



DuBois City & Sandy Township

Police Sub Committee Recommendations

Revised: May 12, 2022

Committee Members

- Kris Kruzalak, Chief of Police Sandy Township, Chairman
- Blaine Clark, Chief of Police DuBois City
- Mike DiLullo, Retired Chief of Police DuBois City
- Dustin Roy, Assistant Chief of Police DuBois City
- Rod Fairman, Detective Sergeant Sandy Township
- Shawn McCleary, Sergeant DuBois City
- Josh Johnston, Sergeant Sandy Township

Mission Statement

The members of the Police Committee, are committed to being responsive to our community in the delivery of quality police services. Recognizing our responsibility to maintain order, while affording dignity and respect to every individual, our mission is to improve the quality of life in our jurisdiction through a community partnership which promotes safe and secure neighborhoods and business districts.

We are dedicated to develop a plan for an efficient properly staffed Police Agency with the oversight and supervision to provide quality, empathetic, responsive and professional police service to the citizens and visitors of our new municipality.

Introduction

The subcommittee report consists of two parts.


Part I provides recommendations with supporting data for the following assigned tasks:

- Department Structure
- Minimum Staffing
- Specialized Positions or Assignments

* Comprehensive Job Descriptions Available

Part II provides recommendations with supporting data for the following assigned tasks:

- Facilities and Locations
- Training
- Recruiting and Retention, Civil Service, Testing and Promotional System
- Communication and Dispatch, Records, Equipment, and Fleet
- Evidence and Property Management
- Policy Development/ Risk Management
- Community Outreach and Engagement
- Hospital/ Contractual Services/ Mutual Aid Agreements



Police Subcommittee Recommendations Part I

Current Staffing and Rank Structure

City of DuBois

Full-Time Officers

Chief of Police	1
Assistant Chief of Police	1
Sergeant	1
Corporal	3
Patrol Officers	6
K-9 Patrol Officer	1

TOTAL 13

Part Time Officers 2

Full-Time Civilian Staff

Administrative Assistant 1

Sandy Township

Full-Time Officers

Chief of Police	1
Detective Sergeant	1
Sergeant	1
Corporal	2
Patrol Officers	7

TOTAL 12

Part Time Officers 1

Full-Time Civilian Staff

Administrative Assistant 1



New City of DuBois

Populations

DuBois City 7510

Sandy Township 11,848

Combined
19,358

Square Miles

DuBois City 3.22

Sandy Township 53.00

Combined
56.22

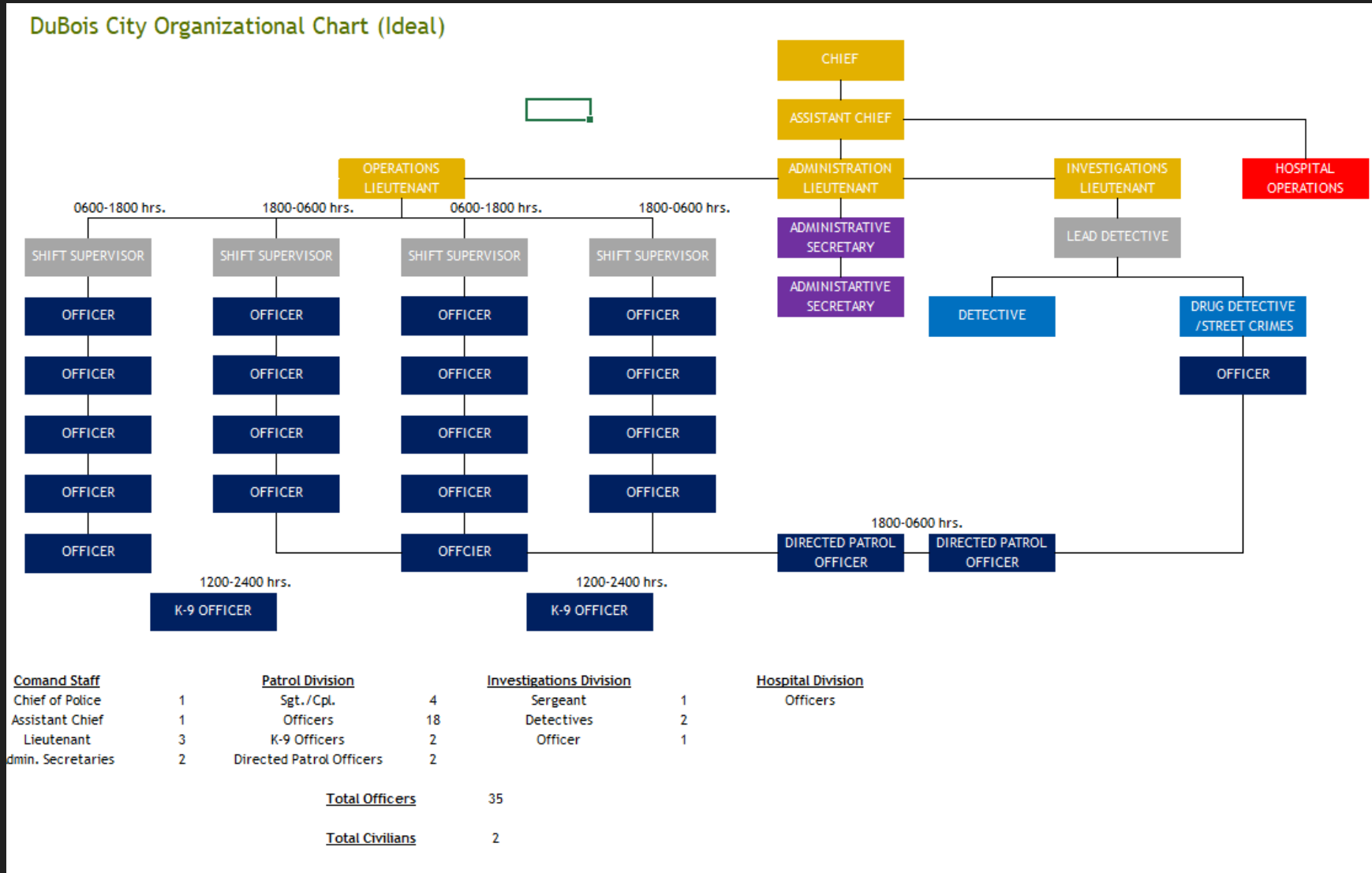
Officer's per 1000

- According to latest FBI produced statistics, 2019 Crime in the United States
- Nation wide rate is **2.4** Officers per 1000 residents
- The FBI further breaks this down into region, DuBois falling into the Northeast region and cities with 10,000 to 25,000 residents is **1.8** Officers per 1000

Officers per 1000

- DuBois City employs 13 fulltime Officers = **1.74**
Officers per 1000(patrol)
- Sandy Twp. employs 12 fulltime Officers= **1.02**
Officers per 1000
- Following the average of Officers per 1000 the new
DuBois City should have an agency of **35** Officers.

Organizational Chart



Cost per resident

- DuBois City spends **\$ 240.00** per resident on police services
- Sandy Twp. Spends **\$142.00** per resident on police services
- According to a 2013 U.S. Department of Justice study the average cost per resident for police services the size of the new City of DuBois is **\$ 230.00**

Note: **We are still working with the finance committee to ensure we provide the most accurate current total of actual costs.

Comparable Communities

Jurisdiction	Population	# of Officers	Ratio	Total Budget	Police Budget	% of Budget
Hazlton	24,779	32	1:7774	\$12,850,674.00	\$5,241,234.00	40.8%
Murrysville	20,079	24	1:836	\$9,500,600.00	\$3,732,324.00	39.3%
Sharon	13,147	34	1:386	\$8,947,601.00	\$3,371,118.00	37.6%
Carlisle	20,118	32	1:628	\$13,345,490.00	\$4,915,657.00	36.8%
West Mifflin	19,589	37	1:529	\$17,264,367.00	\$5,306,370.00	30.7%
Meadville	13,050	30	1:435	\$11,756,589.00	\$3,518,814.00	29.9%
Johnstown	18,565	35	1:530	\$14,584,985.00	\$3,665,476.00	25.2%
New Castle	21,926	39	1:562	\$15,428,261.00	\$3,800,750.00	24.7%
Hermitage	15,361	28	1:548	\$14,361,654.00	\$3,438,363.00	24.0%
Mckeesport	19,225	55	1:349	\$25,828,845.00	\$5,149,227.00	20.0%
Average	18,584	34.6	1:537	\$14,386,906.00	\$4,213,933.00	29.3%
NEW CITY	19,310	35	1:551		\$4,860,793.00	
Sandy Township	11,848	12	1:987	\$4,697,675.00	\$1,684,099.00	35.8%
DuBois	7,462	14	1:446	\$5,867,513.00	\$2,285,788.00	38.9%

Note: **We are still working with the finance committee to ensure we provide the most accurate current total of actual costs.

Comparable Communities Crime Stats

2021 UCR's Part I	McKeesport	Johnstown	New Castle	Sharon	New City DuBois	Hermitage
Murder	5	3	3	2	0	0
No Neg. Man	0	0	0	0	0	0
Rape	5	12	1	15	2	3
Robbery	16	11	17	13	1	4
Agg. Assault	301	125	31	55	22	19
Simple Assault	30	191	152	136	121	76
Burglary	93	135	70	54	20	22
Larceny/Theft	313	302	148	165	244	189
M.V. Theft	52	31	17	15	16	8
Arson	14	0	7	3	0	2
Human Traffic.	0	0	0	0	0	0
Total	833	810	446	458	426	323
Cleared	338	42	221	105	201	214
Square Miles	5.4 miles	5.98 miles	8.3 miles	3.8 miles	56 miles	29.6 miles
Population	19,225	18,565	21,926	13,147	19,310	15,361
# of Officers	55	35	39	34	35*	28

Comparable Communities Crime Stats (2021)

2021 UCR's Part I	Meadville	Hazleton	Carlisle	West Mifflin	Murrysville
Murder	1	1	1	0	0
No Neg. Man	0	0	0	0	0
Rape	0	7	2	2	0
Robbery	1	4	6	0	0
Agg. Assault	19	29	4	12	3
Simple Assault	127	30	63	58	39
Burglary	20	12	4	4	5
Larceny/Theft	98	88	109	60	57
M.V. Theft	10	21	1	5	6
Arson	0	1	0	0	2
Human Traffic.	0	0	0	0	0
Total	276	193	190	140	112
Cleared	177	62	84	13	49
Square Miles	4.38 miles	5.97 miles	5.53 miles	14.4 miles	36.9 miles
Population	13,050	24,779	20,118	19,589	20,079
# of Officers	30	32	32	37	24

DuBois and Sandy Combined Crime Stats (2021)

•The statistics show that the new City of DuBois would rank 5th in crime compared to the other 10 departments. The preceding graphs also shows that the new City of DuBois by far has more square miles than any of the other 10 departments. With the proposed numbers of officers for the new City of DuBois, the department will be able to provide better patrols and more of a police presence for all areas in the new City of DuBois.

2021 UCR's Part I	DuBois/ Sandy
Murder	0
No Neg. Man	0
Rape	3
Robbery	1
Agg. Assault	22
Simple Assault	121
Burglary	20
Larceny/Theft	244
M .V. Theft	16
Arson	0
Human Traffic.	0
Total	427
Cleared	201

Current Police Budgets (2022) without capital equipment

DuBois City **\$2,285,788.00**

Sandy Township **\$1,684,099.00**

Combined **\$3,969,887.00**

**Potential New City Police
Operational Budget W/ Capital \$4,860,793.00**

An increase of **\$890,906.00** would increase the per-capita cost an extra **\$46.02**.

Notes: PH DuBois Contractual Income and Expenses are not included.

******These are working projections as we are currently in coordination with the finance committee. A refined and more detailed budget, that also includes police department revenues, will be available from the finance committee.

Accreditation

- Accreditation is a process through which police organizations are evaluated against a set of established criteria, which represent typical, standardized, and expected procedures, protocols, policies, and practices of law enforcement agencies. Accreditation provides law enforcement agencies with an opportunity to regularly assess themselves, to gauge their conformity with industry standards, and to receive feedback that helps prioritize needed changes and improvements for the agency.
- These types of analyses help organizational leaders gain a high level of insight into various processes and agency practices that support the public safety mission, and whether any of those areas within the agency are in need of adjustment. Accreditation demonstrates that the agency is operating effectively, efficiently, and in concert with acceptable contemporary professional policing standards
- The two most notable Accreditation bodies in Pennsylvania are the Pennsylvania Chiefs of Police Law Enforcement Accreditation Commission (PLEAC) and the national Accreditation body being the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Potential Cost Saving Measures

Entry Level Officers

New entry level police officer positions to meet the staffing recommendations.

Cost savings maybe realized in the area of PTO, pension, salary, other benefits and or compensation as recommended by the police subcommittee consultant.

PTO	DuBois	Sandy
2022		
Vacation	2360	1608
Personal	384	528
Comp	3839	342
Make Up		1144
TOTAL	6583	3622

Healthcare, Workers Compensation, Employee Wellness

Wellness programs sponsored by insurance combined with a younger workforce can translate into short- and long-term savings as well as contractual agreement negotiations related to new employee benefits.

Potential Cost Saving Measures

Retirements

We will experience an annual reoccurring number of Officer retirements each year which can provide savings to offset payroll and other contractual benefit and compensation costs by replacing senior officers with entry level positions.

We can definitively forecast retirement eligibility dates but only make assumptions on a percentage of likely retirements or drop enrollments.

Grants

Grant eligibility for staffing, services, equipment, and projects will be discussed in Part II

Retirement Eligible	
	Officers
Prior to	7
2026	1
2028	1
2029	3
2030	1
2032	1
2033	2
2034	2
2036	2
2039	2

Sandy Township		DuBois City	
Top Rate 2024	New Officer 2024	Top Rate 2024	New Officer 2024
75,359.27	56,520.28	81,067.76	45,000
Top Longevity (10%)	Longevity	Top Longevity (10%)	Longevity
7535.92	0	8106.77	0
Vacation (204 Hrs)	Vacation (48 Hrs)	Vacation (200 Hrs)	Vacation (80 Hrs)
7390.92	1304.16	7794	1730.4
Holiday Pay (90 Hrs)	Holiday Pay (90 Hrs)	Holiday Pay (104 Hrs)	Holiday Pay (104 Hrs)
3260.7	2445.3	4052.88	2249.52
Wages Top Rate	Wages New	Wages Top Rate	Wages New
93,546.81	60,269.74	101,021.41	48,980
Difference	33,277.07	Difference	52,041.41

Retirement Savings

Accreditation

- It is recommended by this Police subcommittee that the new agency work to attain accreditation by the Pa. Chiefs of Police within 18 months and a pathway to CALEA Accreditation some time in the future.
- Ensures oversight from the Pa. Chiefs of Police that current policies, Federal and State mandates and professional standards are being updated and followed.
- Establishes a credible framework for evaluating agency practices and procedures
- Reduces agency risk and exposure to lawsuits
- Decreases liability insurance expenditures
- Improves law enforcement – community relations
- Increases employee input, interaction and confidence in the agency
- Enlarges the outlook and viewpoints of managers, officers and employees
- Identifies and highlights the capabilities and competence of the agency
- Furnishes a solid foundation for the agency to build upon for further progress
- Provides reliable methods to improve essential management procedures
- Extends agency accountability to the public and elected officials
- Enhances planning and innovative activities by all agency personnel
- Develops improved methods for providing services to the community
- Encourages problem-solving activities within the agency

Department Structure and Organization

- The Structure and Organization of the Police Department was developed with the values, philosophies, principles, policies and strategies that are supported by our two communities and the existing City and Township police departments.
- Several objectives or goals were identified, to meet the current and future demand for police services to our community and that are expected from a professional 21st Century Police organization: Public Trust, Accountability, Efficiency, and Capacity.

Department Structure and Organization

Because of the complexity of the issues facing the police department, and because effective communication between functions is critical to the services we provide; the structure of the department is established around the idea of product and the processes that produce the desired results. The structure is grouped in terms of responsibility toward a specific service or product. The product orientation of the structure enables the department to:

- More easily respond to the increased environmental uncertainties
- Respond more efficiently to operational needs by creating flexibility in how we deploy personnel
- More effectively process the increased amount of information and data necessary to make decisions.
- Manage and apply the ever-increasing knowledge base of our profession and the multiple complex skills and technology demanded of a 21st century police department and its personnel.

Department Structure and Organization

To assure quality internal and external results, the police department embodies a systems approach to designing and managing the organization. The products to be provided by the police department are divided into four functional divisions or areas of responsibility and fall under the direction of a Division Commander: Police Lieutenant or Assistant Chief of Police:

- Administration Division
- Patrol or Operations Division
- Investigation Division
- Support Division

The four interdependent Divisions are held accountable to the Chief of Police, department executive, for fulfilling specific roles and responsibilities that are essential to the success of the new City police department and will afford the capacity to fulfill its agreed -upon mission to the community.

Divisions may also include specialized Units or Positions that are necessary to effectivity accomplish the objectives of that Division.

Department Structure and Organization

Proposed Staffing Levels

- Provides proper services to the community.
- Deters criminal and illegal narcotics activity.
- Allows for more proactive policing.
- Helps keep a positive relationship with community.
- Keeps officers safe from mental and physical fatigue.
- Better protects the citizens and property in the community.
- Dramatically reduces money spent on overtime pay.
- Eliminates need for and reliance on part-time officers.
- Allows for better response times to all areas of the city due to officer increased presence in all areas of the city.

Department Structure and Organization

Creates Layers of Supervision

- Provides safeguards against improper police procedures.
- Reduces chance of lawsuits from letting constitutional violations go unobserved.
- Able to detect and end any police corruption that is found within the department.
- Establishes a strong and easily identified chain of command.
- Holds officers more accountable for their actions.
- Allows for officers on all levels to be properly evaluated on their job performances.

Department Structure and Organization

Administrative Management (Lieutenant)

- Allows proper supervision for all front-line Supervisors and officers within each division.
- Better communication and clear direction on what is expected from officers.
- Makes the department function properly by having an Administrative Supervisor for each division within the department
- Allows for better critical information sharing within the department.
- Establishes a strong chain of command for each division.

Front Line Supervisors (Corporals)

- Provides direct and immediate supervision for officers at scene of incidents.
- Able to observe and provide direction to officers each shift.
- Makes sure officers are following directives that have been passed down by Administration Supervisors.
- Able to provide immediate counselling and coaching to officers so the job is done correctly.
- Supervises the day-to-day activities and needs of their officers (to include training requirements, certifications and a positive and healthy working environment).

Police Divisions

Provides for:

- Gives clear objectives on what is expected within each division.
- Allows officers to focus on assigned tasks which makes for better job performance.
- Provides better service to citizens in the community.
- Creates an environment to provide quicker and more sufficient investigations.
- Will allow for easier prosecutions and conviction of offenders.
- Helps department stay updated on all laws and regulations needed to be an accredited, respected and properly functioning department
- Gives officers opportunities to excel by being assigned to areas of strengths for them.
- Keeps moral high and allows officers opportunities for advancement within the department.

Police Divisions and Units

Patrol/ Operations Division

Commander: Patrol/ Operations Lieutenant

Traffic Safety Unit

Targeted/ Strategic Enforcement Unit (Directed Patrol)

Special Operations Unit

K-9 Unit

Investigations Division

Commander: Investigations Lieutenant

Detectives

Narcotics/ Street Crimes Unit

Administrative Division

Commander: Administrative Lieutenant

Community Services Unit

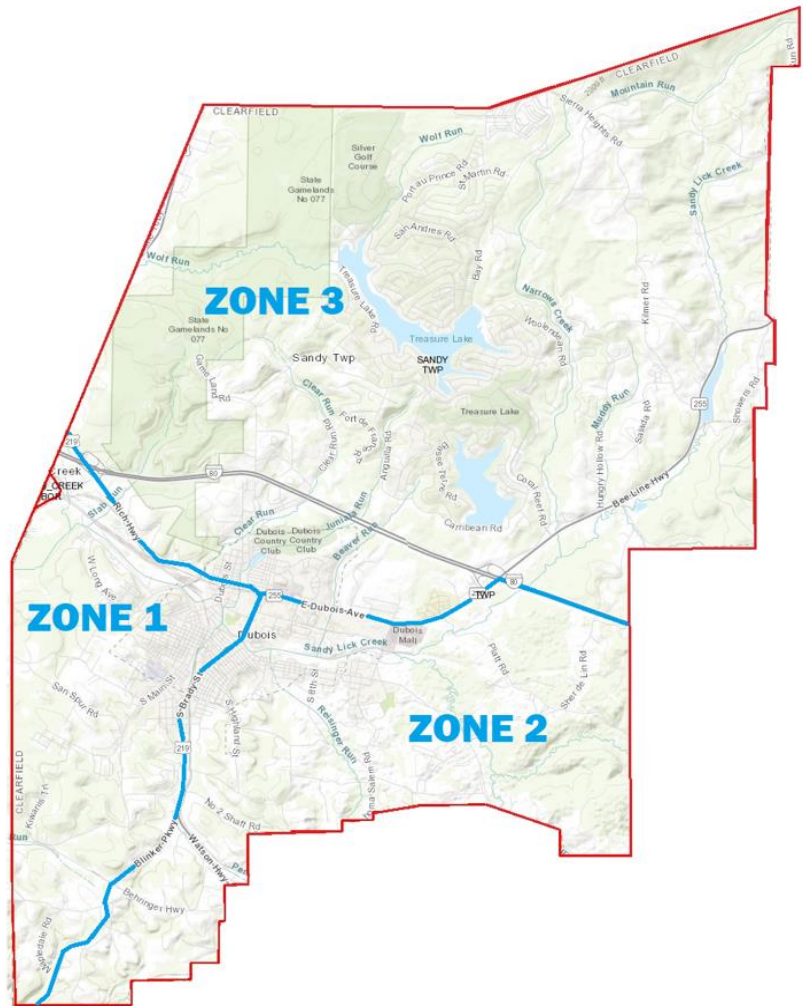
Support Division

Commander: Assistant Chief of Police

Patrol Division

- The Patrol Division is comprised of uniformed officers who are assigned to four platoons each with a supervisor, K-9 Unit, Traffic Safety Unit, Targeted/Strategic Enforcement Unit (Directed Patrols), and Special Operations Unit that operates under the direction of the Patrol Division Commander/ Lieutenant.
- The Patrol Division is the largest division within the Department and is responsible for all field operations. Officers assigned to the Patrol Division engage in preventative crime strategies, community policing engagement efforts, and respond to all initial calls for police services including crimes in progress, vehicle crashes, mental health and persons in crisis. They are responsible for the preliminary investigation of criminal offenses, accident investigations and the enforcement of the Pennsylvania Vehicle Code, Crimes Code and City Ordinances. In coordination with the Investigation Division. Uniform Officers are responsible for the service of criminal arrest warrants, bench and traffic warrants, mental health warrants, and service of protection from abuse orders.
- The proposed rank structure, staffing, and specialized Units of the patrol division will provide efficiency to our agency ensuring the appropriate police protection for the citizens of DuBois along with providing Officer safety.
- The proposed staffing level addresses the current shortfalls of each department, that being overtime expenditures for covering patrol shifts due to paid time off, training, court appearances and extended sick leave.

Patrol Division



The Committee recommends single office space in Treasure Lake for a sub station. This will allow for more interaction with Treasure Lake residents to meet with Officer's.

With appropriate police staffing Zone 3 would have 2 Officers assigned and provide Treasure Lake and surrounding areas with increased police presence.

Provides that all areas of the City have proper police coverage.

Allows for high crime areas to be patrolled at a higher rate and deter crime.

Will help assure quick response times by officers.

No overlap by officers in certain areas.

Allows Officers to conduct more thorough patrols in their assigned areas.

Helps familiarize Officers with problem areas in each zone.

Will enhance community relations with police.

Patrol Division

Traffic Safety Unit

- Establish a new Traffic Safety Unit to improve enforcement, increase safety of the public, and improve quality of life with two (2) Officers from the day shift patrol platoons. These positions would be flexible in scheduling and can be utilized to cover patrol responsibilities as necessary based on staffing needs.
- Sandy Township along with the City of DuBois is the hub of the tri-county area for retail shopping and dining, healthcare, education, recreation, and employment, with a large daily transient population that is in addition to our normal population. Transient traffic includes a high volume of commercial truck traffic that traverse our highways.

Patrol Division

Traffic Safety Unit

- According to the latest Penn dot traffic data, looking at major routes of I80, SR 219, 119, 322, 255 and local streets, the following traffic traverses Sandy Township and City of DuBois daily.
 - SR 322 Behringer Highway (4,012)
 - Shaffer Road (11,788)
 - Mid Liberty Boulevard (13,217)
 - Brady Street and Dixon Avenue (11,574)
 - SR 219 West DuBois Avenue to Rich Highway (12,148)
 - East DuBois Avenue and McCracken Run Road (17,454)
 - Maple Avenue at Shaffer Road (9,379)
 - Liberty Boulevard and East DuBois Avenue (14,617)
 - Interstate 80 east and west bound between DuBois exits 97 and 101 (20,114)
 - Daily influx of vehicles into DuBois City **138,260**
- SR 255 North Bee Highway (6,087)
- Main Street (10,342)
- SR 119 Sykes Street Extension (7,528)

Patrol Division

K9

- A K-9 Unit provides a versatile resource option for police operations in the area of Narcotics detection, building and area searches, tracking and apprehension of suspects, and tracking of missing or endangered persons.
- The K-9 Unit will be comprised of two (2) K-9 handlers that are assigned primarily to support the patrol section but will be utilized in a coordinated effort between the patrol division and the investigation division, working with the new Street Crimes/ Narcotics Detectives and Targeted/Strategic Enforcement Unit to enhance drug interdiction efforts.
- K-9 Unit handlers will be deployed on overlapping shifts to provide coverage between day shift and night shift but will be flexible in scheduling due to the nature of the assignment.

Patrol Division

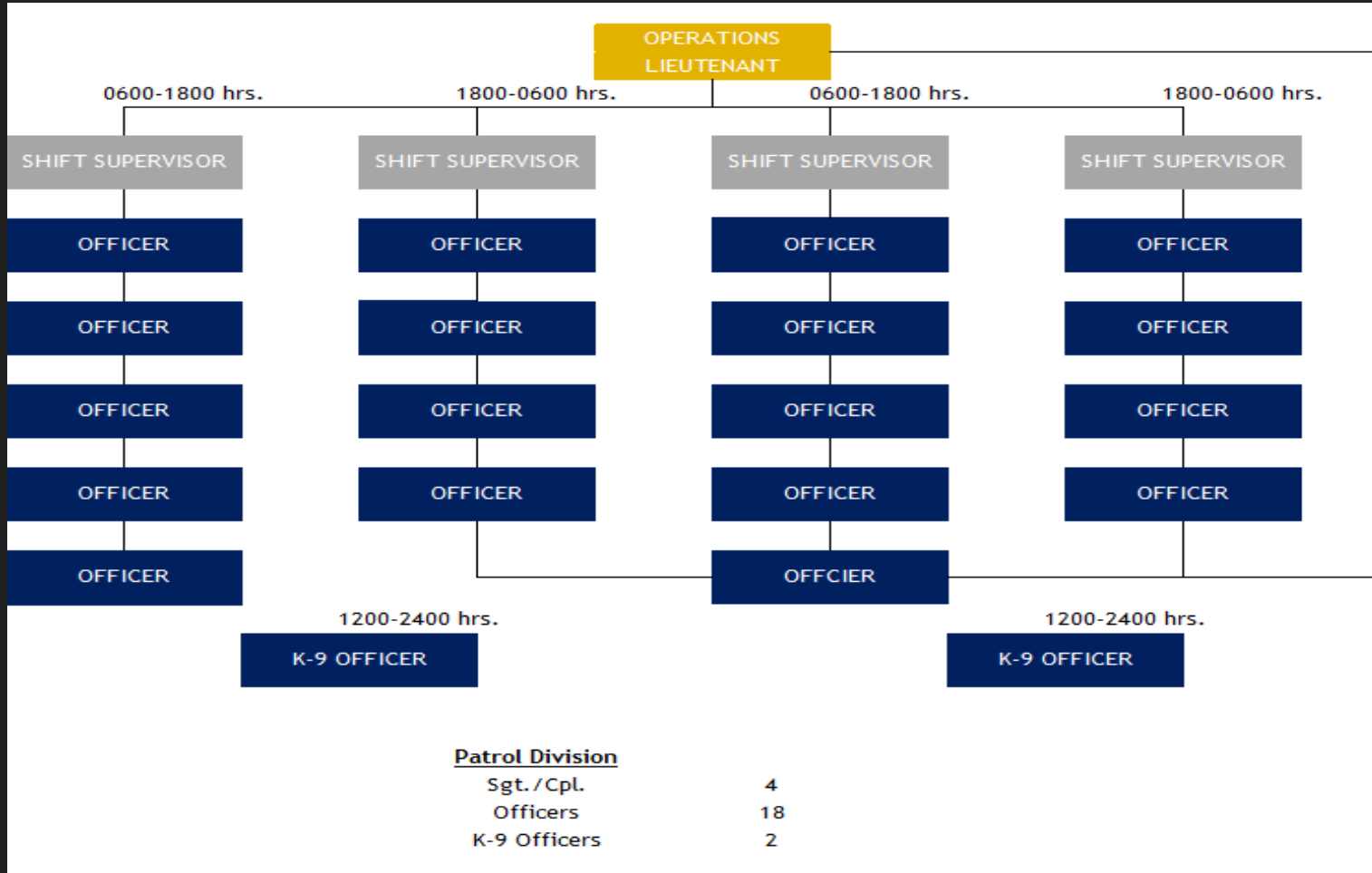
Special Operations

- The Special Operations Unit of the Patrol Division operates on an as needed basis and is responsible for planning and response to unusual or special occurrences, community wide emergencies, large scale community events (community days, concerts etc.), and tactical response operations.
- Planning is done operations wide by coordination with all division commanders for support and intelligence sharing, deployment of external resources such as assisting law enforcement agencies, first responders (FIRE, EMS, EMA), other city departments such as public works or code enforcement, and any applicable state and federal agencies. Officers can be utilized or temporarily re-assigned from all sections and divisions as needed.
- The Tactical Response Operations function of the Special Operations Unit only operates on an as needed basis after being activated. A small select group of officers may come from across all divisions of the department and will have specialized training. The unit will be utilized for the purpose of initial contact or containment in high-risk circumstances that rise above the level of a normal patrol response to a police emergency (barricaded or armed individuals etc.) or preplanned response to an event (high risk warrant service, civil unrest, dignitary visits etc.).

Patrol Division Targeted/ Strategic Enforcement Unit (Directed Patrols)

- The Targeted Enforcement Unit, like the Traffic Safety Unit, is designed as a flexible work unit staffed by two (2) Uniform Officers from the night shift patrol platoons who will be assigned directed patrols.
- The Unit will be utilized in coordination between both the **Patrol and Investigation Divisions**, based on current staffing needs to meet operational traffic safety and crime reduction strategies. With that, officers will be used to supplement personnel in the Traffic Safety Unit, specifically in targeted enforcement of impaired driving and drug interdiction efforts with the Street Crimes/Narcotics Unit and K-9 Unit.
- These positions would be flexible in scheduling and can be utilized to cover uniform patrol responsibilities as necessary based on staffing needs.

Patrol Division



Patrol Division Management/Supervision (Lieutenant)

- The Patrol Operations Lieutenant will report to and are accountable to the Assistant Chief of Police and is part of the command structure of the police department. In coordination with the Assistant Chief of Police, the Lieutenant assists with the overall operation of the police department. The Lieutenant will be the commander of the Patrol Operations Division of the department and responsible for the efficient operation of that division in strict conformance with, but not limited to, the DuBois City Police Policy Manual, General Orders, and all Policies and Procedures. The Patrol Operations Lieutenant may take command of other Divisions or Units when that Division commander is not available.
- The Patrol Operations Lieutenant will direct and supervise all activities of the Patrol Division and Units and or Programs that fall under the patrol section such as K-9 Unit, Traffic Safety Unit, Targeted/ Strategic Unit, and Special Operations Unit.
- Other responsibilities include planning and developing operational response plans for preplanned special events, unusual events or occurrences including coordination and communication with internal and external agencies (POLICE, FIRE, EMS, EMA and Communications/Dispatch) and coordinating and managing all Tactical Operations of the department
- The Patrol Operations Lieutenant assists all other command staff in the interpretation and analysis of crime, incident, and internal reports, and make pertinent recommendations or adjustments to crime strategies, enforcement activities, and the necessary deployment of personnel to meet objectives.
- It is recommended that this ranking position be separate from the bargaining unit and salaried allowing for a flexible schedule to oversee operations at night and weekends. This will also eliminate overtime for critical incidents and the ability to utilize a rotational system of an Officer of the Day (OOD) to ensure command level personnel are available at all times.

Patrol Division Front Line Supervision (Corporals)

- Four (4) Corporals will each supervise a platoon of Patrol Officers.
- Corporals & Officers will work 12 Hour Shifts the same that is being utilized currently by both agencies.
- Corporals are expected to perform all the duties of a police officer and perform front line supervisory responsibilities.
- The Corporal is expected to perform field supervision of patrol activities, supervise daily roll calls and inspections, and perform assigned administrative activities in carrying out the direction of the Lieutenant.

- Criminal Investigation Division aims to streamline all aspects of criminal investigations into one division. Doing so will improve the efficiency and quality of criminal investigations, the management and processing of criminal cases, evidence collection, processing, storage and lessen the burden on the patrol officers involving time consuming investigations. These efforts will further enable effective deployment of patrol officers to the streets.
- The Criminal Investigation Division operates under the direction of the Investigations Division Lieutenant who supervises a staff of Detectives and Street Crimes/ Narcotics Detectives and coordinates operations between the Investigations Division and Patrol Division.
- **The Investigations Section has a distinct but interworking Unit being the Street Crimes/ Narcotics Unit that coordinates operations with the Patrol Division K-9 Unit and Targeted/Strategic Enforcement Unit.**

Investigations Division

Investigations Division

The Investigation Division Detectives will be tasked with the investigation of major crimes including deaths, aggravated assaults involving weapons, rape and sexual assaults, crimes against children, burglaries, arson, major thefts or fraud, and various other felony level offences.

Detectives will ensure compliance of Megan's law offenders residing or listed as transients in our jurisdiction, conducting community notifications, offender registration or verifications, and investigations for non-compliance.

Investigation Division Detectives will be responsible for investigating criminal offences committed by Juveniles, supervising runaway and missing juvenile investigations after initial investigation originating from the patrol section and conducting interviews and interrogation of those young people who are either witnesses or are accused of a crime. Detectives will work closely with Juvenile Probation, Truancy Officers, School Resource Officers as well as mental health, drug and alcohol, and diversionary programs.

Investigations Division

In house forensic services, collection and preservation of evidence will be improved with detectives being trained in multiple areas of such as latent print collection, DNA collection, and digital forensic methods. It will allow for increased level of management and scrutiny of evidence collection, processing, and storage in the possession of the police department to ensure best practice standards are met. This will reduce liability and ensure a high standard of integrity in our system.

Evidence collection, processing and storage is the most scrutinized part of any criminal investigation and is a high liability area. Successful prosecution can rely solely on physical evidence from crime scenes. ***There are several current opportunities for Grant funding for projects that improve evidence collection methods of DNA and latent prints with the purchase of new Technology and equipment.***

Investigations Division

The efforts outlined will have a positive impact on “turnover rate” and “clearance rates” of criminal cases, improving how crime victims are impacted while navigating the local criminal justice system. This will provide the resource for our police department to strengthen the guidance and assistance provided to victims of crime. Being able to accomplish this goal will improve the trust and confidence that victims and citizens have in the police.

Increasing collaborations with victim service organizations such as Passages, Crossroads and CenClear with targeted projects in the areas of domestic violence, rape, sexual assault and child abuse will aid in these efforts. ***These collaborations will also aid in increasing the competitiveness of grant funding that can be used to fund services provided by the police and nonprofit groups.***

Detectives will have specialized training in areas such as advanced interview techniques, investigations of homicide, suicide, rape, sexual assault, child abuse, narcotics trafficking, arson, surveillance, intelligence gathering and analysis, Juvenile Offenders, victimization against women, as well as evidence and property management, forensic collection and processing.

Investigations Division

Street Crimes/Narcotics Unit

The primary responsibilities of the Street Crimes/Narcotics Unit is to detect and address persons involved in criminal activity. Responsibilities include conducting street level narcotic investigations, anti-gang operations, illegal possession, purchase or transfer of firearms, prostitution, human trafficking activities, illegal gambling, fugitive apprehension, warrant service, and conducting anti-crime operations within the new City.

The Unit may participate in Drug Task force activities at the local, state and federal level and work to improve the intelligence gathering cycle including surveillance regarding the flow of narcotics within our jurisdiction as well as neighboring jurisdictions. The unit is designed to have flexibility in deployment supporting the identified unit objectives as well as other personnel in the Investigations and Patrol Divisions.



Investigations Division

Street Crimes/ Narcotics Unit

The objectives of the Street Crimes/ Narcotics Unit are interrelated to several areas of crime and disorder and will be part of our overall community wide policing strategies. Because of this, there are funding sources at the state and federal level in regard to drug trafficking as well as grant funding that will aid in meeting community policing program goals, crime reduction efforts, and opioid use disorder prevention.

Drug Interdiction and enforcement efforts are part of a two-pronged approach with outreach, engagement, diversion where appropriate, and treatment being part of the second prong.

Detectives or Officers assigned to the Street Crimes/ Narcotics Unit will work flexible work schedules due to the nature of the position.

Investigations Division

Administration Management/Supervision (Lieutenant)

- The Investigations Lieutenant will report to and will be accountable to the Assistant Chief of Police and are part of the command structure of the police department. In coordination with the Assistant Chief of Police, the Lieutenant will assist with the overall operation of the police department. The Lieutenant will be the commander of the Investigations Division of the department and be responsible for the efficient operation of that Division in strict conformance with, but not limited to, the DuBois City Police Policy Manual, General Orders, and all Policies and Procedures. Lieutenant may take command of other Divisions or Units when that Division commander is not available.
- The Investigations Division will be directed by the Lieutenant who will manage and supervise all investigations of crime, narcotics and juvenile investigations to include sexual offenses and crimes against children. He or she will supervise all functions related to ongoing patrol platoon's investigations, arrests and prosecutions including trial preparation. The Lieutenant will handle active investigations and supervise all investigations within this division. He or she will also review and supervise any investigations that are ongoing within the patrol division.
- It is recommended that this ranking position be separate from the bargaining unit and salaried allowing for a flexible schedule to oversee operations at night and weekends. This will also eliminate overtime for critical incidents and the ability to utilize a rotational system of an Officer of the Day (OOD) to ensure command level personnel are available at all times.

Investigations Division

Front Line Supervision

- While any rank can be assigned to the Investigations Division, a lead Detective with the rank of Corporal or Sergeant may be assigned to the investigations division to assist the division commander in the operations of the Division: Evidence and property management and supervision of field services such as crime scene processing and evidence collection. In addition, a Corporal may be assigned as the lead Street Crimes/Narcotics Detective to provide front line supervision of the Street Crimes/ Narcotics Unit and assist Lieutenants in coordination of the K-9 Unit and Targeted/ Strategic Enforcement Unit (Directed Patrols) with the Patrol Division.

Support Services Division

The Support Division is responsible for overseeing all major aspects of operational support services to all Sections and Divisions of the department, as well as auxiliary services and contract programs, under the direction of the Assistant Chief of Police and is staffed by assigned personnel.

Operational support includes:

- Penn Highlands Healthcare Services
- Communication Center and Dispatch Operations
- Public Information and Media
- Schools Resource Officer Programs
- Contracted Police Service to neighboring municipalities
- Animal Control and Kennel Services.

Support Services Division

Administration Management/Supervision Assistant Chief

The Assistant Chief of Police may be a commander of a Division of the department such as the Support Services (Operational Support, Auxiliary and Contractual Police Services, Public Information and Media Relations) and be responsible for the efficient operation and supervision of personnel assigned to that Division in strict conformance with, but not limited to, the DuBois City Police Policy Manual, General Orders, and all Policies and Procedures.

The Assistant Chief of Police shall exercise authority commensurate with assigned responsibilities that is part of the command structure of the police department. The Assistant Chief is accountable to the Chief of Police.

The Assistant Chief of Police must thoroughly understand the management and operating philosophy of the Chief of Police so as to assume command in the absence of the Chief of Police.

The Assistant Chief of Police collaborates with Division Commanders of the department for the purpose of establishing departmental policies and procedures, and for correcting deficiencies in interpretation and/or implementation of these policies and procedures when necessary.

It is recommended that this ranking position be separate from the bargaining unit and salaried allowing for a flexible schedule to oversee operations at night and weekends. This will also eliminate overtime for critical incidents and the ability to utilize a rotational system of an Officer of the Day (OOD) to ensure command level personnel are available at all times.

Administrative Division

- The Administration Division operates under the direction of the Administrative Division Lieutenant and is responsible for the management and administration of police operations, sections, and division aided by clerical, or administrative assistants, booking personnel, and a Community Services Officer.
- The Lieutenant is responsible for all staff and personnel matters, planning, research, liability and risk management of the department, preserving the Department's integrity by taking an active role in the areas of advancing officer training, internal investigations of personnel, audits of department operations and performance, administering accreditation programs, development and implementation of policy and procedures ensuring compliance with legal mandates.

Administrative Division

- Responsibilities necessitate diligence in enforcing the observance of high ethical standards in the operation and conduct of all personnel and that they comply with the mission, philosophy, and values of the police department.
- Personnel are responsible for maintaining information technology systems, all department records and systems, to and ensure compliance with all legal mandates, retention, disposal, and security.
- Responsible for department recruitment, testing, retention, training, promotional systems in conjunction with human resources and civil service commission, employee performance evaluation, early intervention systems, and employee wellness programs.
- Tasked with budgeting and grants management ensure that all departmental purchases are made within established guidelines and in accordance with the operational budget.
- Management of fleet operations, maintenance, and facilities including the booking center and cell block operations and the research, procurement, maintenance, and disposal of equipment.
- Oversee the supervision of the Community Services Unit, implementation and coordination of all Departmental Crime Prevention and Community Policing Programs across all sections and divisions.

Administrative Division

Community Services Unit

- The Community Services Unit primary functions is the implementation of community policing programs and strategies and engagement with persons in crisis in the community. Officers will perform community outreach and participate in educational programs in schools and in the community working to maintain and foster a positive community relationship, building further trust and legitimacy.
- Coordinate the use of social media showcasing Community Service Units activities in the community.
- A uniform officer from the Patrol Division will be assigned to this unit.
- Community Service Officers will respond to those in crisis, such as mental health, drugs, or alcohol. Officers will work to de-escalate, educate, support, and refer as appropriate for medical, mental, and substance abuse/dependence treatment and or the participation in diversionary programs where appropriate.

Administrative Division

Community Services Unit

- The Unit will review reports and conduct follow ups where persons may have been identified as having suspected opioid use disorders (OUD), mental health (MH) or a dual diagnosis. The unit will engage those individuals with third parties for treatment and or participation in the LETI program with Drug and Alcohol.
- The Community Service Unit will work to address quality of life issues in our community and coordinate with all departments city wide and non-government organizations to address community concerns.
- ***The objectives of this Unit in Community Policing and Drug and Alcohol Prevention and treatment, meet program guidelines for grant funding from several sources including coordinated programs with CJDAC.***
- Officers assigned to this Unit will have specialized training in crime prevention, community policing practices, public engagement, presenting educational programs, and crisis intervention and de-escalation.

Administrative Division (Lieutenant)

- The Administration Lieutenant will report to and is accountable to the Assistant Chief of Police and will be part of the command structure of the police department. In coordination with the Assistant Chief of Police, the Lieutenant will assist with the overall operation of the police department. He or she will be the commander of Administrative Division of the department and will be responsible for the efficient operation of that division in strict conformance with, but not limited to, the DuBois City Police Policy Manual, General Orders, and all Policies and Procedures. Lieutenant may take command of other Divisions or Units when that Division commander is not available.
- The Administrative Lieutenant will supervise all personnel assigned to the Administrative Division, such as clerical and or administrative assistants, booking personnel, or officers assigned to the Community Policing Unit. The Lieutenant will coordinate where necessary the functions of the Administrative Division with all other Division Commanders.
- It is recommended that this ranking position be separate from the bargaining unit and salaried allowing for a flexible schedule to oversee operations at night and weekends. This will also eliminate overtime for critical incidents and the ability to utilize a rotational system of an Officer of the Day (OOD) to ensure command level personnel are available at all times.

Other Specialized or Unit Assignments

- At the discretion of the Chief of Police, Assistant Chief of Police, and Section or Division Commanders/ Lieutenants, the following is potential list, subject to change, of specialized duties or assignments that may be assigned. Such Assignments may be changed, reassigned, or transferred based operational needs at any given time:
- TRAFFIC SAFETY UNIT
- STREET CRIMES/NARCOTICS UNIT
- COMMUNITY SERVICES UNIT
- TARGETED/STRATEGIC ENFORCEMENT UNIT (DIRECTED PATROL)
- FIELD TRAINING OFFICER (FTO)
- TRAINING INSTRUCTOR
- SPECIAL OPERATIONS UNIT
- TACTICAL RESPONSE OFFICER/OPERATOR
- K-9 UNIT