

MEMORANDUM

TO: William M. Kronenberg, Mayor
Matt Candland, Borough Manager

FROM: Stephen L. Margeson, Chief of Police

SUBJECT: Police Dispatch and Management Structure

DATE: April 26, 2013

As you are well aware, as a result of discussions during 2013 Borough budget hearings, an evaluation of Carlisle Police Department Dispatch Operations and management staffing structure commenced in January 2013. The increasing costs of Borough Operations have prompted this evaluation. Reviewing these and other expenditures is a reasonable and appropriate step for Borough officials to undertake. We are stewards of public funds and need to insure such funds are expended for reasonable and necessary purposes.

This report addresses eliminating Carlisle Police Department self dispatch and one of two Lieutenant positions.

SLM/sml

Attachments

Carlisle Police Department
Dispatch Services and Management Structure Assessment

April 26, 2013

Executive Summary

The Borough of Carlisle is in the process of evaluating or assessing whether to keep Carlisle Police Department dispatch and two (2) police Lieutenants or transfer police dispatch to Cumberland County and eliminate one (1) Lieutenant position. This essentially is a cost – benefit analysis.

There are several issues to be considered in this evaluation process.

Dispatch Issues for Consideration are:

1. Cost
2. Closing Police Station
3. Services Performed by Dispatchers to be assumed by Police Officers
4. New Radios
5. Records Management System (RMS)
6. Downtown Carlisle Camera System
7. Commonwealth Law Enforcement Assistance Network (CLEAN)
8. Acquisition of cell phones
9. 911 vs. 243-5252
10. Status of Carlisle Police Department Dispatchers

Lieutenant's Position Issues for Consideration

Currently the Carlisle Police Department organizational structure includes two (2) Lieutenants. The organizational chart and information on the job responsibilities of the Lieutenants is included in this report. Some of the issues regarding having one (1) or two (2) Lieutenants contained in this report are:

1. Redistribution of Lieutenant workload.
2. Establish a Detective Sergeant rank.
3. Transfer Parking Administration to Borough Hall.
4. Withdrawal from PLEAC Accreditation
5. Eliminate Citizen Police Academy
6. Increase work hours of part time Administrative Assistant
7. Incident Management
8. Costs

Although substantial cost savings could be realized by eliminating dispatch, a Lieutenant position, or both, the police department strongly believes such reductions will be detrimental to the department's ability to carry out its public safety mission.

Dispatch

The Carlisle Police Department is the only police department in Cumberland County performing its own dispatch function.

The Carlisle Police Department Communications Center is staffed 24/7 using 3 full time and several part time dispatchers. There is one (1) dispatcher on duty at all times except during special events or critical incidents at which time there may be two (2) on duty. Dispatchers handle radio and telephone calls, walk-ins, enter data on all Calls for Service into Metro, our Records Management System (RMS) and handle a multitude of other communications, record-keeping and clerical support duties. Dispatchers free-up officers from performing numerous administrative tasks.

In essence, Carlisle Police Department Dispatchers do much more than “dispatch.” If the only thing dispatchers did was take a telephone complaint from a citizen then radio that complaint to an officer, it would be a much easier decision-making process to assess the benefit of self-dispatch vs. county dispatch. Some issues regarding dispatch are as follows:

Issues for Consideration

1. Cost
 - A. It costs approximately \$230,000/year (using 2013 salary data) to staff Carlisle Police Department dispatch 24/7. This amount of money, minus whatever funding is needed to staff a reception position 40 hours/week, could be saved by eliminating dispatch.
 - B. \$3,500/year for CLEAN terminal could be saved by eliminating dispatch.
 - C. \$200,000 approximate cost of transitioning to new radio system (one time expense).
 - D. \$7,000/year minimum for new records management system (C-Net).
 - E. \$16,500 to retain Metro.

2. Close Police Station

The Carlisle Police Department dispatchers provide service 24/7 for public access to the station. If the front desk wasn't going to be staffed, the station would need to be closed and secured at all times the receptionist was not on-duty. If the dispatch service is eliminated it is suggested the Carlisle Police Department remain open by staffing a receptionist Monday-Friday, 8:00 a.m.- 4:00 p.m. The possibility of extending the hours beyond this has been discussed, however, it is the police department's recommendation that if dispatch is transferred, the station should be closed other than approximately 40 hours/week during what would be called regular business hours.

The Carlisle Police Department Headquarters was planned, designed, located, and constructed for 24/7 operations and access to the public. The station was consciously and intentionally built at its current site to better serve residents of the Borough. The Carlisle Police Department receives between 8,000 and 9,000 walk-ins per year, not counting parking ticket window service. Citizens come to the station to file complaints, seek shelter or safety, request information or because they don't want a police car to be parked in front of their house. The Carlisle Police Department views having the station open 24/7 as a valuable service to the community and part of our on-going community policing efforts. Closing the station would restrict outside groups from using the Class Room unless it was a meeting or event which an officer was otherwise attending.

3. Support Services Performed by Dispatchers

There are numerous Administrative support services or tasks performed by dispatchers which would be performed by police officers if we transferred dispatch to county. The police department relies heavily on our dispatchers for administrative support. The fact is that our dispatchers are able to deliver personalized services tailored to Carlisle Borough residents and Borough incidents. Where county dispatch is responsible for 33 municipalities throughout Cumberland County, we have the benefit of having our dispatch service specifically designed for the Borough of Carlisle. Our dispatchers are intimately familiar with our community, our citizens, our officers and our department policies and protocols. They are an integral part of our overall service delivery system. Harrisburg Police Department experienced a 60% increase in Calls for Service after transitioning to Dauphin County Dispatch. Lebanon Police Department experienced a 20% increase in Calls for Service after transitioning to County Dispatch. Attached is Appendix # 1 which lists specific services performed by Carlisle Police Department dispatchers which would be performed by police officers if Carlisle Police Department goes to County dispatch. If Carlisle Police Department experienced a 20% increase in Calls for Service, it is possible additional police manpower would be requested.

4. New Radios

If we go with county dispatch we would need to acquire new radios compatible with the county radio system. The anticipated cost is estimated at \$200,000.

- Carlisle Police Department does not feel the county radio system is as reliable as our Carlisle Motorola system.
- Carlisle Police Department does not have a high level of trust in the dependability of the county radio system.
- Interoperability issue is not a problem as far as Carlisle Police Department is concerned. Headquarters has county radio and we have a county portable in each car.
- Carlisle Police Department shares its radio system with the Dickinson College Department of Public Safety who we communicate with much more frequently than other county agencies.
- Carlisle Police Department also shares our radio system with Carlisle Area School District police and communicates with them.

5. Records Management System (RMS)

- Carlisle Police Department uses Metro (\$16,500/year)
- Cumberland County uses C-Net (\$7,000/year)
- Metro and C-Net not compatible with each other
- We would still need to retain Metro if we went with county and the C-Net system
- C-Net is slower and more burdensome than Metro. Less efficient in terms of time spent on log entries and reports
- Estimated officers would spend 5-10 minutes more per call under county dispatch and a different RMS.

6. Downtown Carlisle Camera System

- Currently 16 on Borough system
- 42 scheduled for Housing Authority (will link into our system)
- Currently passive monitoring (monitor as calls permit)
- Active monitoring of incidents or live calls
- Dispatchers always monitor incidents/officer safety when on traffic stops or incidents anywhere in camera range. That range will increase with Housing Authority cameras
- Carlisle Police Department never would have recommended the system if dispatch elimination was even being considered
- Surveillance cameras have resulted in numerous apprehensions and crime and accident resolutions

7. Commonwealth Law Enforcement Assistance Network (CLEAN)

- Used for criminal histories, DMV (Penn DOT searches), missing persons, wanted persons, stolen/recovered property
- Will lose CLEAN at Carlisle Police Department if we go to county dispatch
- Will have access to CLEAN (view only) via J-Net
- However we will not be able to enter information ourselves: stolen property, stolen guns, missing persons, wanted persons (arrest warrants)
- Whereas a dispatcher is now our CLEAN Terminal Agency Coordinator (TAC) and J-Net Terminal Agency Coordinator (J-TAC), if we eliminate dispatchers an officer would pick up those duties. TAC is required by state to validate entries, train personnel, maintain required files
- Dickinson Department of Public Safety would no longer be able to get CLEAN information from Carlisle Police Department

8. Cell Phones

- If dispatch transferred to county, recommended cell phones be issued to each officer due to anticipated increase in need for telephone calls.
- Cell phones would be able to perform email, photos/video and other functions

9. 911 vs. 243-5252

- Very few 911 calls to Carlisle Police Department (3-5 per day)
- Community mainly calls 243-5252 for emergency and non-emergency calls
- Minimal time delay if any with current 911 ring down system
- Carlisle Police Department does not receive electronic data download from 911 ring down calls (caller name, address on display screen) however County Control has that information on their screen
- Carlisle Police Department can install hardware and or software through our telephone vendor to display caller information

10. Status of Carlisle Police Department Dispatchers

- Career employees
- Will Borough provide jobs in other Borough departments?
- Severance benefits?
- Borough needs to make a decision on this issue and stay with it

Lieutenant's Position

The Carlisle Police Department is organized into two (2) Divisions or functional units. The divisions are Field Operations and Administrative Services. Both divisions are commanded by a police Lieutenant. Field Operations is commanded by Lt. Barry Walters, and Administrative Services is commanded by Sgt. Stephen Latshaw, currently acting as Lieutenant due to the retirement of Lt. Dzezinski in October 2012. It is hoped that a new Lieutenant will be promoted after the Public Safety Committee meets on April 25, 2013.

The suggestion has been made that since we had a Lieutenant retire (Lt. Dzezinski in October 2012) the Borough could save money by not filling that position. Another opportunity for that same suggestion will exist as Lt. Walters has submitted his retirement notice effective December 31, 2013. As with Dispatch the issue, it is prudent to assess whether or not to fill positions when vacancies occur.

A. Background of Organizational Structure and Creation of Lieutenant's Position

Upon my appointment as Chief of Police in 1990, one of the numerous issues I was tasked with was evaluating the existing organizational structure of the Carlisle Police Department and making recommendations for changes that I felt were in order. In addition to my experience, education and training, I drew upon comparisons with other departments, discussions with numerous fellow chiefs and a Management and Manpower Utilization Study of the Carlisle Police Department conducted by the Institute for Law and Justice and presented to the Borough of Carlisle in January 1990. Among other things, the Management Consultants recommended assigning the existing Administrative/Operations Sergeant to oversee a yet to be created Administration Division. It also recommended the establishment of a Lieutenant's position to oversee the yet to be created Operations Division.

The proposed, and approved 1991 Carlisle Police Department budget included the re-organization of the Carlisle Police Department to include the Field Operations and Administrative Services Divisions each commanded by a Lieutenant. The re-organization also included the civilianization of our dispatch function as opposed to transferring that function to Cumberland County.

Although 22 years have passed since the department was re-organized, that organizational structure has served the department well and continues to provide a structure and a system for the efficient and effective delivery of police services. We do not advocate keeping it the same simply because that's the way we have always done it, but rather because it works well.

Tasks Performed by Lieutenants

Attached to this report as Appendix # 2 is the current Carlisle Police Department Organizational Chart and general overview of the department structure.

Below is a list of ten (10) of the most common duties and responsibilities performed by our Lieutenant's. By no means is this an all inclusive list of job duties.

<u>Field Operations Lt.</u>	<u>Administrative Services Lt.</u>
1. Crime-incident review & assignment	Review, file, disseminate daily paperwork
2. Detective case management	Record, track, file UCR data
3. Arrest warrants	Records, Right-to-Know, Open Records
4. Special events operational plans	Supervise civilian personnel
5. Scheduling/training coordination	Equipment, facilities, fleet
6. Carlisle Area School District liaison	Surveillance camera program
7. Drug Task Force liaison	IT, parking, Metro, phones, CLEAN, emergency notification
8. DA/MDJ liaison	Accreditation (PLEAC)
9. Patrol supervisor management	Parking enforcement, crossing guards
10. Complaint investigations	Communications (personnel & equipment)

In addition to these duties, the Lieutenant's and Chief comprise our department Management Team. Either Lieutenant can serve as Acting Chief in the Chief's absence. All three (3) Command Staff members are not members of the Bargaining Unit and are able to deal with personnel issues without conflict of interest. By having three (3) Command Staff, we are able, to a near certainty, to assure at least one of us is available at all times in the event of a critical incident or pressing matter warranting the presence or participation of a Lieutenant or Chief.

If a Lieutenant's position were to be eliminated the re-assignment, reduction or elimination of some duties, responsibilities, functions and services would need to occur. It is not feasible to think that two (2) employees would simply start doing the work of three (3).

Recommendations in the event of Lieutenant reduction from 2 to 1.

1. Establish a Detective Sergeant Rank

Currently the Criminal Investigations Section and all four (4) Detectives are supervised by the Field Operations Lieutenant. If two (2) Lieutenant's became one (1), a Detective Sergeant position is recommended to perform the following:

- A. Supervise Detectives
- B. Case assignment and management
- C. Handle arrest warrants
- D. Magisterial District Justice liaison
- E. Carlisle Area School District liaison

This effectively will take 50% of a detective's time away from direct criminal investigation and reduce our Drug Task Force participation.

2. Transfer Parking Administration to Borough Hall

Operating the "parking window" is a function we would recommend be removed from the Carlisle Police Department. Even though the civilian staff, Parking Enforcement Officer (PEO), Administrative Assistant, Community Service Officer (CSO) who work out of that office work efficiently, it is a function requiring oversight and supervision. Parking meter enforcement is not a public safety priority, but rather more of a business district parking turnover and revenue issue.

- A. PEO and Administrative Assistant re-assigned.
- B. CSO stay at police department.

3. Withdraw from PLEAC Accreditation

The Carlisle Police Department became accredited through the Pennsylvania Law Enforcement Accreditation Commission (PLEAC) in 2011. Accreditation was the culmination of several years of work and preparation and is an achievement the Borough can be honored to have reached. Currently, 83 agencies have achieved PLEAC Accreditation out of approximately 1,000 agencies state-wide.

Law Enforcement Accreditation is a program aimed at upgrading professionalism, improving Operational and Administrative performance and reducing risks by meeting approximately 130 nationally recognized law enforcement standards. Although Accreditation is for three years, it is an on-going, continuous process of compliance, documentation and policy updating in order to maintain an agency's Accreditation. Maintaining Accredited status is especially important as it relates to risk management/civil liability, as accredited agencies have a much better track record of avoiding and if necessary, defending themselves against lawsuits and other complaints.

- Administrative Services Lieutenant is our Accreditation Manager (20% of his time). It's time-consuming.
- Accreditation provides 10% discount off law enforcement liability insurance premiums (\$4,500).
- Accreditation insures department compliance with latest "industry standards" and legal requirements.

4. Eliminate Citizen Police Academy (CPA)

- Time consumption

5. Increase Hours of Part Time Administrative Assistant

- From 20-25 hours/week (\$4,000/year approximate costs)

6. Equipment and Facilities Maintenance Responsibilities will need to be shared with Sergeants and Corporals.

- Vehicles
- Building (HVAC, gates, sprinkler, car wash)
- Technology Systems (cameras, radios, computers, telephones, RMS)

7. Major Case or Incident Management

In the event of major cases or incidents, the Operations Lieutenant, or in his absence the Administrative Lieutenant acts as operations commander and directly supervises the event. The other Lieutenant, if available, assists the incident commander, with technical support, media, and equipment. The Chief would act as overall incident commander, reviewing and supporting one or both Lieutenants. Major cases and critical incidents require intense management and supervision. They can entail from a few hours to several days. Having three (3) command staff from which to fill these roles has been successful in the past, especially when we recognize that often all three are not readily available and we are left with one or two.

Costs

1.	Police Lieutenant 2013 salary and benefits	\$ 122,000
2.	Police Officer 2013 salary and benefits (3 year officer)	\$ 100,000

Conclusion

There are significant costs in maintaining Carlisle Police Department self-dispatch and two (2) police Lieutenants. There are also significant benefits in retaining these positions. The Borough must do a cost – benefit analysis in deciding what course to take on these matters.

Some of the statements made by citizens and Council members during the 2013 budget hearings and since are worth noting!

“Nobody died” because a municipality went to county dispatch or 911. I hope the body count isn’t the gauge for determining that kind of change or service level.

“Find efficiencies,” “Expand the use of technology,” “Do more with less.”

We have been doing these to varying degrees. In recent years we have reduced sworn staffing from 33 to 31, and eliminated four (4) full time civilian positions, converting them to part time positions to save money. We have expanded the use of technology to the extent funding and manpower permit. We have done this and continued to provide service at the same level, or higher in many cases.

The question has been asked; how do the vast majority of police departments in the state (and all of them except Carlisle in Cumberland County) get by without their own dispatch? It’s an appropriate question to ask given the current discussion. The answer isn’t so cut and dry.

Most of these police departments never had their own dispatch, or if they did, it was many years ago when the police dispatching business, as well as policing in general, was a much less complicated and demanding business. Of course small municipalities couldn’t afford to do their own dispatch, so county and regional dispatch centers were established. For those that have had their own dispatch and switched to the regional service, there is no going back. The costs to return to self- dispatch after abandoning it would be such that any municipality would be hard pressed to switch back, no matter how dissatisfied with the service they may be.

Another consideration in the question of why so few police departments have self -dispatch is that it is a question of local control or decision making. Each municipality can determine what level of service to provide its citizens. As for self dispatch vs. a county or regional dispatch, the municipality makes the choice. It can be said with a high level of confidence that the regional dispatch concept, while being less costly to the municipality, in terms of out of pocket expenditures, will result in its officers responding to significantly more Calls for Service. It’s a balancing test. At Carlisle Police Department, we have chosen self-dispatch for many years. We know that our civilian dispatchers will handle a large number of calls which would be given to police officers under a county dispatch option. This strategy is in keeping with progressive police administration in recent years which is to civilianize as many traditional police tasks as possible. In short, it is an inefficient and wasteful use of resources to have highly trained and paid police officers performing tasks which civilians are fully capable of performing at much lower costs.

Carlisle Police Department dispatchers and Lieutenants perform valuable support services which substantially benefit the on-going 24/7 operations of the Carlisle Police Department. They are mainstays of the support system or infrastructure of the organization which allows street officers and detectives to concentrate on performing their public safety mission as opposed to administrative tasks. Without them, sworn officers would have less time to be proactive and would become more reactive. The suggestions to eliminate these positions have so far largely ignored what the ramifications would be on our ability to fulfill our mission. These cuts are doable, but each of them would result in a degradation of our ability to deliver services and do our job at current levels.

Services Dispatchers Perform Which Would Be Performed by Officers if Dispatched by County

1. Parking Questions are received at Headquarters around the clock, as parking enforcement occurs 24/7.
 - parking lot and parking permit questions
 - disabled vehicle reports
 - snow day calls re; parking
 - holidays
 - ticket questions – where to pay, time period allowed, late fees, hand out parking ticket review forms
2. Automobile lock out screening – calls screened regarding vehicle locks and circumstances.
3. Vehicle Repossessions- Repo man checks in with Headquarters, gives dispatcher all specific information for log entry by dispatcher. HQ does log entry.
4. Emergency Shelter (Carlisle Cares, Salvation Army, Safe Harbor)
 - officer would have to return to station, check I.D., run for warrants, complete form, make log entry.
 - 397 in 2012.
5. Civil Issues (landlord/tenant, custody, property disputes)
 - CPD dispatchers permitted and expected to advise callers on civil issues. Dispatcher provides information on what agency can assist. County will dispatch an officer.
6. Borough Department of Public Works Notification
 - HQ makes calls. County will not make call outs but will call one (1) Public Works call out number if requested.
7. Records System Updates
 - officers constantly ask dispatchers to add names, DOB's, phone numbers etc. to Metro name screen and occasionally the officer's action taken in narrative. Under County Dispatch, officers will complete each portion of log entry.
8. Walk-ins 24/7
 - complaints
 - seeking safety
 - confidentiality (don't want neighbors to see police at their house)
9. Calls or Inquiries on Borough Ordinances (snow/ice, animals, parks, special events, transient vendor, etc.)
 - county will not answer questions about Borough ordinances, will forward to an officer

10. Scheduling Crossing Guards
 - whenever crossing guards call off sick or unable to work, dispatcher gets coverage for the crossing
11. Assists other agencies with records information, other law enforcement agencies frequently call Carlisle Police Headquarters for law enforcement information. Handled by dispatcher.
 - Local Police
 - PSP
 - County agencies
12. Police scheduling issues
 - Dispatchers take care of most notifications and calls for call outs and shift coverage
13. Recovered, found property turned in
 - Dispatchers accept and log in
14. Property/evidence returns
 - Dispatcher releases the property and completes record/receipt
15. Booted vehicles
 - Dispatcher accepts boot fee and authorizes release of vehicle boot
16. Meter bags and cones after regular business hours
 - Many citizens not available to pick up during regular business hours
17. 5 day cards for equipment violations – majority accepted and processed by dispatcher
18. Media inquires and press releases
 - Dispatcher releases press release information
19. Cell block monitoring via video/audio system
20. Camera system monitoring- Borough surveillance camera system managed/monitored from Headquarters
21. Penn DOT/CLEAN information for Magisterial District Justice and Dickinson Public Safety
 - Dispatcher provides information to Magisterial District Justice and Department of Public Safety
22. Observe custody exchanges in lobby
23. Notify DPW of street closings by outside utilities/traffic light malfunctions
24. Take calls reporting suspicious person or wanted person inquiries.
 - Headquarters takes many calls which can be handled by dispatcher, not requiring an officer
25. Lost or missing/abandoned animals

26. Familiarity with mentally ill and homeless in the community
27. Accepts deliveries (ammo, items after hours, supplies)
28. Frequently is asked by other Borough departments to retain keys for after hours. Codes issues along with Borough documents that need to be signed based on our 24 hour availability
29. Provide access to Interview Rooms 24/7 for other agencies, PSP, Probation, Children and Youth.
30. Provides access and oversight for contract cleaning service.

CARLISLE POLICE DEPARTMENT
ORGANIZATIONAL CHART

Mayor

In accordance with the Pennsylvania Borough Code, the Mayor of any Borough employing a police department has authority over the police department. The Mayor has the authority to establish police department policy and oversight responsibility of the police department. The Mayor is elected by the citizens of Carlisle and serves a four (4) year term of office.

Chief of Police

The Chief of Police is appointed by Borough Council and works under the direction of the Mayor. The Chief is responsible for the overall administration and operation of the department and for planning, directing and managing its operations. The Chief delegates duties and responsibilities to subordinate officers and civilian staff in furtherance of accomplishing department goals and objectives. The Chief and department administration is assisted by an Administrative Assistant.

Carlisle Police Department Areas of Responsibility

The Carlisle Police Department is organized into two (2) Divisions or functional units. The divisions are Field Operations and Administrative Services. Both divisions are commanded by a police lieutenant and include functions critical to successfully carrying out the police department mission.

Field Operations

The Field Operations Division is commanded by Lt. Barry Walters, a 33-year veteran of the Carlisle Police Department. It consists of the Patrol Section and Criminal Investigation Section. The Field Operations Division employs the majority of sworn personnel in the department.

Patrol Section

The Patrol Section is the largest component of the police department. The patrol section is staffed 24/7 and is responsible for immediate response to all Calls for Service and police incidents occurring within the Borough of Carlisle as well as performing motor vehicle, bicycle and foot patrol throughout the Borough.

The Patrol Division consists of 24 sworn personnel below the rank of Lieutenant. Each of four (4) platoons, 1 through 4, is staffed by a Sergeant, a Corporal and 3 patrol officers. These platoons, or patrol squads, provide patrol coverage 24 hours/day. The Community Policing/Tactical Unit is comprised of four (4) patrol officers. Although there is great scheduling flexibility with these officers, they work primarily between the hours of 6:00 p.m. and 4:00 a.m.; a time period that is typically busier with more active incidents occurring. Officers from this shift actively engage in Community Policing activities and act as liaisons with various neighborhood and community groups. This unit also includes our K-9 team and a traffic enforcement specialist.

Criminal Investigation Section

The Criminal Investigation Section consists of four (4) detectives working under the direction of the Operations Division Lieutenant. Generally speaking, detectives are assigned the more serious or violent crimes to investigate. Additionally, our detectives actively work with county and regional task forces involved in the investigation of drug trafficking, violent crimes, cyber crimes and fraud. Detectives are regularly scheduled to work days and evenings, but are subject to 24-hour on-call status.

Administrative Services

The Administrative Services Division is commanded by a Lt. The Administrative Services Division includes numerous sections or components, which provide critical support to the department in carrying out our law enforcement mission. Most of the civilian support staff of the department are employed within the Administrative Services Division. The lieutenant is assisted by an Administrative Assistant.

Areas of responsibility under Administrative Services include the following:

Administrative Support, Records, Right-to-Know, Payroll

The Carlisle Police Department is bound by state law as to record keeping and retention of records, and the release of certain records in compliance with the state's Right-to-Know law. Records and reports created by the police department have specific guidelines, which dictate the conditions of records retention and release. Additionally, payroll records for all sworn and civilian staff must be maintained and processed accurately, which is a challenging task given the 24/7 staffing of the department.

Communications

A critical component of police department operations, communications is handled by a cadre of both full time and part time dispatchers employed by the Carlisle Police Department. These dispatchers staff the Carlisle Police Department Communications Room 24/7. Not only do they handle all in-coming telephone calls and all Carlisle Police Department radio communications, they serve as receptionist for all walk-ins and records clerks to enter all calls for service and police incidents into our records management system.

Technical Services

Advancements in technology have reached all facets of policing. A recently acquired wireless video surveillance system, in-car computers, in-car video systems to record all traffic stops as well as our department computerized records management system require attention and constant maintenance. The Administrative Services Lieutenant is the primary custodian of these systems as well as other technology, which all allow officers to be more effective in their law enforcement mission.

Accreditation

Achieving Accreditation status from the Pennsylvania Law Enforcement Accreditation Commission (PLEAC) is a significant accomplishment. Maintaining accredited status is an on-going effort, which requires constant policy review, updating and compliance checks. The Administrative Services Lieutenant, as our Department Accreditation Manager, and Administrative Assistant, spend a great deal of effort keeping our entire department PLEAC compliant. Adherence to the Accreditation standards is critical in the continuous effort to maintain the highest levels of law enforcement professionalism.

Parking Enforcement

Parking enforcement is another function performed by the police department. Parking Enforcement Officers, Community Service Officers and an Administrative Assistant perform the majority of parking enforcement and record-keeping, enforcing parking regulations in the downtown business district, which entails over 1,200 metered and leased parking spaces as well as other parking violations borough-wide.

Community Service Officers

The Carlisle Police Department employs Community Service Officers to assist in the delivery of police services. CSO's are not sworn officers, but civilian support staff members. CSO's perform such duties as parking enforcement, vehicle maintenance, interdepartmental mail delivery and other administrative tasks. They relieve sworn officers from performing these duties and allow better use of police resources.

Crossing Guards

There are approximately 25 crossing guard posts designated for the Carlisle Area School District within the Borough of Carlisle. The deployment and supervision of crossing guards is the responsibility of the Carlisle Police Department. Working with the school district, the police department carries out this duty with utmost care as student safety is as high a priority as we have.

Evidence and Property Management/Facilities and Fleet

The proper storage and maintenance of evidence is critical to police department credibility and integrity. Maintaining the chain of custody and security of evidence is a top priority. Additionally, the secure storage of non-evidentiary property held by the police department is just as important. Policies and procedures to accomplish these demands are in place and their execution supervised by the Administrative Services Lieutenant.

The maintenance and upkeep of our facility and fleet is critical to the department's ability to effectively deliver police services. Due to the continuous, around the clock occupancy of our Headquarters building and operation of police vehicles, the maintenance demands upon both are significant. The Administrative Services Lieutenant coordinates with contractors and Borough staff for the maintenance and upkeep of facilities, fleet and associated equipment

MISSION STATEMENT

The principal mission of the Carlisle Police Department is to preserve the rights of citizens and reduce fear in the community through the 1) prevention of crime, 2) protection of persons and property, 3) maintenance of public order, 4) enforcement of applicable laws and, 5) to anticipate and respond to events that threaten public order and the protection of life and property.

It is essential that all members keep in mind that in the execution of their duties they act not for themselves but for the good of the public. Members shall respect and protect the rights of individuals and perform their services with honesty, zeal, courage, discretion, fidelity and sound judgment.

Police Officers must seek and preserve public confidence by demonstrating impartial service to law, and by offering service and trust to all members of the public.

It is the expressed policy of this department that police officers shall use force only when the exercise of persuasion, advice, and warnings are found to be insufficient to obtain cooperation to an extent necessary to secure observance of the law or to restore order, and to use only the minimum degree of physical force when is necessary upon any particular occasion for achieving a police objective.

