ▶ Chamber of Commerce
- ▶ Rotary Club of York
- ▶ York area faith-based organizations
- ▶ Local area businesses
- ▶ York area schools

Other Criminal Justice Agencies

- ▶ York County District Attorney's Office
- ▶ U.S. Attorney for Western District of Pennsylvania

Individual and Small Group Interviews

Law Enforcement	Township Government	Community Stakeholders	Other Criminal Justice Agencies
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Totals

17

4

7

5



The Diagnostic Center collected and analyzed a wide range of data from STPD to evaluate community-police relations

Springettsbury Township Police Department

Data Types Collected	Analysis Performed	Notes
Administrative and Standard Operating Procedures; Rules of Conduct; Chief's Memos	External review of policies and procedures against industry standards and model practices.	None.
Citizen Complaint Log Date range: January 2013 – February 2016	Statistical frequencies of type and disposition to understand trends in application of process.	For analysis, separated complaints against multiple officers out into separate complaints and removed one complaint against a large number of officers related to alleged cheating on a training test.
Use of Force Logs Date range: January 2011 – December 2015	External review of procedures against industry standards and model practices; statistical frequencies of types and dispositions for 2013-2015 to understand application of processes.	None.
Calls for Service (CFS) Date range: 2013-2015 Total Records: 63,187	Analysis of trends in call frequencies, times and locations to understand factors relevant to officer deployment and nature of police contacts with citizens.	<ul style="list-style-type: none"> ▶ Removed health-related CFS that were unlikely to receive police attention (8,218 removed, 54,969 remaining). ▶ In Geographic Information System (GIS) analysis, removed CFS without GIS coordinates (7,191 removed, 47,778 remaining). ▶ Officer- and dispatch-initiated calls combined in dataset; differentiation present but not consistently recorded.
Records Management System (RMS) data on adult arrests, juvenile arrests, traffic citations and all reports Date range: January 2013 – December 2015	Statistical analysis of trends in type and location to understand nature of police contacts with citizens; GIS analysis of offender home locations to investigate populations involved in police contacts.	<ul style="list-style-type: none"> ▶ Removed reports lacking addresses or for which geocoding failed. ▶ Adult Arrests: 597 removed, 4,782 remaining. ▶ Juvenile: 52 removed, 595 remaining. ▶ Traffic: 1,034 removed, 5,988 remaining.
Twitter and Facebook dashboard data Date range: January 2013 – December 2015	Basic analysis of landings and likes numbers for high-level understanding of reach in community.	None.

Note: Data collected generally spanned 2013-2015 except in cases where the analysis required more extensive data.

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CFS data indicate large increases in workload during overnight hours on the weekend and afternoon/evening hours across the week

CFS Trend Analysis:

- ▶ The York County 911 Communications Center handles CFS for STPD.
- ▶ STPD does not distinguish between dispatched calls and officer-initiated calls in the Computer Aided Dispatch (CAD) system with regularity.
- ▶ Over the past three years, STPD handled an average of about 18,300 CFS per year.
- ▶ Broken down by day, STPD handled an average yearly total of about 2,400 CFS on Sundays through Wednesdays, increasing Thursdays through Saturdays to a peak of over 3,000 on Fridays.
- ▶ Heaviest CFS volumes fall on the overnight hours of Friday and Saturday and mid-afternoon to early evening hours Monday through Friday.
- ▶ Lightest CFS volume is in the pre-dawn hours, especially before 0600.

CFS Counts by Hour/Day for 2013-2015*

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	508	274	279	281	381	488	558	2,769
0100	527	252	236	224	316	499	532	2,586
0200	451	147	175	203	278	333	483	2,070
0300	186	84	104	124	134	139	152	923
0400	88	87	84	95	120	92	98	664
0500	67	98	86	98	91	100	86	626
0600	88	139	149	153	101	122	102	854
0700	119	239	267	343	235	258	203	1,664
0800	216	334	339	318	320	371	294	2,192
0900	248	326	331	367	380	376	308	2,336
1000	315	365	331	351	325	432	387	2,506
1100	345	328	345	343	310	410	399	2,480
1200	341	381	356	355	380	464	425	2,702
1300	357	342	335	298	327	389	366	2,414
1400	383	379	369	393	376	449	449	2,798
1500	483	463	460	485	512	593	498	3,494
1600	444	498	476	547	531	567	523	3,586
1700	376	514	522	473	512	511	465	3,373
1800	351	446	469	374	450	511	399	3,000
1900	332	387	397	395	437	402	392	2,742
2000	331	341	359	370	404	430	344	2,579
2100	226	281	304	295	333	323	352	2,114
2200	226	211	232	289	250	300	304	1,812
2300	312	305	305	359	407	510	487	2,685
Total	7,320	7,221	7,310	7,533	7,910	9,069	8,606	54,969
Average Yearly Total	2,440	2,407	2,437	2,511	2,637	3,023	2,869	18,323



Lightest CFS volumes



Heaviest CFS volumes

*Excluding medical CFS that were unlikely to require police assistance from dataset

STPD Deployment:

- ▶ Conducted a similar CFS review in 2000.
- ▶ While call volume has increased, the breakdown by day and time of day has remained consistent.
- ▶ Deploys 32 uniform patrol officers operating in 12-hour shifts.
- ▶ Deployment is matched to heaviest call volume, with an overlap unit to help handle increase in CFS during the afternoon rush hour.
- ▶ As overnight hour CFS drop off, supervisors are authorized to release units.



Traffic stops represent the largest share of all CFS, with domestic violence and theft being the most common criminal activity call

CFS Type Analysis Trends:

- ▶ Over 35% of STPD's CFS are traffic-related calls.
 - The majority of these CFS are officer-initiated rather than dispatched.
 - Traffic citations were related to speed over 50% of the time.
 - An additional 20% of traffic citations were related to traffic-control devices.
- ▶ The most common non-emergency calls account for less than 20% of STPD's CFS (e.g., phone call, police miscellaneous, Take 30).
- ▶ Data indicate that approximately 25% of CFS are dispatched calls for potential criminal activity other than traffic violations.

Top 10 CFS Types	Percentage of All CFS
Traffic Stop	23.1%
Phone Call	8.9%
Alarms Police	5.8%
Police Miscellaneous	5.6%
Domestic	3.4%
Motor Vehicle Accident No Injury	3.3%
Theft	3.1%
Erratic Driver	2.9%
Take 30*	2.7%
Disabled Vehicle	2.6%

*Indicates officer on break

Top 10 Types of Traffic Citations	
Type of Citation	Percentage of All Citations
Maximum Speed Limits 55 Miles per Hour Zone	29.71%
Obedience to Traffic-control Devices	13.19%
Maximum Speed Limits	11.02%
Maximum Speed Limits Established Zones	10.78%
Operation of Vehicle without an Official Certificate	10.47%
Stop Signs and Yield Signs	6.21%
Registration and Certificate of Title Required	3.84%
Traffic-control Signals	3.69%
Driving While Operating Privilege Is Suspended	1.98%
Operation of Vehicle without Certificate of Inspection	1.05%



The most common CFS locations are retail establishments, major intersections and multi-family dwellings

Location of CFS Analysis Trends:

- ▶ Of the top 10 most common CFS locations, 7 are retail complexes or intersections representing both criminal activity and traffic-related incidents.
- ▶ Traffic-related CFS occur most often at three major intersections. Two locations are adjacent but in opposite directions along Pennsylvania Route 30.
- ▶ Two multi-family dwellings account for a large number of residential CFS. These are also the two largest (number of units) multi-family dwellings in the Township. Further analysis is needed to determine the type of CFS.
- ▶ A significant number of CFS originate at STPD. Data collected is insufficient to determine whether incidents occurred at or in front of STPD or whether the CFS was to perform an administrative function, such as reporting a minor accident or requesting a police record.

Top 10 CFS Locations	Number of Calls	Percentage of All Calls	Type	Top 10 CFS Locations	Location Type	Percentage of All Calls
2801 E MARKET ST	2,961	5.39%	Retail	2801 E MARKET ST	Walmart Commercial Complex	8.99%
1501 MT ZION RD	2,880	5.24%		2899 WHITEFORD RD	York Galleria Mall	
RTE 30 WB/MT ZION RD	1,446	2.63%		2415 E MARKET ST	Giant Food (Supermarket)	
2899 WHITEFORD RD	1,263	2.30%		160 NORTH HILLS RD	Rutters #11 (Gas Station)	
3205 E MARKET ST	662	1.20%	Intersections	RTE 30 WB/MT ZION RD	Major Intersection	4.33%
RTE 30 WB/NORTH HILLS RD	514	0.94%		RTE 30 WB/NORTH HILLS RD	Major Intersection	
3400 EASTERN BLVD	452	0.82%		RTE 30 EB/MT ZION RD	Major Intersection	
2415 E MARKET ST	424	0.77%	Housing	3205 E MARKET ST	York Shire Apt. Complex	2.02%
RTE 30 EB/MT ZION RD	417	0.76%		3400 EASTERN BLVD	Village East Apt. Complex	
160 NORTH HILLS RD	294	0.53%	Other	1501 MT ZION RD	Police Station	5.24%

Analyzing the traffic CFS location data using GIS mapping connects the relationships between retail centers and traffic incidents

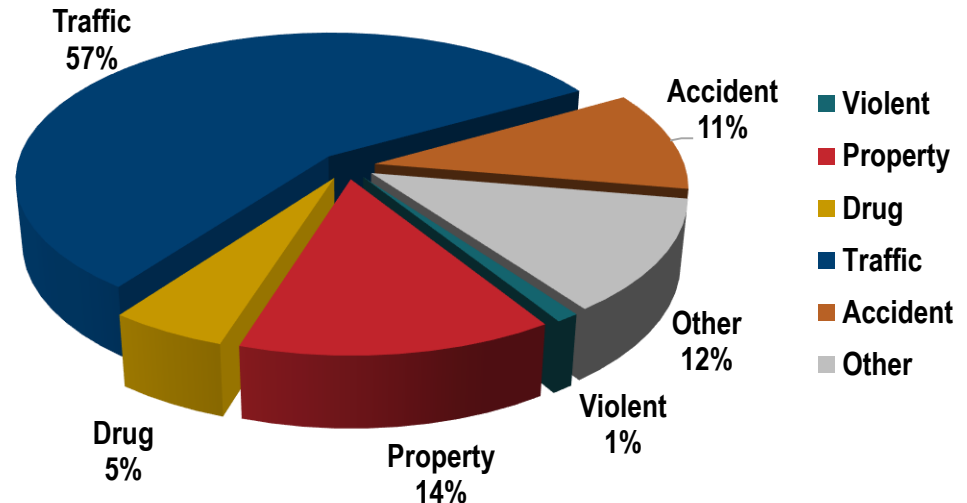


Adult arrest data indicate that arrestees are primarily from the York metro area and involved in non-violent crimes

Top 6 Communities of Origin for Arrestees, 2013-2015*			
Rank	Name	Number of Arrests	Percentage of Total Arrests
1	York City	1,203	25%
2	Springettsbury Township	982	21%
3	York Township	206	4%
4	Windsor Township	144	3%
5	Spring Garden Township	130	3%
6	Manchester Township	123	3%
TOTAL		2,788	58%

*Traffic Citations excluded; includes only arrest records with geocoded addresses

Adult Arrests by Type, 2013-2015



Adult Arrest Data Analysis Trends:

- ▶ Most arrestees are from the region surrounding Springettsbury Township, not the Township itself. York County accounts for 83% of arrestees, while Springettsbury Township itself accounts for only 21%. Few adult arrestees are from out of state.
- ▶ Sixty percent of arrests are of male subjects and over 60% of the males are white. (See Appendix A for data.)
- ▶ The majority of Uniform Crime Reporting (UCR) criminal activity involves Part II offenses, not violent criminal activity.
- ▶ All crime categories exceed violent crime for the past three years.
- ▶ The predominance of traffic and accident arrests correlate to the most prevalent CFS.

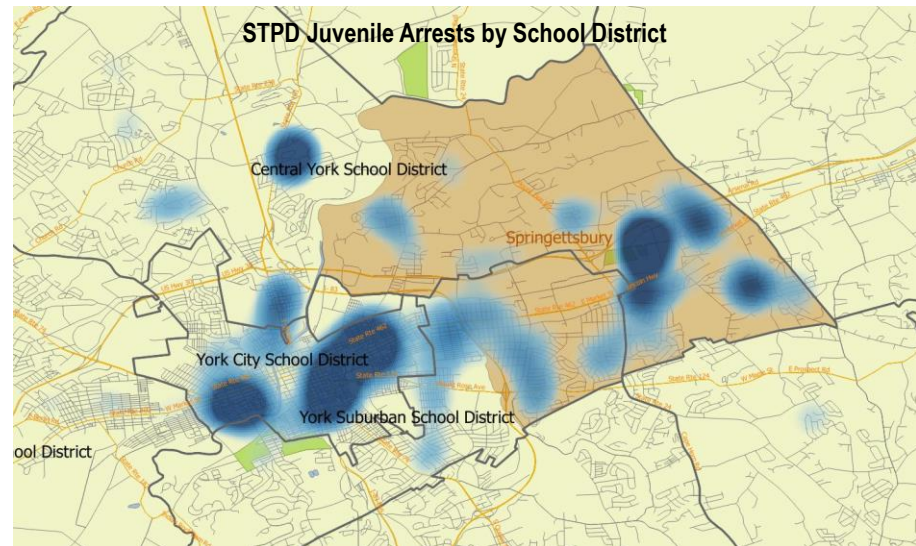
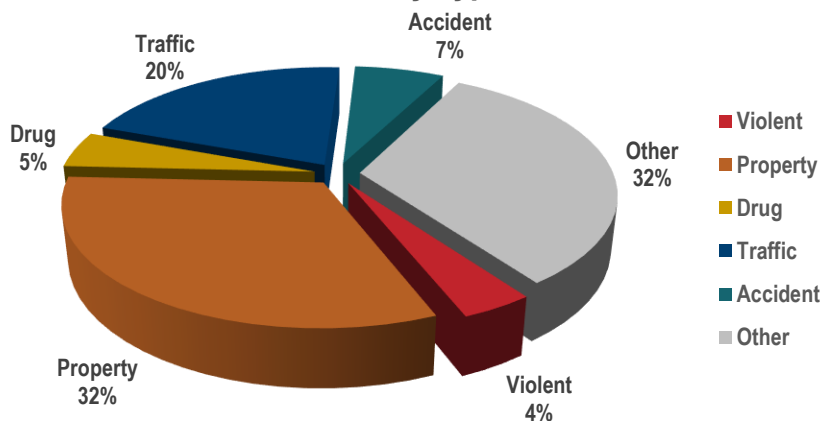
Property crime and traffic offenses make up the majority of juvenile arrest data

Juvenile Arrest Data Analysis Trends:

- ▶ The vast majority (76%) of juvenile arrestees are from York County, specifically from areas in three school districts which overlap with York City and Springettsbury Township.
- ▶ The majority of juvenile arrestees are white/Caucasian followed by African American. (See Appendix A for data.)
- ▶ The majority of juvenile criminal activity is Part II UCR offenses.
- ▶ Top juvenile offenses correlate to top CFS (i.e., traffic offense and property crime).

Top 5 Regions	Number of Arrests, 2013-2015	Percentage of Total Juvenile Arrests*
Springettsbury Township	175	30%
York City	118	20%
Manchester Township	54	9%
Spring Garden Township	42	7%
Windsor Township	30	5%

Juvenile Arrests by Type, 2013-2015



*Total Juvenile Arrests (n=595) excludes failed geocode addresses (n=46)

During traffic stops, STPD officers have far more contact with non-residents than Springettsbury Township residents

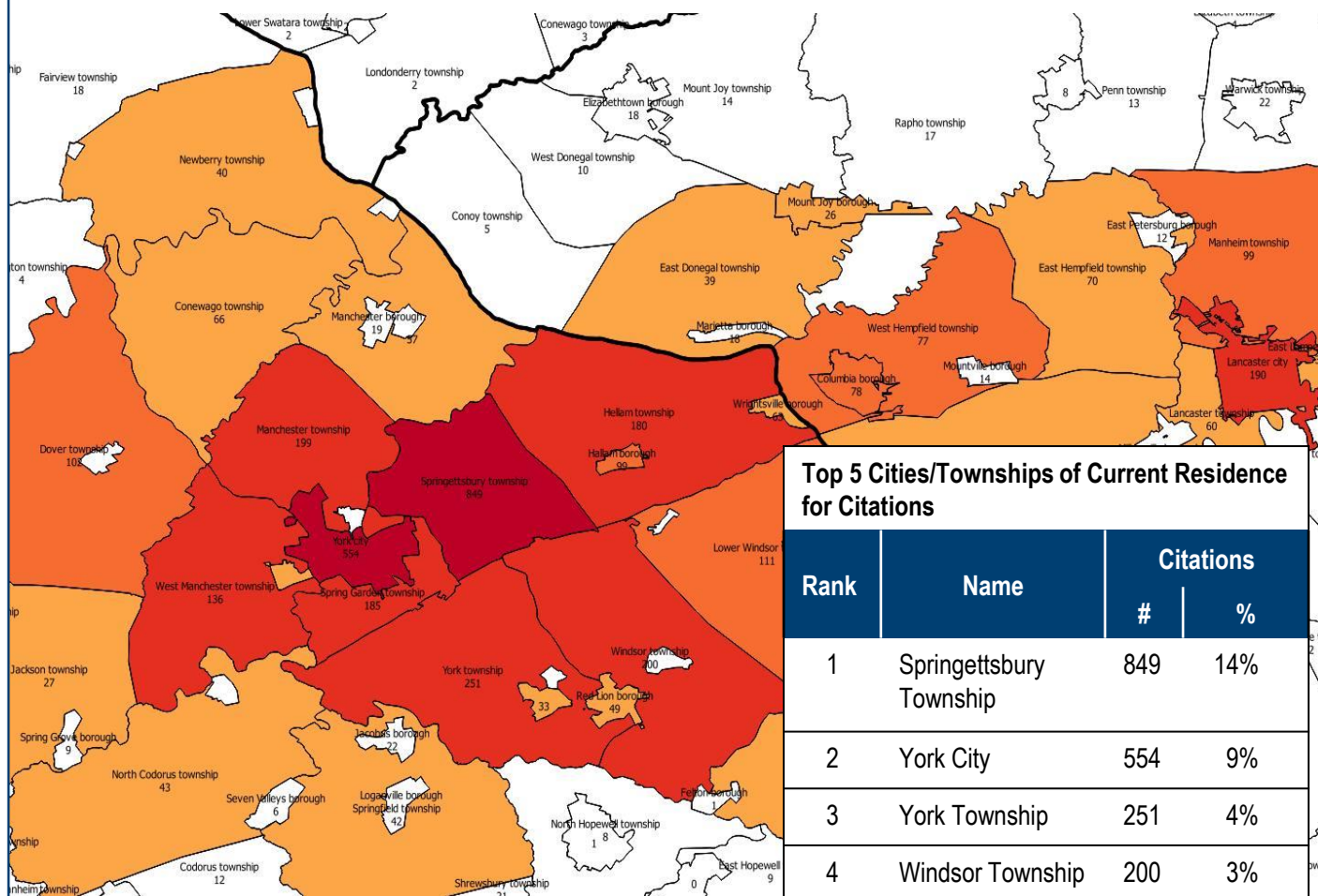
Geographical Context:

- Springettsbury Township is between Harrisburg, PA and Baltimore, MD, two large employment hubs.
- A large number of retail complexes are within the Township.
- State Route 30 runs through Springettsbury Township, serving as a major transportation route connecting the Township to the diverse populations of York and Lancaster cities.

As a commuting hub, the majority of STPD's traffic-related contacts involve civilians from communities throughout a larger region:

- Traffic stops represent 23% of all STPD CFS.
- Only 14% of STPD traffic citations were issued to Springettsbury Township residents from 2013-2015 (excluding parking citations).
- Data from 2013-2015 indicate an increase in contacts with populations from outside the York metro area, with 50% of cited drivers coming from outside the metro area in 2013, compared to 59% in 2015.

Top Hometowns of Cited Drivers



Top 5 Cities/Townships of Current Residence for Citations

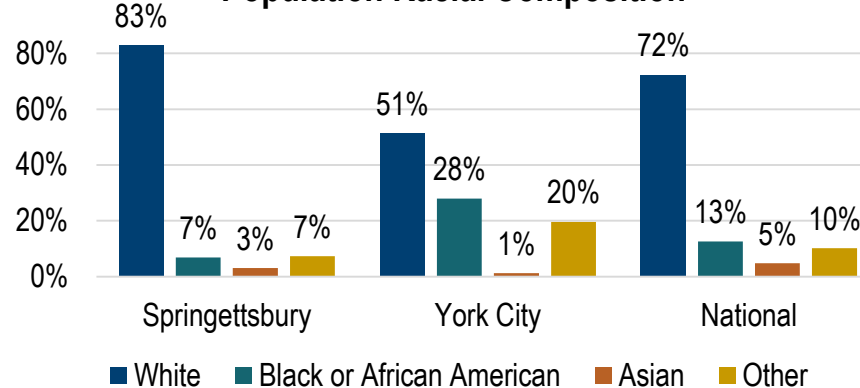
Rank	Name	Citations	
		#	%
1	Springettsbury Township	849	14%
2	York City	554	9%
3	York Township	251	4%
4	Windsor Township	200	3%
5	Manchester Township	199	3%

STPD officer contacts involve diverse populations

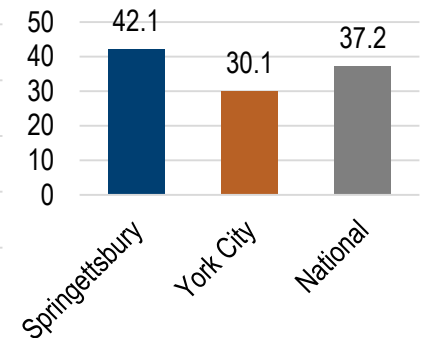
Arrest and traffic citation data indicate that STPD citizen contacts often involve York City residents.

- Springettsbury Township has a small minority population compared with the national average, while York City is a relatively diverse community.
- The population of Springettsbury Township is older than that of both York City and the nation with half of its residents over the age of 42, compared to 30 in York City.
- Over 25% of Springettsbury Township residents hold a Bachelors degree or higher, in line with the national average, which is much higher than 11% in York City.

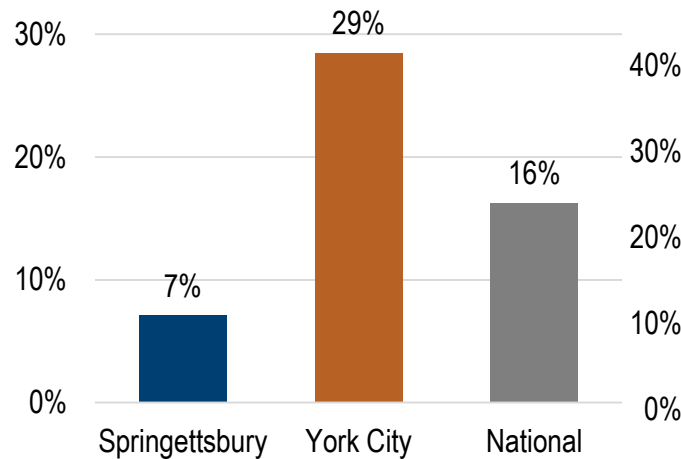
Population Racial Composition



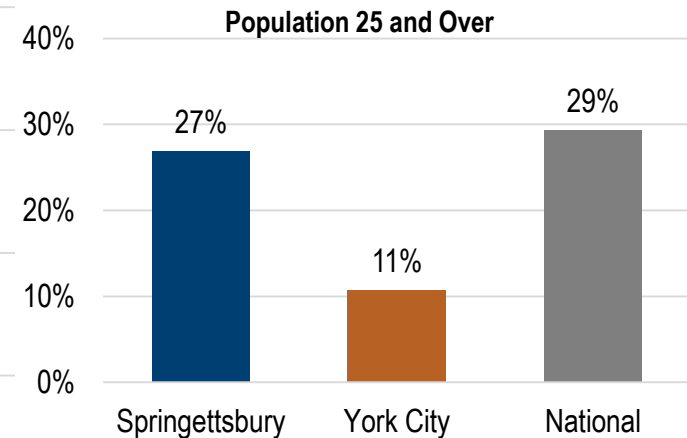
Median Age



Hispanic or Latino Population*



Residents with Bachelors Degree or Above**



* Hispanic heritage is separate from race; a person of Hispanic heritage may identify as White, African American, Asian, etc.









** Statistics according to 2014 U.S. Census Bureau American FactFinder estimates

Note: All statistics according to 2010 U.S. Census except where noted

Per the preface disclaimer, points of view or opinions in this document do not necessarily represent the official position or policies of the U.S. Department of Justice.

The Diagnostic Center evaluated external communications through qualitative content and website architecture analysis of STPD's website

The Diagnostic Center performed a content analysis of electronic information to identify communication techniques and messaging to inform communications and community outreach analysis and recommendations. The first level of analysis is the presence of information, followed by the quality of information made available. Website characteristics listed below are core elements of website architecture, marketing theories and transparency behaviors. As a result of this analysis, the Diagnostic Center identified several areas to improve external communications with the community.*













Website Characteristics	Presence	Quality	Observations
Branding (e.g., logo, key messages)			<p>The STPD landing page delivers extensive visual branding, contact information and links to services, advice and organizational information. The bottom of the page presents recent news and updates that predominantly focus on daily reports.</p> <p>Visual branding (e.g., photos, logos) is clear and provides ready identification of STPD vehicles and insignia, but lacks images of officers/uniforms and dominates the top portion of the landing page at the expense of other types of informative material. Branding is impersonal, lacking officer/community photos.</p> <p>Website header branding is consistent throughout the site. However, beyond the landing page, use of pictures is minimal.</p>
STPD mission statement			The mission statement for STPD is absent from the landing page and department description.
STPD organizational chart			The command staff is identified with photos and names. Additional divisions are identified, although missions/roles/responsibilities are neither defined nor is the nature of relationships among divisions.
STPD resources and services			Extensive information about services provided to the residents of Springettsbury Township is available and accessible. Minor improvements may be made regarding organization of services provided.

 Present and meets standards
  Present and needs improvement
  Present and missing critical data OR not present

*Analysis conducted based on guidelines available from <http://www.useability.gov> and Web Content Accessibility Guidelines 2.0

The Diagnostic Center identified additional external communication improvements in evaluating community feedback and navigation features

STPD's website also serves as a venue for the community to receive updates and provide feedback. The content analysis indicated some gaps in community feedback and navigation structures; although content generally existed, organization and accessibility were limited.

Website Characteristics, continued	Present	Quality	Observations
Forms and feedback			Necessary forms for common processes are present and easily accessible one level down in the website structure. However, the link to forms is difficult to locate at the bottom of the landing page. Additionally, accessibility of praise and complaint forms is unequal; the officer praise form is easily accessible near the top of the landing page and can be submitted online, while locating the complaint form is more challenging, as it is one level down in the website structure via the "Forms" link and must be either mailed or delivered in person to STPD.
Navigation			Consistent use of website format and a navigation bar ease website navigation. The website lacks a breadcrumb displaying user location in the website structure (e.g., Home > Services > Child Safety Seat Information). Some pages are accessible only from the landing page and not the navigation bar, which hinders navigability.
<u>Contact information:</u>			
Public Safety Contacts			The landing page for STPD and the individual division pages provide contact information (e.g., phone, email). The website lacks a central contact page where all contact information is compiled and is missing clearly identified public safety contact information (e.g., main numbers for emergency, non-emergency, records, etc.). Information to direct community members to the proper contact for their requirements is located under FAQs but does not address all available contact information.
Departmental Contacts			
New and updates (e.g., new announcements, alerts)			The landing page provides daily reports and recent announcements (e.g., identification assistance requests, crime alerts). Information displayed is recent and includes daily postings.
Social media accounts			STPD's Twitter and Facebook accounts are made available at the bottom of all pages. Low number of followers may indicate low engagement with community. (Note: Full social media analysis was not conducted at this time; therefore, content and trend analysis was not performed.)

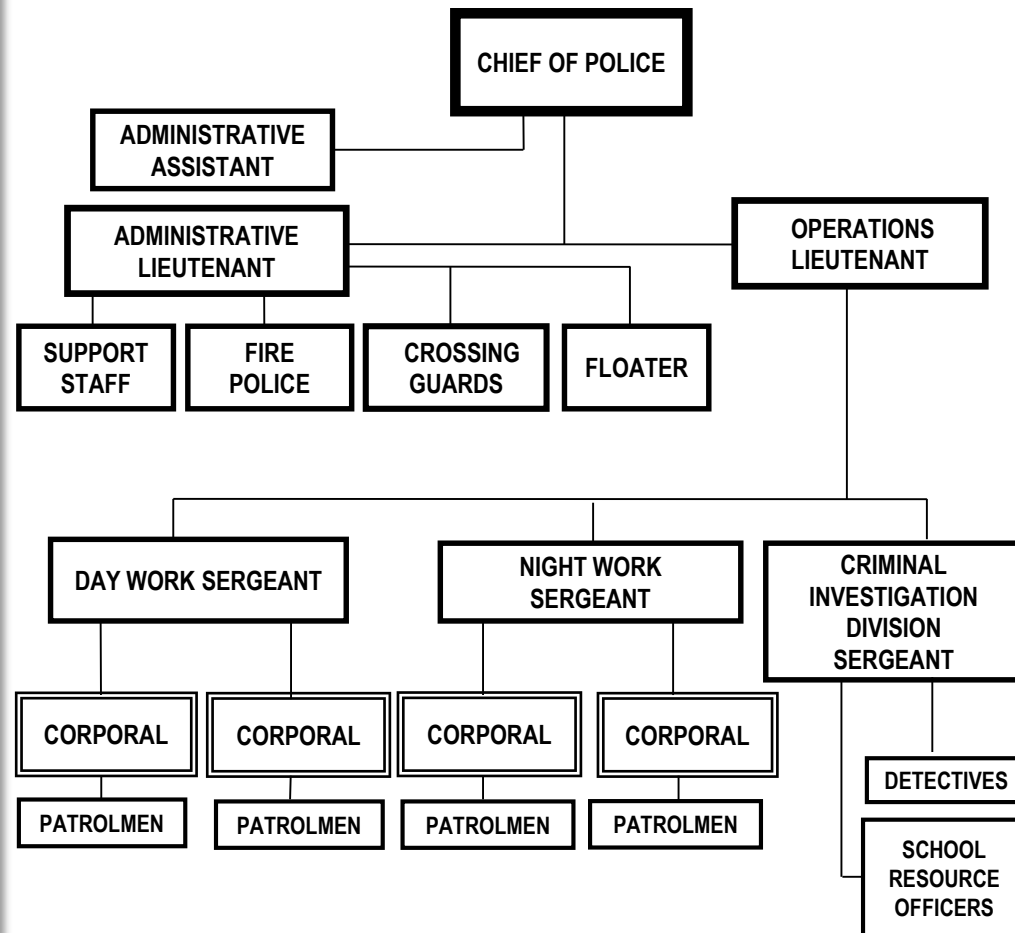
The Diagnostic Center analyzed STPD administrative and operational policies and procedures to better understand operations

The Diagnostic Center reviewed the following documents:

- Administrative Operating Procedures (AOP)
- Standard Operating Procedures (SOP)
- Chief's Memorandums
- Rules of Conduct (ROC)

- ▶ Procedural manuals are not indexed for ease of reference.
- ▶ Documents did not contain general or specific expectations for the creation, revision, timely and thorough completion, review, filing and retention of operational or administrative reports.
- ▶ The current RMS does not provide STPD with automated reporting to facilitate analysis of use of force, citizen complaints, citizen commendations or community-police relations activities.
- ▶ Chief's Memorandums are used inconsistently and lack sufficient labeling to identify intended purpose.
- ▶ Department training records are maintained manually and provide little information about the utility of training or possible instruction to the rest of the department.
- ▶ Several administrative processes (inspection and audit of department, operations, facilities as well as employee performance evaluations) are not formalized.

SPRINGETTSBURY TOWNSHIP POLICE DEPARTMENT – ORGANIZATIONAL CHART



The Diagnostic Center analyzed citizen complaint and community-policing administrative processes to better understand community relations and police legitimacy

Citizen Complaint Process	Community-Police Relations
STPD has neither a proactive community outreach about the complaint or commendation process nor any citizen review or oversight concerning complaints.	STPD does not have a formal policy, directive or protocol detailing its community policing philosophy, strategy or community outreach protocol.
STPD's formal citizen complaint process policy is part of broader policy that includes internal investigations and citizen commendations.	STPD does not provide officers formal training regarding community-policing strategies, expectations for community-police interaction or community outreach protocols.
STPD does not provide officers training about the citizen complaint process.	While some training for interacting with special needs populations has occurred in the past, there is not a formal, comprehensive training protocol to address cultural awareness, cultural sensitivity, procedural justice and unbiased policing. Administrative staff have not always been included in training yet they interact with public on a regular basis.
A minimal database exists that captures limited information about complaints; however, no regular analysis is conducted or made available to command staff. No database for citizen commendations exists.	STPD does not have a formal policy requiring public reporting of department's activities throughout the proceeding year. The most recent annual report was 2010.
<p>An officer's supervisor receives and conducts the initial review of complaints.</p> <ul style="list-style-type: none"> ▶ If a complaint does not rise to the level of internal investigation, resolution or sanction is captured on a counseling form and included in the employee's quarterly employee performance review. This information is not compared to complaint data for use in early intervention analysis. ▶ Generally, complaints are not provided to the internal affairs lieutenant or the administration. 	<p>In 2011-2012, STPD had three excessive use of force cases, one resulting in a citizen fatality.*</p> <ul style="list-style-type: none"> ▶ A patrol vehicle dashboard camera videotaped each incident and the tape was subsequently released to the public. ▶ The two non-fatality cases resulted in civil settlements with the Township, including monetary and non-economic sanctions. ▶ The fatality civil suit is still pending.
STPD does not have a formal process that links the event to the complaint process for identification of patterns of inappropriate conduct. Also, confidentiality of the current complaint process appears lacking.	<p>STPD has joined the York County testing consortium to help improve department diversity.</p> <ul style="list-style-type: none"> ▶ The STPD collective bargaining agreement requires members to reside within 15 aeronautical miles of the Springettsbury Township boundary. ▶ STPD does not have a targeted recruiting outreach program.

*The Diagnostic Center did not conduct an analysis of these civil court cases; this reference is only in regards to the publicity surrounding them that could have an impact on STPD community-police relations.

The Diagnostic Center analyzed the citizen complaint process to help understand how STPD interacts with the community

STPD Complaint Process and Data

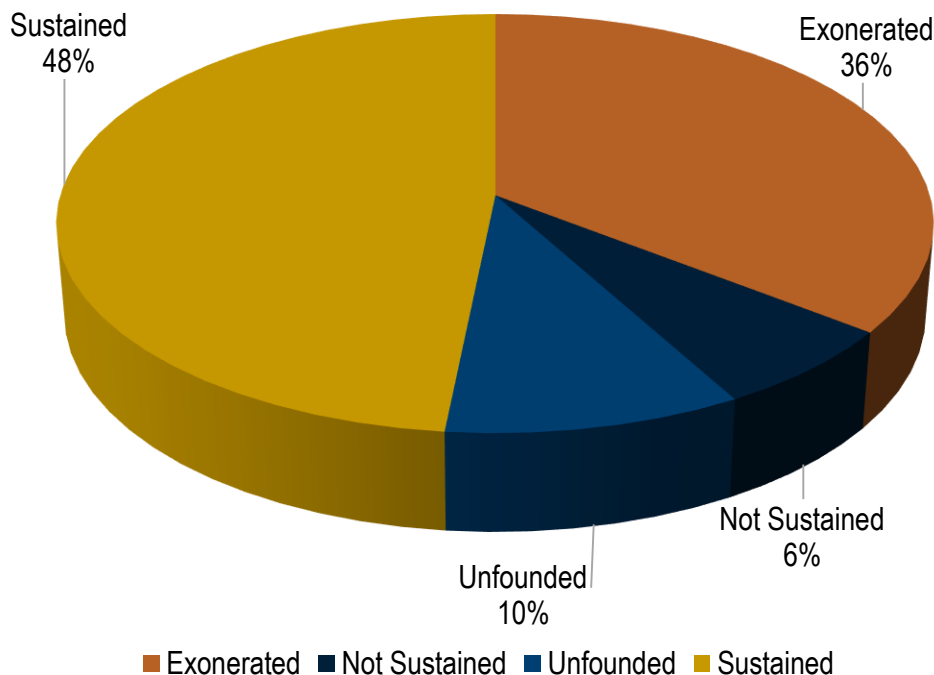
STPD's complaint process may be either citizen or department initiated	<p>Department investigates every complaint regardless of whether it is formally filed or not. STPD policy defines different outcome options. At conclusion, complainant and officer are notified in writing by Chief. If sustained, complainant is notified if officer is subject to administrative action but the nature of the action is a confidential personnel matter.</p> <p>Department initiated complaints could include:</p> <ul style="list-style-type: none"> ▶ Accidental discharge of service weapon ▶ Traffic accident with department vehicle
--	--

Citizen complaint data for 2013-2015	<p>Thirty-one complaints were received*</p> <ul style="list-style-type: none"> ▶ Twenty-one citizen initiated ▶ Ten department initiated ▶ Of the citizen initiated complaints, 5 were at least partially sustained. ▶ Of the department initiated complaints, all 10 were sustained.
--------------------------------------	---

How Citizens Access STPD's Complaint Process

STPD provides complaint form	In station lobby
	On department hard drive to be provided to citizen
	Via department's website

Complaint Disposition 2013-2015



* Analysis treats complaints against each officer involved in an incident as a separate complaint and excludes one complaint against a large portion of the department alleging cheating on on-line training (disposition: unfounded).

The Diagnostic Center identified gaps in STPD's processes

Key Investigative Areas			
Training	Rules of Conduct (ROC)	Policies	Risk Management
STPD does not provide formal training to officers regarding internal investigation case protocols and expectations.	ROC policies, used for discipline, have only received minor updates since the 1980s.	STPD has no formal administrative protocol for internal investigation case handling and processing.	STPD has no formal early intervention program (EIP) to help identify problem employee behavior.
Training is not mentioned in lieu of discipline or as an adjunct to discipline in the ROC.	The process for updating the ROC lacks clarity.	STPD has no formal process delineating interaction with prosecutors.	The grievance process is not well-defined.
Training is not provided on the grievance process.	Levels of discipline in the ROC lack flexibility and do not offer a range of discipline options and remedial skill development opportunities.	STPD has no records or evidence retention policy.	STPD has a limited policy delineating requirements or expectations for weapons qualification or related training.
Use of force training seems focused on combat techniques and officer survival and does not include de-escalation techniques or procedural justice.	The current ROC lacks specific and comprehensive information, opening rules to interpretation, which could lead to inconsistent application of protocols and penalties.	Many in the department see the completion of internal and use of force investigations, the timeliness of discipline and the application of discipline as inconsistent.	STPD lacks a tracking mechanism* for arrests of certain offenses which could be indicative of an inappropriate use of force by officers.

*While STPD maintains a database with basic information regarding complaints, internal investigations and use of force incidents, it does not conduct trends or patterns analysis for review at the command level.



The Diagnostic Center also analyzed use of force data to help provide insight into how STPD handles cases

STPD Use of Force Process and Data

Use of force and internal investigations can be initiated in the following ways:

- ▶ Supervisors' review of dash camera video.
- ▶ Reported to or by another officer or law enforcement agency.
- ▶ Submitted via a citizen's complaint.

The Pennsylvania State Police (PSP) will independently investigate a variety of serious incidents, including the use of deadly force involving injury or death, upon request from another Commonwealth police agency. STPD makes these requests to PSP in these situations.

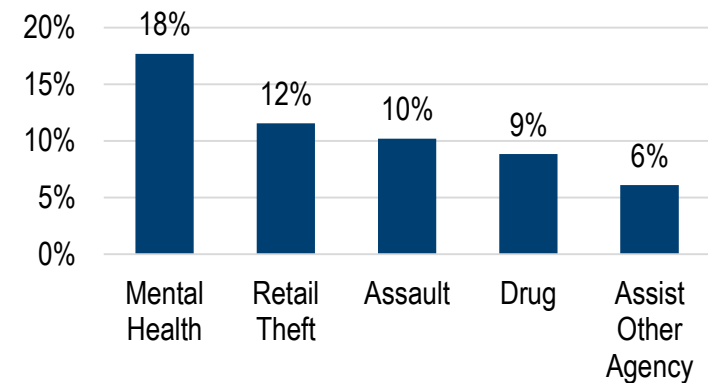
Between 2013-2015, STPD investigated 147 use of force cases. STPD automatically reviews all use of force cases.

STPD Use of Force by Type for 2013-2015

Type	Verbal	Hands	Display Lethal Weapon	Display Taser	Use Taser	Hand Strike
Number of Incidents	135	89	46	22	11	7
Percent of Total (147)	91.8%	60.5%	31.3%	15.0%	7.5%	4.8%

- ▶ Although traffic stops make up the largest number of police contacts, only one use of force incident was related to traffic stops in 2013-2015.
- ▶ One incident may include more than one use of force type (e.g., one incident may be included under verbal, hands, display lethal weapon, etc.).

Top 5 Use of Force by Incident Type 2013-2015



Note: Mental health includes mental health warrants and commitments.



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In interviews with the Diagnostic Center, stakeholders described several programs STPD implemented to engage the community

Current/Past Strategies to Engage the Springettsbury Township Community

Community Outreach

- ▶ Citizens Police Academy.
- ▶ Theft prevention talks with local retail establishments and Chamber of Commerce.
- ▶ Presence at:
 - School start and release times, daily
 - After school and sports events as requested
 - Township evening and summer park events
- ▶ Community public safety presentations as requested.
- ▶ Concealed carry permit education class.
- ▶ Participation in National Night Out and the county-wide Heroin Task Force.

Common Themes Presented by Community

- ▶ Mention of past use of force incidents when asked about STPD's community standing.
- ▶ Belief that department wants to do a good job and have witnessed or been recipient of 'service' attitude.
- ▶ Need for STPD to participate in cultural awareness and sensitivity and understand bias issues.
- ▶ Desire to see more interaction with community at events rather than just as a public safety presence.

STPD-Initiated Community Outreach

- ▶ Created:
 - Homeless toiletries bag to provide to homeless
 - Community Care fund to distribute funds or goods to community members in need
 - Traffic information sheets to help motorists understand the area's traffic concerns
- ▶ Participation in department website and social media.

Common Themes Presented by STPD

- ▶ STPD administration's promotion of 'service' attitude, not just enforcement.
- ▶ Proactive institution of outreach efforts to help community members in need.
- ▶ A general understanding of need to provide the community with a voice and practice police legitimacy concepts.
- ▶ Desire to move out of the shadow of the past use of force cases and be seen as department that respects the community and one that the community trusts.



Analysis identified STPD's key challenges in implementing a robust community-policing program and building community trust

Key Challenges

Factor #1: Legacy Issues

- ▶ Almost all interviewed mentioned past use of force cases as an indication of cultural and community relation issues within STPD.
- ▶ Officers undergo limited police legitimacy, cultural awareness or sensitivity training, impacting their understanding of importance of police legitimacy issues and how that helps build community trust.

Factor #2: Limited Formalized Processes

- ▶ STPD has limited formalized processes for handling citizen complaints and use of force/internal investigations.
- ▶ Officers undergo limited training about administrative processes and expectations for officers involved in these cases.
- ▶ STPD lacks a comprehensive, formal way to track officer information for analysis or help identify patterns of potentially problematic behavior.

Factor #3: Limited Implementation of Community Policing

- ▶ STPD personnel view community policing as community outreach.
- ▶ Little understanding of how community policing impacts the job of the officer on patrol or investigations.
- ▶ Limited implementation of formal problem-solving methods within STPD.
- ▶ There are missed opportunities to partner and collaborate with area stakeholders to help build stronger community relations and foster legitimacy.

Factor #4: Limited Communication

- ▶ STPD personnel and others in the community perceive that the media has presented the department in a negative light because of past incidents.
- ▶ Lack of communication strategy and key messaging create missed opportunities to share positive interactions and good works.
- ▶ STPD recognizes the need to change the perception of the department but is restricted in its capacity to change the narrative in light of ongoing civil actions.



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The Diagnostic Center identified model practices to address the contributing factors revealed in the Diagnose Phase

Summary of Key Recommendations

Recommendation #1: Build Community Trust

- ▶ Fully implement procedural justice and implicit bias principles within STPD. Foster community-police relations and build community trust through:
 - Enhancing policies, procedures and protocols
 - Conducting on-going training for officers
 - Building partnerships across the region.
- ▶ Collaborate with area law enforcement to foster information sharing about importance of procedural justice and building community trust.

Recommendation #2: Formalize Administrative Processes

- ▶ Develop and adopt comprehensive, formalized processes for handling citizen complaints and use of force/ internal investigations and other employee support to address risk management and limit liability.
- ▶ Implement appropriate training and supervision protocols to build an understanding of administrative processes and department expectations.
- ▶ Formalize a comprehensive data capture and analysis system to identify patterns of potentially problematic behavior, including deploying an early intervention program.
- ▶ Collaborate with area prosecutors and Pennsylvania State Police to ensure common goals, processes and expectations for use of force investigations.

Recommendation #3: Implement Community Policing

- ▶ Fully implement community-policing strategy through:
 - Enhancing policies, procedures and protocols
 - conducting on-going training for officers
 - using data to identify public safety issues and develop response strategies.
- ▶ Train officers in their understanding and application of community-policing principles, how they impact the job of the officer on patrol or investigations and set expectations for community engagement, including identifying employee performance metrics.
- ▶ Partner and collaborate with area stakeholders and the community to help identify and develop public safety strategies, build stronger community relations and foster legitimacy.

Recommendation #4: Enhance Communication

- ▶ Develop and adopt comprehensive communication strategy that includes roles and responsibilities, crisis management and department communication protocols for reporting on citizen complaints and use of force as well as promoting positive community-police interactions.
- ▶ Develop and adopt key messages around procedural justice and building community trust, crisis management and community policing.
- ▶ Implement appropriate training and supervision protocols to understand use of social media and department expectations.

The Diagnostic Center prepared recommendations for STPD using model practices and other examples

Recommendation #1: Build Community Trust

Strategic Improvement	Enhance STPD's efforts to engage the community to move past legacy issues and focus on core components of procedural justice.
Model Practices	<ul style="list-style-type: none"> ▶ Continue implementation of procedural justice training within STPD. Implement a community version of the procedural justice training with a broad array of community groups and regional law enforcement stakeholders. ▶ Incorporate implicit bias and police legitimacy concepts into department operation to include training, policy, recruitment and hiring and community-policing activities; implement regular implicit bias training for department. ▶ Use a variety of community forums to share what changes have been made over the last several years related to the legacy incidents and improve communication between STPD and the community. ▶ Develop messaging around procedural justice, implicit bias and community relations that can be shared with the department and incorporated into departmental communication strategies. ▶ Continue and enhance STPD participation in community events, especially where there are opportunities to engage with community members and solicit feedback on community-police relations from participants, making adjustments as needed. ▶ Use a community feedback process to stay engaged with those who have the most contact with STPD and create a mechanism to report back to command staff to help inform decision-making about strategies. Surveys are currently used to evaluate the impact of body-worn cameras. Implement a similar community feedback process to periodically assess citizen perceptions of police service/interactions for those who have received service from STPD . ▶ Use liaison assignments for officers to ensure regular communication with key community groups. While it is important for command staff to participate in developing relationships with community groups, it is also important for officers to participate in the process so they see their role in building community trust and police legitimacy. ▶ Seek opportunities with neighboring and regional police departments to share promising practices and collaborate on community policing and other activities to build community trust.



The Diagnostic Center prepared several recommendations for STPD using model practices and other examples (continued)

Recommendation #2: Formalize Administrative Processes

Strategic Improvement	Develop and adopt comprehensive administrative processes for handling citizen complaints, use of force and internal investigations and discipline, grievance and ROC processes as well an early intervention program to help identify problematic employee behavior to help mitigate risk in accordance with current accepted police practices.
Model Practices	<p><u>Complaint Process</u></p> <ul style="list-style-type: none"> ▶ Develop and adopt a comprehensive citizen's complaint process that includes a policy to provide a more publicly open and accessible complaint process that maintains confidentiality of complainant from receipt through investigation. ▶ Develop and adopt a comprehensive equal employment opportunity (EEO) policy, including review of all complaints alleging harassment or discrimination that STPD receives for appropriate EEO endorsement. Consult with human resources prior to adjudication of such complaints and ensure access to the Township's Employee Assistance Program (EAP) for needed services. <p><u>Use of Force and Internal Investigations</u></p> <ul style="list-style-type: none"> ▶ Develop and adopt a comprehensive use of force policy that includes: <ul style="list-style-type: none"> – Broader definitions related to use of force (e.g., immediate and imminent threat, de-escalation, reportable use of force) – Prohibitions against head strikes with impact weapons unless deadly force is authorized – Use of advisements and warnings providing a reasonable opportunity for compliance before the application of force – An affirmative policy governing the pointing of a firearm in the absence of a threat, deploying de-escalation techniques before deploying use of force protocols and adopting a more comprehensive internal affairs policy, including: <ul style="list-style-type: none"> ▪ Proper format for reporting ▪ Investigative timelines, deadlines and extensions ▪ Regulatory and statutory expectations of investigator and of the subject and witnesses ▪ Requirements of report review and adjudication ▪ Report retention and confidentiality ▪ Use of internal investigative material for administrative analysis and observations of trends.

The Diagnostic Center prepared several recommendations for STPD using model practices and other examples (continued)

Recommendation #2: Formalize Administrative Processes (continued)

Strategic Improvement	Develop and adopt comprehensive administrative processes for handling citizen complaints, use of force and internal investigations and discipline, grievance and ROC processes as well an early intervention program to help identify problematic employee behavior to help mitigate risk in accordance with current accepted police practices.
Model Practices	<p><u>Discipline and Grievances</u></p> <ul style="list-style-type: none"> ▶ Develop and adopt a more comprehensive discipline policy and discipline matrix that includes: <ul style="list-style-type: none"> – Discipline-related definitions – Comprehensive list of aggravating and mitigating factors for consideration – ROC infractions with instructions that identify a prescribed penalty and ensure consistent application of discipline. <p><u>ROC</u></p> <ul style="list-style-type: none"> ▶ Develop and adopt a more comprehensive and updated ROC policy that provides more specificity and interfaces with the recommended disciplinary policy and discipline matrix. ▶ Affirm requirement in policy to use de-escalation technique as part of ROC. <p><u>Training</u></p> <ul style="list-style-type: none"> ▶ Provide training for all staff on the citizen complaint, use of force and internal investigation processes and other employee management processes, discussing department expectations regarding handling of cases and how the processes help build community trust and legitimacy. ▶ Provide training for all staff on de-escalation techniques. <p><u>Data</u></p> <ul style="list-style-type: none"> ▶ Develop and adopt a data capture and analysis process to document and track cases accurately and analyze data easily to identify trends or patterns with certain types of arrests or officers to help mitigate and manage risk by ensuring command awareness and appropriate and timely determination of sanctions and consistency of departmental actions.

The Diagnostic Center prepared several recommendations for STPD using model practices and other examples (continued)

Recommendation #2: Formalize Administrative Processes (continued)

Strategic Improvement	Develop and adopt comprehensive administrative processes for handling citizen complaints, use of force and internal investigations and discipline, grievance and ROC processes as well an early intervention program to help identify problematic employee behavior to help mitigate risk in accordance with current accepted police practices.
Model Practices	<p>Early Intervention Program (EIP)</p> <ul style="list-style-type: none"> ▶ Implement an EIP designed to help identify 'at-risk' officers who receive frequent citizen complaints or demonstrate patterns of inappropriate behavior. ▶ Effective EIPs work best with well-trained supervisors and availability of broad range of interventions (e.g., counseling, training, EAP services). ▶ EIPs support a department reorient to helping officers through training rather than solely using a formal disciplinary action. ▶ Incorporate current law enforcement technology (i.e., use of body-worn cameras) and 21st Century Policing tenants (e.g., procedural justice, implicit bias, community trust) into an EIP.



The Diagnostic Center prepared several recommendations for STPD using model practices and other examples (continued)

Recommendation #3: Implement Community Policing

Strategic Improvement	Change STPD's operational practices to more fully implement community policing.
Model Practices	<ul style="list-style-type: none"> ▶ Develop and adopt (formalizing via policy/procedures/protocols) community-policing expectations for regular police functions. Include these as part of staff evaluations. For example, when there is available time for proactive activities, patrol officers should have clear assignments that relate to community-policing goals (e.g., business checks, knock and talks, foot patrols, etc.). ▶ Train all staff on the concepts of community policing and how problem solving and use of data can direct the process. ▶ Develop and adopt a comprehensive community-policing policy that comports with current, generally accepted police practices that includes: <ul style="list-style-type: none"> — Administrative support and supervisory responsibility for implementation — Strategies for increasing and maintaining community partnerships — Processes for identifying and responding to breakdowns in community-police relations — Protocols for conducting public meetings and presentations focused on increasing community participation and methods for filing a citizens' complaint or officer commendation. These initiatives provide members of the public an opportunity to raise concerns and commendations relating to police conduct and practices and support the tenants of procedural justice. ▶ Continue and enhance partnerships with area community groups to help identify possible community issues to address as well as foster better relations and build trust amongst the groups and STPD. A number of local community groups could be helpful in identifying appropriate community organizations to assist in facilitating mutually beneficial community-police interactions and provide cultural awareness, cultural sensitivity and implicit bias training to STPD. ▶ Develop crime prevention and investigative strategies that incorporate contemporary techniques, research and promising practices to address crime issues.



The Diagnostic Center prepared several recommendations for STPD using model practices and other examples (continued)

Recommendation #3: Implement Community Policing (continued)

Strategic Improvement	Change STPD's operational practices to more fully implement community policing.
Model Practices	<ul style="list-style-type: none"> ▶ Continue to analyze CFS data based on identified priorities to: <ul style="list-style-type: none"> — Refine deployment strategy to capitalize on those times of day and days of week with lower call volumes to increase proactive policing time. — Refine supervisory protocols to focus on heavy CFS times to review contacts for early intervention concerns. ▶ Update data collection mechanisms to ensure consistent data collection for critical data points in CFS, arrests and community policing activities. <p>Recognizing the capacity of small departments, STPD should:</p> <ul style="list-style-type: none"> ▶ Implement formal problem-solving methodologies for proactive response strategies that incorporate components of the Scanning Analysis Response Evaluation (SARA) problem-solving model. Components of SARA problem solving model include: (1) routinely scan jurisdiction data for potential emerging problems; (2) analyze each identified problem to describe its characteristics accurately and determine its cause(s); (3) consider a wide range of possible responses to the problem, including non-enforcement responses; and (4) following implementation of responses, assess the degree to which the problem has been solved, applying additional responses as needed. ▶ Leverage training programs, materials and other resources from organizations such as Center for Problem-Oriented Policing: www.popcenter.org and The Police Society for Problem Based Learning: www.pspbl.org. Also leverage peer exchanges with agencies that have implemented problem-oriented policing (POP) and formal problem-solving methods. ▶ Assign patrol officers to fixed geographical areas for a significant period of time (e.g., one year minimum) to improve police-community familiarity. A beat assignment system should be evaluated to determine size, number and feasibility of fixed geographical assignments.



The Diagnostic Center prepared several recommendations for STPD using model practices and other examples (continued)

Recommendation #4: Enhance Communication

Strategic Improvement	Develop and adopt a comprehensive media strategy that focuses on proactive communication of positive STPD activities.
Model Practices	<ul style="list-style-type: none"> ▶ As part of a comprehensive strategic communications plan, develop and adopt operational protocols that include regular communication of positive STPD activities. Use a variety of forums (e.g., traditional media, social media, city communications) including community engagement forums, key partnerships and programs (e.g., mental health forums) and officer profiles (e.g., outstanding work performed by officers) to reach various stakeholders to share public safety and community information. ▶ Develop a branding strategy that aligns communications with STPD's mission, goals and key messaging. ▶ Leverage partnerships with Township Manager, Board of Supervisors and other groups to promote and communicate STPD's community-policing philosophy, goals and initiatives with community groups. ▶ Provide crisis management communication TTA for STPD staff to help ensure accurate information is disseminated quickly and accurately while not comprising any ongoing investigation. ▶ Provide targeted messaging and training to STPD officers about their role in community policing. ▶ Continue to make use of force and complaint data available to the public as well as analytical documents based on these data. ▶ Incorporate messaging throughout the department in command staff and management's talking points for public appearances, during roll calls and in 'written material' - so that not just the facts, but the message is shared. ▶ Conduct regular, periodic surveys of STPD personnel to determine awareness of community-policing goals, initiatives and programs.



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The Diagnostic Center proposes TTA to address and improve community-police relations

TTA Plan

Support Area #1 Building Trust

Overview: Implement procedural justice protocols to include policy, training and supervision. Continue to build capacity to enhance STPD's community relations activities, including:

- ▶ Procedural justice training.
- ▶ Department-wide implicit bias training.
- ▶ Policy development.
- ▶ Tools to evaluate the impact of these efforts using expanded citizen contact surveys as well as internal employee surveys.

Support Area #2 Formalizing Processes

Overview: Develop comprehensive processes for the complaint process, compliment process, use of force and internal investigations, discipline and grievance processes and other internal employee support processes as needed, to include:

- ▶ Policy development.
- ▶ Data capture and analysis.
- ▶ Training for officers and supervisors.
- ▶ Interaction with prosecutor's office.
- ▶ Consideration of an EIP:
 - Informational sessions
 - Peer exchange.

Support Area #3 Community Policing

Overview: Build capacity to improve STPD's overall community-policing approach. Elements should include:

- ▶ Community policing and problem-solving training for officers.
- ▶ Commercial business crime prevention training.
- ▶ Data-driven approaches to Crime and Traffic Safety (DDACTS) concepts.
- ▶ Policy development.
- ▶ Building additional partnerships to help community relations.
- ▶ Identifying data capture and analysis.
- ▶ Peer exchange.

Support Area #4 Communications

Overview: Develop a comprehensive strategy to communicate STPD's community policing goals, initiatives and activities. Strategy should include:

- ▶ Planning for proactive and reactive communications using a variety of media.
- ▶ Identifying roles, responsibilities and objectives.
- ▶ Developing crisis management communication strategy.
- ▶ Developing messaging on procedural justice and building community trust.

TTA Topic #1: Procedural Justice and Building Community Trust

STPD can receive TTA to build and assess changes in community trust.

1

TTA Focused on Procedural Justice and Building Community Trust

The Diagnostic Center will identify TTA Provider(s) to help STPD develop an organizational action plan to implement procedural justice and community trust activities. This may begin with several workshops to identify an agency's goals and objectives, organizational culture and gaps in organizational execution based on defined goals and objectives. The TTA Provider(s) will also assist with developing a community-focused procedural justice training or event. The action plan will define roles and responsibilities and expectations related to procedural justice core components and community policing within STPD and Springettsbury Township.

► **Potential Training Provider:** TBD

► **Target Audience:** STPD, community organizations and leaders, Springettsbury Township officials

2

TTA Focused on Implicit Bias

The Diagnostic Center will identify a training provider. The focus of the training will be on key concepts of implicit bias as well as a scenario-based training that uses implicit bias concepts to evaluate police-community interactions. The training will be delivered department-wide. The Diagnostic Center will also support logistical planning for coordination of training delivery throughout STPD.

► **Potential Training Provider:** TBD

► **Target Audience:** STPD

3

TTA Focused on Community Trust and Collaboration

The Diagnostic Center will identify potential law enforcement researchers who can assist STPD in developing robust survey tools to evaluate the impact of community-policing initiatives and training on community trust. The subject matter expert (SME) will also assist with the development of a survey tool to assess the level of internal procedural justice within STPD.

► **Potential Training Provider:** TBD

► **Target Audience:** STPD, community organizations and leaders, Springettsbury Township officials



TTA Topic #2: Formalizing Internal Administrative Processes

STPD can receive TTA on developing comprehensive internal administrative processes.

1

TTA on Developing Internal Administrative Processes

The Diagnostic Center will provide TTA, building capacity within STPD to revise and enhance comprehensive internal administrative processes on citizen complaints, use of force and internal investigations, discipline and grievance and other employee support processes. Assistance will include: policy and related material development; training for supervisors and employees on processes, department expectations and how processes improve department transparency and community trust; and facilitation of discussions with area prosecutors' offices to ensure new processes are compatible with their requirements and expectations.

► **Potential Training Provider:** TBD

► **Target Audience:** STPD

2

TTA on Employee Intervention Program

The Diagnostic Center will identify a TTA Provider(s) to explore options on developing and implementing an EIP. TTA will include informational session(s) and opportunity for peer exchange to understand what EIP is, how it functions within a department, how it is integrated into other community trust building efforts and how it supports a department's transparency. It will also explore the interventions and training required to successfully implement an EIP.

► **Potential Training Provider:** TBD

► **Target Audience:** STPD and Springettsbury Township Manager or Board of Supervisors as appropriate



TTA Topic #3: Building Community Policing

STPD can receive TTA on implementing community policing and problem solving.

1

TTA Focused on Community Policing

The Diagnostic Center will identify TTA Providers/SMEs to help STPD formalize a community-policing philosophy and implement POP projects, as well as use the results and lessons learned from this process to develop a POP strategy for STPD. These projects will focus on use of the SARA model to address local problems within Springettsbury Township. A formal problem-solving method supported by enhanced problem analysis will be followed to define problems, develop strategies and assess the outcomes of problem-solving strategies. Assistance will include:

- ▶ Policy development
- ▶ Data capture and analysis capacity building
- ▶ Identification of possible POP projects to include pilot project
 - Commercial and retail business crime prevention training
 - DDACTS technical assistance
- ▶ Development of community policing strategy
- ▶ Training for department to include officers, supervisors and command staff
- ▶ Training on commercial and retail business crime prevention
- ▶ Exploration of deployment strategies, community liaisons
- ▶ Development of performance metrics

The SME will also evaluate additional opportunities to implement problem-solving methods including enhancements to recruit training as well as identification of peer agencies that can share knowledge on implementation of POP concepts.

- ▶ **Potential Training Provider:** TBD
- ▶ **Target Audience:** STPD



TTA Topic #4: Enhancing Internal and External Communication

STPD can receive TTA on developing and integrating a strategic communications plan.

1

TTA on Strategic Communications

The Diagnostic Center will identify an expert in communications to provide TTA to build capacity within STPD; develop a strategic communications plan for improving communications with local media; enhance community understanding of police work and community-policing practices; promote STPD's positive outreach initiatives and successes; enhance crisis communications; develop messaging around procedural justice and building community trust; improve awareness within STPD of community-policing strategies, partnerships and initiatives and improve department transparency and community trust. Assistance will include: policy development, strategy development, recommendations on communication mechanisms and development of communication metrics.

The TTA Provider(s) will also facilitate training or working sessions to help STPD gain knowledge and skill to deliver the variety of messages. In consultation with the TTA Provider(s), the Diagnostic Center would support STPD representatives to attend social media training to facilitate the development and delivery of STPD messages via social media platforms.

► **Potential Training Provider:** TBD

► **Target Audience:** STPD (command staff, supervisors and officers) and Springettsbury Township communications staff



Next Steps and Contact Information

Next Steps

Thank you for working with the Diagnostic Center. We will coordinate activities with you to minimize the impact on your regular duties.

Our next steps are to:

- ▶ Discuss recommendations and identify and prioritize implementation activities
- ▶ Identify SMEs and/or TTA providers to support an implementation plan
- ▶ Develop an implementation plan based on the STPD priorities

Contact Information for the OJP Diagnostic Center

Community Leaders:

Chief Dan Stump, Springettsbury Township Police Department

Diagnostic Specialists:

Patty Dobbs Hodges, patty@ojpdiagnosticcenter.org



Main Telephone Number:

(855) OJP-0411 (or 855-657-0411)



Main Email:

contact@OJPDDiagnosticCenter.org



Website:

www.OJPDDiagnosticCenter.org



Facebook:

www.facebook.com/OJPDC



Twitter

www.twitter.com/OJPDC



Appendices

- ▶ Appendix A – Additional Data
 - Adult Data
 - Juvenile Data

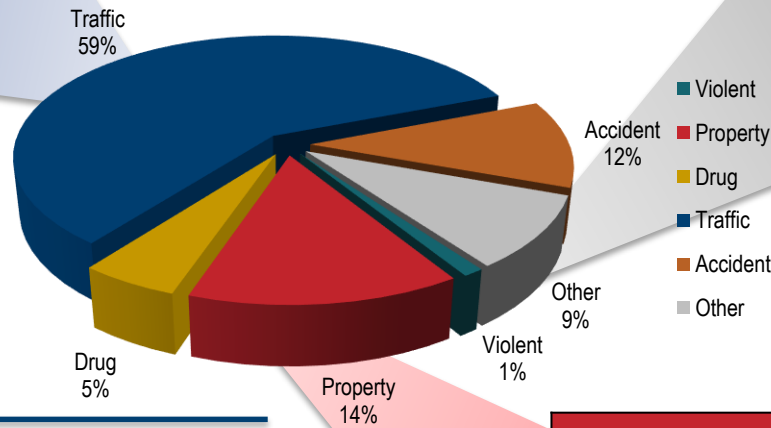


Appendix A: Detail on Adult Arrest Data

Top "Traffic" Reports

UCR Description	Percent Of Traffic Data
Traffic Citation	93.03%
Driving Under the Influence	3.37%
Traffic Offenses (Court Cases not DUI)	2.35%
Traffic Offenses - Hit & Run	1.05%

Adult Arrests by Type, 2013-2015



Top "Other" Arrests

UCR Description	Percent of "Other"
Harassment	17.32%
Warrants-Local-Service-Missile Hit	12.23%
Public Drunkenness	9.82%
Disorderly Conduct	9.73%
Mental Health Warrant (302 Commitment)	8.93%

Demographics:

Sex	
Male	60%
Female	39%
No Data	1%

Race	
White	66%
African American/Black	15%
Asian	1%
American Indian/Alaska Native	0.1%
Unknown	3%
No Data	15%

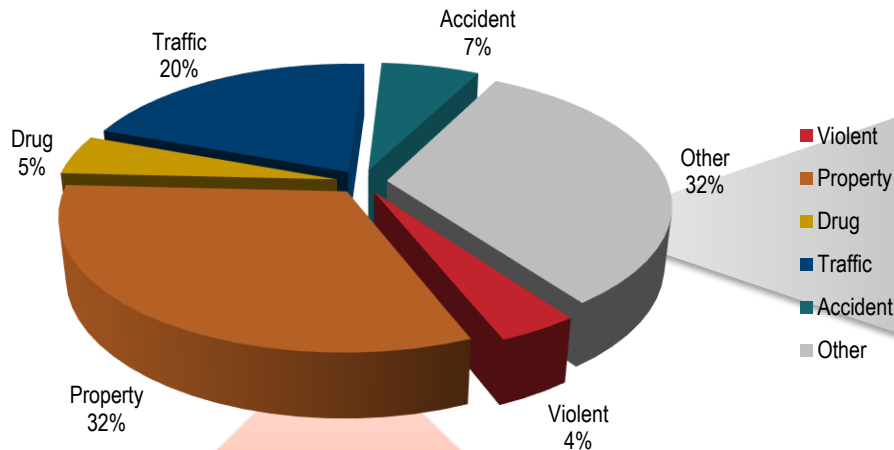
Top Property Arrests

UCR Description	Percent of Property Arrests
Theft-\$50 to \$199-Retail Theft	33.33%
Theft-Under \$50-Retail Theft	24.85%
Theft-\$200 & Over-Retail Theft	20.43%
Fraud & Theft by Deception (Not Checks)	5.08%
Fraud - Theft by Deception - Checks	2.69%



Appendix A: Detail on Juvenile Arrest Data

Juvenile Arrests by Type, 2013-2015



Top "Other" Arrests

UCR Description	Percent of "Other"
Disorderly Conduct	21.63%
Liquor Law – Underage – Purchase, Consumption, Possession	15.38%
Warning	14.42%
Harassment	11.54%
Mental Health Warrant (302 Commitment)	10.58%

Top Property Arrests

UCR Description	Percent of Property Arrests
Theft-\$50 to \$199-retail Theft	42.44%
Theft-under \$50-retail Theft	29.76%
Theft-\$200 & Over-retail Theft	12.20%
Theft-\$200 & Over-from Buildings	5.37%

Demographics:

Race

White	57%
African American/Black	30%
Asian	0.5%
American Indian/Alaska Native	0.2%
Unknown	2%
No Data	11%

Sex

Male	55%
Female	43%
No Data	2%