STAFFING ANALYSIS REPORT
Falmouth Police Department
February 28, 2025

EXECUTIVE SUMMARY

The Falmouth Police Department is at a pivotal juncture, requiring strategic personnel enhancements to meet growing community demands. This staffing study identifies the need for a balanced increase in sworn officers and civilian staff to address critical areas, including traffic safety, investigative capacity, and community engagement. The proposed staffing expansion aligns with evidence-based practices and aims to bolster operational efficiency, officer wellness, and public trust.

Key findings reveal that Falmouth's current officer-to-population ratio is below average compared to similar New England communities, particularly during the summer season. The department's sworn officer count is 28% (or 19) below comparable averages, and civilian staff is underrepresented by 229% (or 16). Furthermore, the crime rate per officer indicates that the Falmouth Police Department has 56% (or 38) fewer officers than the average number needed to handle a similar volume of criminal investigations. These discrepancies impact response times, proactive policing efforts, and specialized service delivery. Addressing these gaps is crucial to maintaining public safety and operational integrity.

The report recommends a phased expansion of 19 sworn officers and 11 civilian staff over five years. This includes a dedicated Traffic Enforcement Unit, expanded detective capacity, and specialized roles like a drug detection dog handler and a crime analyst. Proposed civilian positions, such as a central records supervisor and grant coordinator, will enhance administrative efficiency, freeing sworn officers for frontline duties.

Increasing the number of patrol sectors will enhance both response times and area coverage. The report recommends a minimum expansion from five (5) to six (6) sectors, which includes the addition of two (2) patrol officers as part of the overall 19-officer expansion. A staffing plan for seven (7) patrol sectors would require the addition of eight (8) officers, while an eight (8) sector plan would necessitate an increase of fourteen (14) officers.

Additional initiatives include expanding the School Resource Officer program to enhance youth engagement and establishing a body-worn camera program managed by a dedicated lieutenant or technician. These measures are designed to address both immediate needs and long-term sustainability.

The financial implications of these changes are substantial but necessary. Personnel, training, and technology investments are expected to yield long-term benefits, including reduced crime rates, improved officer retention, and strengthened community relations. The department will pursue grant opportunities and phased hiring to ensure fiscal responsibility.

This report underscores the importance of aligning staffing levels with community growth, demographic shifts, and seasonal demands. The proposed measures reflect the department's commitment to proactive, transparent, and community-focused policing, ensuring Falmouth remains a safe and thriving town.

INTRODUCTION

The Falmouth Police Department has long prided itself on delivering exemplary law enforcement services to a vibrant, growing community. However, with a year-round population of over 32,500 and a summer surge exceeding 100,000, the department faces unique challenges. This staffing study was initiated to evaluate the department's existing personnel structure and align its resources with the community's evolving demands.

The study is grounded in evidence-based methodologies, incorporating workload analysis, crime trends, response times, and population dynamics. By comparing the Falmouth Police Department to peer communities, this report identifies key areas for enhancement, ensuring optimal public safety and service delivery. The department's commitment to transparency, accountability, and forward-thinking strategies underscores its dedication to meeting Falmouth's present and future needs.

This report outlines staffing goals, recommendations for sworn and civilian positions, and the creation of specialized units. Its ultimate aim is to provide a roadmap for sustainable and efficient expansion, aligning the department's capabilities with the expectations of its residents and stakeholders.

STAFFING ANALYSIS OBJECTIVES

- Evaluate the department's current personnel structure to determine whether the number of officers, civilian staff, and specialized units are sufficient to meet the community's needs.
- Develop staffing recommendations aimed at improving operational efficiency, enhancing public safety, addressing the community's growing demands, and incorporating the 21st Century Policing principles and action items.

21st Century Policing

The President's Task Force on 21st Century Policing delivered a final report in May 2015 with recommendations and action items for law enforcement agencies and the federal government.

The Six Pillars of 21st Century Policing[1] are:

- Pillar 1: **Building trust and legitimacy**: The foundation for the relationship between law enforcement and the communities they serve. This pillar includes transparency, accountability, legitimacy, and the role of organizational culture.
- Pillar 2: **Policy and oversight**: Includes policies on use of force, mass demonstrations, consent before searches, unbiased policing, and evidence-based practices. Policies must reflect community values to enhance trust and legitimacy.

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[1] Final Report of the President's Task Force on 21st Century Policing (May 2015)

- Pillar 3: **Technology and social media**: Includes identifying, assessing, and evaluating new technology. Police agencies can use social media to communicate with youth and collect information about public safety.
- Pillar 4: **Community policing and crime reduction**: Promotes effective crime reduction strategies.
- Pillar 5: **Training and education**: Focuses on training and education for law enforcement officers.
- Pillar 6: **Officer wellness and safety**: Focuses on the safety and wellness of law enforcement officers.

STAFFING GOALS

- Align Staffing with Community Needs and Growth: Ensure that staffing levels are reflective of population growth, crime trends, and specific community concerns, such as traffic safety, drug enforcement, or school security.
- Improve Response Times and Officer Visibility: Evaluate response times and officer presence in high-demand areas. Aim to reduce response times and increase officer visibility through strategic staffing changes.
- Enhance Specialized Enforcement Capabilities: Support the development and expansion of specialized units, such as a Traffic Enforcement Unit, Community Engagement Unit, Canine Unit, Marine Unit, Crime Analyst Unit, and Foot Patrol, to address specific issues in the community.
- Optimize Patrol Coverage and Sector Distribution: Adjust patrol sectors to ensure even and adequate coverage across the community. Consider adding more patrol officers or redistributing existing ones to balance workload and coverage.
- Increase Detective and Investigative Capacity: Add detective positions to reduce caseloads per investigator, improve case clearance rates, and enhance the department's capacity to investigate serious crimes.
- Support Officer Wellness and Work-Life Balance: Assess staffing levels to ensure officers are not overworked, reducing burnout, and supporting officer wellness through balanced workloads and appropriate time off.
- Strengthen School and Youth Engagement Programs: Expand the School Resource Officer (SRO) Unit to better serve local schools and enhance community policing efforts, aiming to build stronger relationships between youth and law enforcement.
- Integrate New Technology and Support Programs: Plan staffing around the integration of new technology, such as body-worn cameras, and ensure adequate personnel to manage and maintain these systems.
- Ensure Fiscal Responsibility and Resource Allocation: Ensure that staffing changes are financially sustainable, considering the cost of salaries, benefits, and training and that resources are allocated efficiently across the department.

- Plan for Future Growth and Emergency Preparedness: Develop a long-term staffing plan that accounts for future population growth (year-round and seasonal), potential large-scale emergencies, and natural disasters, ensuring the department remains adaptable and well-resourced.

These goals help focus the analysis on immediate needs and long-term sustainability, ensuring the department can serve the community effectively.

DEMOGRAPHICS: TOWN OF FALMOUTH

- Population
  - Year-round: 32,517[2]
  - Seasonal: over 100,000[3]
    - Falmouth is a popular summer destination on Cape Cod, and its population typically increases significantly due to tourists and seasonal residents. The summer population is estimated to reach around 100,000, with peak times coinciding with major holidays and events like the Fourth of July and the Falmouth Road Race.
  - Incomplete Count:
    - Some examples of these incomplete counts include people experiencing homelessness, people with a seasonal/second residence, people in group facilities (e.g., treatment centers, sober houses, medical facilities), military personnel, and undocumented persons.
    - Multifamily Housing: In recent years, several multifamily buildings have been constructed and are not reflected in the 2020 census.
- Median Age: 54.3 years (indicative of an older population compared to the national median age of around 38 years)
- Gender:
  - Female: 52.6%
  - Male: 47.4%
- Race/Ethnicity:
  - White alone: 91%
  - Black or African American: 2%
  - American Indian and Alaska Native alone: 0.7%
  - Asian alone: 1.8%
  - Hawaiian and Other Pacific Islander alone: 0%
  - Two or More Races: 3%
  - Hispanic or Latino: 2.5%
  - White alone, not Hispanic or Latino: 88%

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[2] 2020 U.S. Census Data
[3] Falmouth Economic Development and Industrial Corporation

- Households: Approximately 15,400
- Median Household Income: $81,540
- Geography: Falmouth lies on the southwestern tip of Cape Cod. It covers 54.4 square miles of which 44.1 square miles is land and 10.3 square miles is water - harbors, saltwater inlets, and freshwater ponds. The town also has 68 miles of coastline along Buzzards Bay and Vineyard Sound.

DEMOGRAPHICS: FALMOUTH POLICE DEPARTMENT

Sworn Officers: 66 (authorized = 67)

- Gender
  - Male: 90.8%
  - Female: 9.2%
- Race/Ethnicity:
  - White alone: 89.2%
  - Black or African American: 2%
  - American Indian and Alaska Native alone: 0.7%
  - Asian alone: 1.8%
  - Hawaiian and Other Pacific Islander alone: 0%
  - Two or More Races: 3%
  - Hispanic or Latino: 2.5%
 - White alone, not Hispanic or Latino: 88%

Demographics Comparison	Town of Falmouth	Falmouth Police Dept.
Male	47.4%	90.8%
Female	52.6%	9.2%
White	91.0%	93.8%
Black/African American	2.0%	3.1%
American Indian/Alaska Native	0.7%	1.5%
Asian	1.8%	1.5%
Hawaiian/Other Pacific Islander	0.0%	0.0%
Two or More Races	3.0%	3.1%
Hispanic/Latino	2.5%	4.6%
White alone, not Hispanic or Latino	88.0%	88.0%

Diversity Initiatives

The Falmouth Police Department is committed to diversifying its force to mirror the community's demographics. This includes targeted efforts to recruit more women, minority officers, and individuals proficient in languages spoken by the area's growing ethnic communities.

INCIDENT STATISTICS

Year	Calls for Service	Self-Initiated	Totals
2019	9,925	14,660	24,585
2020	9,817	13,602	23,419
2021	9,520	13,679	23,199
2022	9,667	13,492	23,159
2023	10,688	12,279	22,967
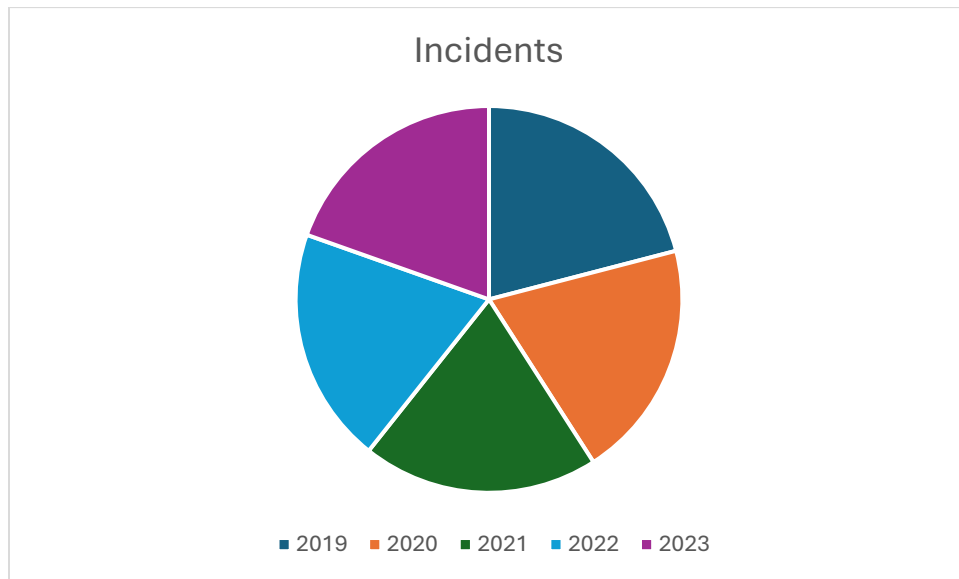
Incidents[4]

- Total Incidents: The overall number of incidents decreased slightly from 24,585 in 2019 to 22,967 in 2023, reflecting a modest decline over the five-year period.
- Self-Initiated Calls: Self-initiated calls by officers declined from 14,660 in 2019 to 12,279 in 2023, marking a decrease of approximately 16.2% over the same period.

Interpretations

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[4] Computer Aided Dispatch & Records Management Systems, Town of Falmouth Public Safety Departments

- The decrease in self-initiated calls relative to calls for service suggests a shift toward responding to external, community-generated requests rather than proactive, officer-initiated actions. This shift may be attributed, in part, to a reduction in the number of police officers—from 54 officers in 2019 to 50 officers in 2023. As staffing levels increase to optimal levels, it is anticipated that the volume of self-initiated calls will rise accordingly.

Population Impact

- The construction of new housing units in the area is expected to contribute to an increase in calls for service in the coming years. A more detailed analysis of the population's impact on service demand is provided elsewhere in this staffing study.

Seasonal Trends

- During the summer months, Falmouth typically experiences an uptick in calls for service, crime incidents, and traffic congestion, consistent with seasonal patterns in many communities.

CRIME OVERVIEW[5]

- **Assaults**, simple or aggravated, are the most prevalent **crimes against a person** in Falmouth. Other crimes that the community experiences include **harassment, sexual assault**, kidnapping, stalking, and homicide.
- Like many parts of Massachusetts, Falmouth has seen issues with **drug-related crime**, including opioid-related incidents and overdoses. **Weapons violations**, child pornography, and prostitution are listed among the crimes against society in Falmouth.
- Common property offenses include **theft, burglary, breaking & entering**, counterfeiting, forgery, **vandalism**, embezzlement, extortion, credit card fraud, **impersonation**, robbery, shoplifting, and motor vehicle theft.

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[5] FBI Uniform Crime Reporting Program
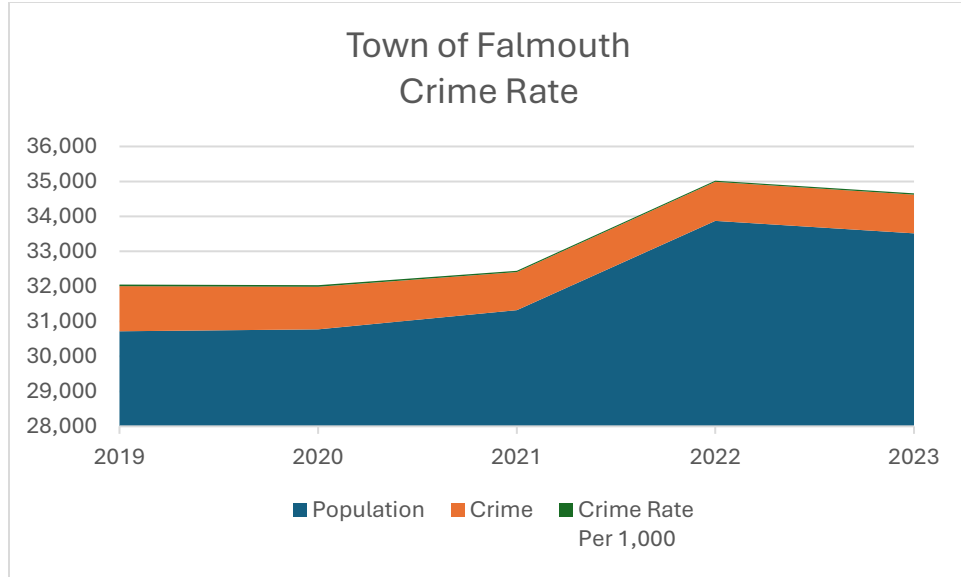
CURRENT STAFFING

Year-Round Staff

Sworn Officers	Current
Chief	1
Deputy Chief	1
Captain	2
Lieutenant	4
Sergeant – Patrol	8
Detective – General	6
Detective – Drugs	1
Detective - Court Prosecutor	1
School Resource Officer (SRO)	1
Patrol Officer	41
Totals	66

Support Personnel	Current
Chief's Assistant	1
Records Clerk - Central Records	2
Clinician	2
Parking Enforcement	1
Parking Meter Maintenance	1
Totals	7

Seasonal Staffing

As mentioned above, the seasonal increase in population calls for the employment of temporary staff members. However, unlike years ago this task comes with great challenges.

Seasonal Police Officers:

- Whether a police officer is full-time or part-time, each must have attended a full-time police academy approved by the Municipal Police Training Committee (MPTC) and Massachusetts Peace Officer Standards and Training (POST) Commission. In addition, annual training requirements for a police officer have grown exponentially placing a large burden on the department and the part-time officer to meet all the obligations.
- The Falmouth Police Department formerly hired over forty (40) seasonal police officers each year, conversely the department now employs none.

Community Service Representative (nonsworn civilian):

- This position involves entry-level unarmed non-sworn civilian personnel supporting police operations that do not require the authority of a sworn officer—foot patrols in high-demand areas such as beaches, parks, and village centers. Responsibilities include assisting with traffic flow, enforcing parking regulations, and reporting issues requiring police intervention.
- The department employs five (5) to eight (8) Community Service Representatives each summer.

Special Police Officer (sworn)

- A sworn per diem employee who primarily works paid details (a paid police detail in Massachusetts is a temporary assignment for an off-duty police officer to provide security and public safety at public events, worksites, or roadways).
- At a minimum, Special Police Officers must be available to assist the Department during the Falmouth Road Race and at least two (2) other high-activity periods including the Falmouth Street Fair, Cape Cod Half Marathon, and Cape Cod Marathon.
- The department currently utilizes four (4) Special Police Officers, all retired full-time police officers.

Traffic Control Official (non-sworn /civilian)

- A non-sworn per diem employee who primarily works paid details restricted to traffic control and work zone safety only.
- At a minimum, Traffic Control Officials must be available to assist the Department during the Falmouth Road Race and at least two (2) other high-activity periods including the Falmouth Street Fair, Cape Cod Half Marathon, and Cape Cod Marathon.
- The department utilizes seven (7) Traffic Control Officials.

STAFF ANALYSIS

Introduction

In addition to the fifteen Cape Cod communities, communities from Maine, New Hampshire, Rhode Island, and Connecticut—more than 40 communities—were chosen for comparison. The communities share similar characteristics, including tourism, maritime activities, local events, beaches, scenic landscapes, and an influx of summer residents and visitors, all of which place significant demands on their infrastructure.

The analysis included the number of police officers and civilian support staff, year-round and summer population, area coverage, crime, and other relevant data. The community-to-community comparison revealed that their police departments, on average, maintained higher staffing levels than the Falmouth Police Department.

Methodology

Staffing analysis in law enforcement is crucial for optimizing police department operations and ensuring effective service delivery to the community. **Evidence-based staffing and resource allocation** leverages data-driven approaches to enhance tactical and strategic decision-making around personnel deployment, shift scheduling, and resource utilization. By examining key factors such as crime trends, call-for-service volumes, officer workload, and community needs, police departments can strategically allocate resources where they are most needed.

Key methods of staffing allocation include **Population-Based Staffing**, which adjusts staffing levels according to the size and demographics of a community; **Workload-Based Staffing**, which aligns officer numbers with service demands based on call volumes and tasks; and **Crime-Based Staffing**, which focuses on deploying officers in areas with higher crime rates or incidents.

Additionally, **response times** are a critical performance metric, as they directly correlate with police effectiveness in preventing crime, ensuring public safety, and maintaining community trust.

By applying these evidence-based strategies, police agencies can improve operational efficiency, reduce officer burnout, and deliver a higher quality of service to the public while maintaining fiscal responsibility.

Lastly, we will examine **police civilianization** as a staffing method that enhances operational efficiency and effectiveness. Employing civilians in specialized and administrative roles allows sworn officers to concentrate on core law enforcement responsibilities.

Evidence-Based Staffing and Resource Allocation

This method leverages empirical data to guide staffing decisions, incorporating factors like crime trends, community needs, and policing outcomes. Aligning staffing levels with evidence-based

practices ensures that resources are allocated effectively to achieve optimal results. The Department utilizes this method for tactical & strategic decision-making and will continue to apply it throughout this staffing study to generate strategic recommendations for future resource planning and deployment.

Population-Based Staffing Allocation

Population-based staffing allocations involve determining the number of staff members assigned to a particular service (such as police, fire, healthcare, or education) based primarily on the population size of a community. This approach typically uses standardized ratios—like a certain number of personnel per 1,000 residents—to allocate resources across different areas.

The population of Falmouth is expected to see gradual growth over the next five years. While specific numbers can vary, recent trends suggest an increase due to factors like housing developments, a desirable location, and community amenities.

While the population staffing method is often seen as a limited perspective, it remains important, particularly when examining population figures beyond the census count that burdens Falmouth's infrastructure:

Seasonal Population

- The significant seasonal population increase—from 32,517 to over 100,000 (over 200%)—has had a clear impact on Falmouth's infrastructure. As the population outside of Falmouth grows, it is reasonable to assume that Falmouth will experience a further increase in the seasonal population.

Uncounted, Hard-to-Count, & Undercounted Populations

- It's also essential to account for the influence of hard-to-count populations—residents that are undocumented, homeless, or living in medical or treatment facilities and undercounted—renters, part-time residents (military, owners of secondary homes, etc.).
- While there is no exact national average for the undercounted populations per city, estimates from the 2020 Census suggest that certain groups were underrepresented at higher rates:
  - Undocumented Immigrants: Around 10% of the undocumented population was missed in the 2020 Census, though this varies by location (e.g., urban vs. rural areas).
  - Homeless Populations: It is estimated that between 20-40% of the homeless population was not counted accurately in census data.
  - Renters: Nationally, renters are undercounted by about 5-10% in census data, especially in metropolitan areas with large rental markets.

    o   Part-Time Residents: It is estimated that military personnel and owners of second homes are also undercounted, particularly in areas with large seasonal populations. Their numbers can vary depending on the region.

Housing Construction

- Falmouth has experienced several new housing developments, with more planned for the future.
- Housing units, recently constructed and under development, will account for 1,140 units[6]. According to the US Census Bureau, the average household size is 2.51 residents, which increases the population by 2,861.
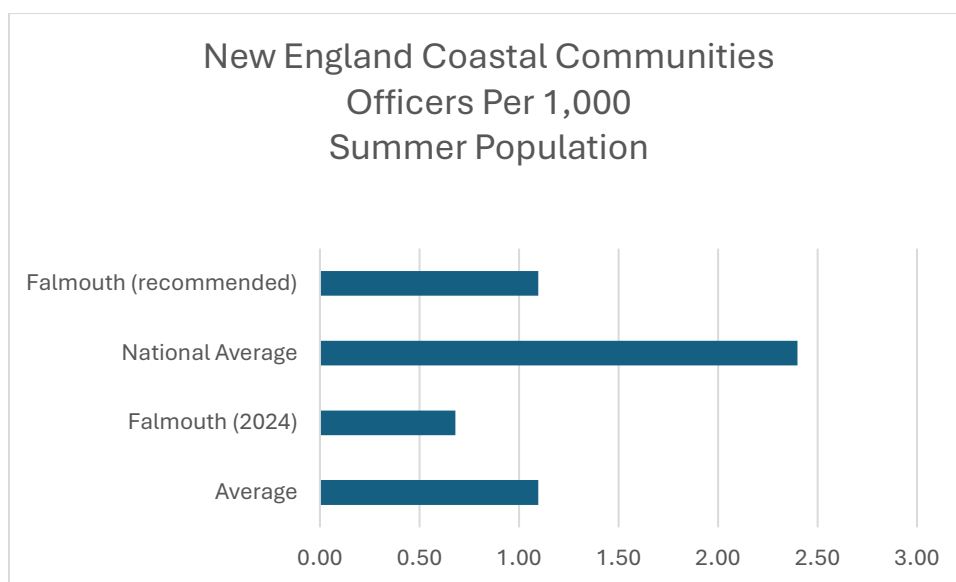

New England Coastal Communities Officers Per 1,000 Year-Round Population
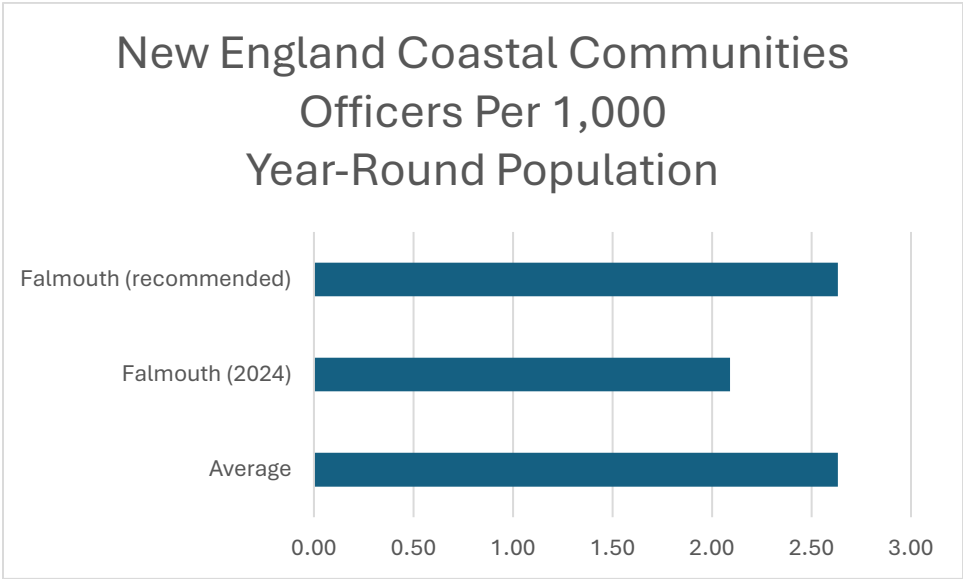
New England Coastal Communities Year-Round Population							
Year-Round Staffing Recommendations	Year-Round Population	Officers	Civilians	Agency Total	Officers Per 1,000	Civilians Per 1,000	Agency Per 1,000
Average	14,654	33	9	42	2.63	0.71	3.34
Falmouth (2024)	32,512	67	7	74	2.06	0.22	2.28
Falmouth (recommended)	32,512	**86**	**23**	**109**	2.63	0.71	3.34

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[6] Town of Falmouth Planning Department

Analysis: Year-Round Population

Based on the examination of these communities and the average combined number of police officers and civilian support staff, the Falmouth Police Department has 47% (or 35) fewer members than the average. Specifically, 28% (or 19) fewer police officers than the average and 229% (or 16) fewer civilian support staff than the average community. These calculations advocate for a staff of 86 police officers and 23 civilian support staff members for a total of 109 members.

New England Coastal Communities
Officers Per 1,000
Summer Population

New England Coastal Communities Summer Population							
Summer Staffing Recommendations	Summer Population (estimate)	Officers	Civilians	Agency Total	Officers Per 1,000 (Summer)	Civilians Per 1,000	Agency Per 1,000 (Summer)
Average	34,252	34	9	42	1.10	0.29	1.39
Falmouth (2024)	100,000	67	7	74	0.67	0.07	0.74
National Average	100,000	240			2.40		
Falmouth (recommended)	100,000	**110**	**29**	**139**	1.10	0.29	1.39

Analysis: Summer Population

Further examination of these communities during the summer season along with the average combined number of police officers and civilian support staff, the Falmouth Police Department has 88% (or 65) fewer members than the average. Specifically, 64% (or 43) fewer police officers

than average and 316% (or 22) fewer civilian support staff than the average. These calculations would include a staff of 110 police officers and 29 civilian support staff members for a total of 139 members.

Comparing this data to the national average number of police officers per 1,000 residents and visitors, which is 2.4, it would suggest that the Falmouth Police Department would need to employ 240 police officers during the summer season. This would be an unsustainable financial burden on the community.

Workload-based Staffing Method

Workload-based staffing is a method for determining the number of staff needed to meet the demands of a workload. It's based on an analysis of actual or past data, such as call volumes, incident reports, and case records. This approach can help police agencies allocate resources more efficiently and equitably. It can also help them strategically target crime and address problems instead of incidents.

Like the Evidence-Based Staffing and Resource Allocation method the Department currently utilizes this method for tactical & strategic decision-making, especially during critical incidents, planned events (e.g., Falmouth Road Race), seasonal population spikes, and other similar occasions.

A collection of calls for service (or incident count) was constructed using data from the over 40 coastal communities within New England. The goal was to compare these calls for service counts with the Falmouth Police Department count to determine the average workload. However, the analysis proved problematic as each department collects different types of calls for service thereby skewing the data. For example, some may respond to every medical emergency or log each business check.
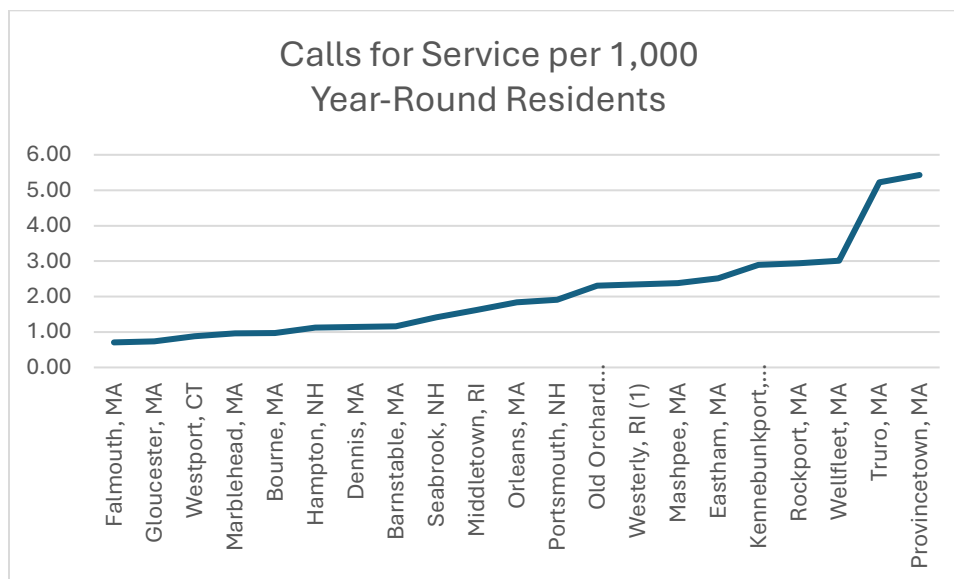
Analysis: Workload

The above chart indicates a range of .71 calls for service per 1,000 residents with a population of over 32,000 to a community with a population of nearly 4,000 and 5.43 calls for service per 1,000 residents. The data does not follow the crime trend for each community; therefore, the conclusion that each community collects different types of data as it pertains to calls for service appears to be valid.

<u>Crime-Based Staffing</u>

Effective policing relies not only on the presence of officers but also on informed decision-making driven by accurate data analysis. The Falmouth Police Department recognizes the importance of utilizing the National Incident-Based Reporting System (NIBRS) crime data to enhance its staffing strategies. By analyzing the detailed and comprehensive information provided by NIBRS, the department can identify crime trends, allocate resources more effectively, and tailor its community policing initiatives to address specific local needs. This data-driven approach not only improves public safety outcomes but also fosters transparency and accountability within the department. As we move forward, leveraging NIBRS will enable us to ensure that our staffing levels are aligned with the demands of our community, ultimately enhancing the quality of service we provide to Falmouth residents.
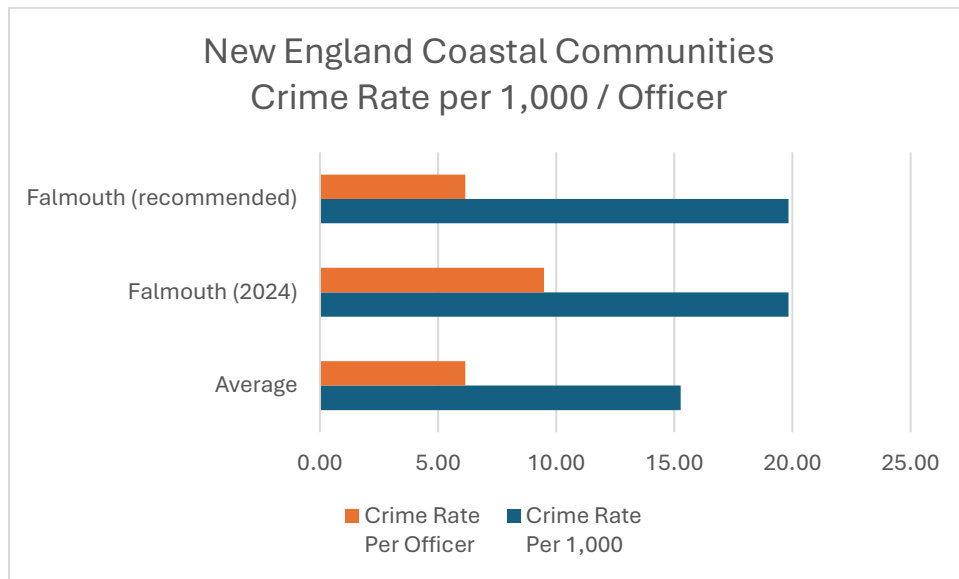
New England Coastal Communities Crime Rate							
Crime Rate Staffing Recommendations	**Year-Round Population**	**Officers**	**Violent Crime**	**Property Crime**	**Total Crime**	**Crime Rate Per 1,000**	**Crime Rate Per Officer**
Average	14,654	33	118	119	237	15.27	6.16
Falmouth (2024)	32,512	67	395	250	645	19.84	9.63
Falmouth (recommended)	32,512	**105**	395	250	645	19.84	6.16

Analysis: Crime Rate

An analysis of these communities—considering the number of police officers, crime rate per 1,000 residents, and crime rate per officer—reveals that the Town of Falmouth experiences 23% more crime than comparable areas. Officers in the Falmouth Police Department investigate 54% more crime than their counterparts in other communities. Furthermore, the crime rate per officer indicates that the Falmouth Police Department has 56% (or 38) fewer officers than the average number needed to handle a similar volume of criminal investigations. Consequently, these calculations support the need for a staff of 105 police officers in Falmouth.
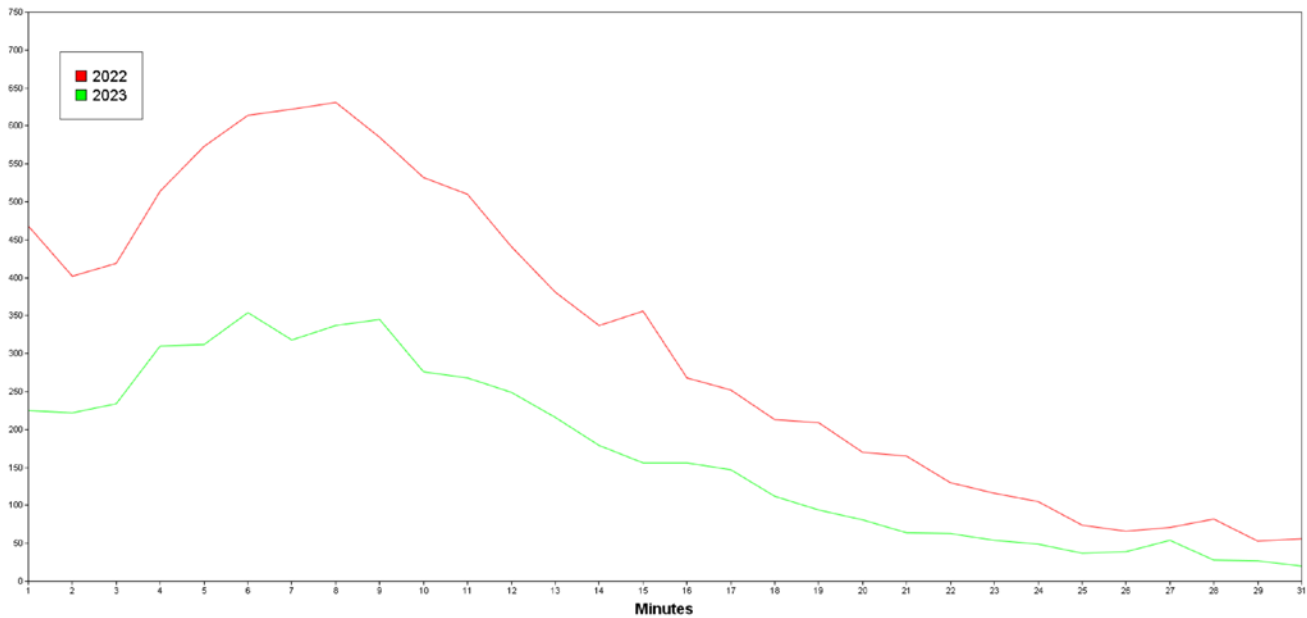
Response Times

Police response time is calculated by measuring the time between when a call (e.g., 911) is received by dispatch and when the first police officer arrives on the scene, typically broken down into three key stages: dispatch time (call intake and assignment), travel time (officer driving to the location), and arrival time (officer physically reaching the scene); with the overall response time being the sum of these components, and heavily influenced by factors like call priority, officer availability, and distance traveled.

Factors affecting response time:

- Call Priority: Emergency calls (e.g., violent crimes or active threats) will naturally receive quicker responses than non-emergency situations (e.g., property crimes or noise complaints).
- Number of officers on duty: More officers available generally leads to faster response times.
- Traffic conditions: Heavy traffic can significantly increase travel time.
- Geographic location: Distance from the assigned patrol officer to the incident location impacts travel time.
- Call volume: High call volume can lead to longer wait times for dispatch.

Response Time (Falmouth)

Call to Arrive at Scene for 2022 vs 2023

Analysis: Response Time

While there is no standard model for police response times, anecdotal evidence and empirical studies have shown that staffing levels significantly impact police response times. Reduced response times are critical for preserving life and property, reducing crime, apprehending offenders, providing support services, and maintaining public trust in law enforcement.

Police Civilianization

Employing non-sworn (or civilian) staff members was a common theme among the assessed police departments. Police civilianization offers several key benefits, including cost efficiency by reducing salary and benefit expenses and improved allocation of resources. It enables sworn officers to focus on core law enforcement duties by delegating administrative tasks to civilians, improving overall policing effectiveness. Additionally, civilians bring specialized skills in disciplines like data analysis and social work complementing law enforcement efforts. Civilianization can help reduce officer burnout by distributing workloads, promoting better mental health and job performance, and enhancing accountability through independent oversight. Overall, it leads to more efficient, effective, and community-oriented policing.

Analysis: Police Civilianization

A review of comparable communities indicates that the Falmouth Police Department operates with 229% (or 16) fewer civilian support staff members than the average department. Based on these findings, it is recommended that the department maintain twenty-three (23) civilian support staff members to align with the industry's best practices.

Currently, the department no longer employs three (3) full-time and three (3) part-time police dispatchers. For this analysis, it is assumed that these positions were included in calculating the average civilian support staff for other police departments. Therefore, a revised recommendation suggests that seventeen (17) civilian support staff members should be established as a goal.

To enhance the department's overall efficiency and policing capabilities, the addition of the following civilian roles is recommended: Crime Analyst, Central Records Supervisor, Detective Bureau Administrative Assistant, Grant Coordinator, Fleet Manager/Technician, Training Coordinator, Property/Evidence Manager, Victim Services Advocate, and an additional Parking Enforcement Officer.

Expanding the civilian workforce with these specialized positions would optimize operational effectiveness, support sworn personnel, and improve community service delivery.

Force Multipliers

Another method of staffing is the use of force multipliers. Force multipliers in law enforcement are tools, strategies, or technologies that enhance the effectiveness and efficiency of officers, enabling them to achieve more with fewer resources. Here are some examples:

- Artificial Intelligence (AI) and Predictive Analytics
    - Crime Analysis: AI-powered tools can analyze vast amounts of data to predict crime hotspots, assist in case prioritization, or identify potential criminal activities. Predictive policing software allows agencies to allocate resources proactively, improving response times and preventing crime.
    - Computer Vision: These tools address time-consuming tasks by enabling functions like redaction, evidence search, and automatic license plate recognition.
    - Speech Recognition & Generative AI: Facilitating auto-transcription via video from body-worn cameras (BWC) assists officers with report writing. Improved reports lead to more criminal convictions and this technology helps the officers to return to the field quicker.
    - Translation Services: Enhancing communication by translating languages in the field allows officers to help victims and increase public safety without the need to call in a translator.
- Drones (Unmanned Aerial Vehicles - UAVs)
    - Drones provide aerial surveillance for search-and-rescue missions, crowd monitoring, or pursuit of suspects, reducing the need for extensive personnel deployment on the ground.
- Body-Worn Cameras (BWCs)

- These devices increase transparency and accountability and assist with evidence collection and conflict de-escalation, helping officers operate more effectively in complex situations.
- Automated License Plate Readers (ALPRs)
  - ALPRs scan and identify vehicle license plates in real-time, aiding in locating stolen vehicles, tracking suspects, and identifying vehicles associated with crimes. This reduces manual labor and increases patrol efficiency.

Each of these tools allows law enforcement agencies to amplify their capabilities, improve officer safety, and enhance community outcomes.

OTHER STAFFING STUDIES

Police Management Study (1969)
Police Management Consultants—Robert Sheehan Associates

The 1969 Sheehan Management Study examined the Falmouth Police Department's organization and operations, emphasizing personnel deployment, administration, and budgetary concerns.

Key findings and recommendations related to staffing included:

Demographics:

- Year-round Population: 16,000 (Town officials estimate)
- The town experienced a dramatic influx of visitors during the summer months, putting significant strain on municipal services, including law enforcement.

Organizational Assessment:

- Patrol deployments were well-adjusted to the community's needs despite using two officer patrols and seasonal population spikes.
- The members included 30 full-time police officers (patrol, detectives, and command), 43 part-time special police officers, and 4 civilians.

Key Recommendations:

- Community-Oriented Policing:
  - The study emphasized balancing police operations with the community's expectations, advocating for cooperative strategies between law enforcement, town leaders, and citizens.
- Personnel

- o Add Three Police Officers: Increase the number of police officers (full-time) from twenty-three (23) to twenty-six (26), including the Community Service Officer and two detectives.
  - o Add two Police Sergeants: Add two additional police sergeants.
  - o Appoint a Community Service Officer: add one community service officer, who will also serve as a juvenile officer.
  - o Reduce Special Police Officers (part-time): Reduce the complement of forty-three (43) special police officers to thirty-one (31) special police officers.
- Personnel Deployment
  - o Workload & Response Time: Equalize workloads and improve police response times.
  - o One-Officer Patrols: A more efficient patrol deployment should include transitioning from two-officer patrols to single-officer patrols where appropriate to maximize manpower.
  - o Patrol Sectors: Patrols would be deployed across defined sectors to ensure adequate coverage and efficiency while addressing year-round policing demands, seasonal population variations, and community needs.
  - o Patrol Deployment Plan: Continue to deploy patrol officers based on activity. The following was a recommended patrol deployment plan:
    - ▪ Patrol Deployment (September to June)
      - Shift 1 (0800-1600 hrs.) – 3 motorized beats, 1 foot patrol beat – 6 police officers
      - Shift 2 (1600-0000 hrs.) – 4 motorized beats – 7 police officers
      - Shift 3 (0000-0800 hrs.) – 3 motorized beats – 5 officers
      - Desk Officer/Communications – 5 police officers across all shifts
      - Patrol Officers (full-time): 23 (2.11 officers per 1,000 residents)
    - ▪ Patrol Deployment (July to August)
      - Shift 1 (0800-1600 hrs.) – 5 motorized beats, 1 foot patrol beat – 9 police officers
      - Shift 2 (1600-0000 hrs.) – 7 motorized beats – 11 police officers
      - Shift 2A (1800-0400 hrs.) – 2 motorized beats – 3 police officers
      - Shift 3 (0000-0800 hrs.) – 4 motorized beats – 6 officers
      - Foot Beats (villages, beaches, other hotspots, etc.)
      - Desk Officer/Communications – 5 police officers across all shifts
      - Patrol Officers (full-time): 23 (2.11 officers per 1,000 residents)
      - Special Police Officers (part-time): 31

The study advocated modernizing the department through improved administrative practices, structural changes, and targeted resource allocation to ensure effective law enforcement and public service in Falmouth.

Management Study – 1998 – Robert W. Kaiser & Associates

The 1998 Kaiser Management Study for the Falmouth Police Department examined its organizational structure, operations, and service delivery, providing actionable recommendations.

Key findings and recommendations related to staffing included:

Demographics:

- Falmouth had a year-round population of 29,600 in 1996, swelling to over 100,000 during summer.
- The town spans 44.26 square miles, with 192 miles of public roadway and eight villages.

Organizational Assessment:

- The town was divided into five (5) service (patrol) sectors, of which the study recommended increasing to six (6) to improve coverage and reduce response times.
- Summer populations exceeded 100,000 people, requiring flexible deployment strategies to manage the influx effectively.
- Each patrol shift deployment included four (4) to eight (8) patrol officers per shift depending on the time of day, activity levels, and available staff.
- A total of 61 sworn officers and 12 civilians were employed at the time.

Key Recommendations:

- Organizational Structure Improvements
  - Appoint Senior Captain (i.e., Deputy Chief): Split the Administrative Section into two: Specialized Services and Administrative Services, and appoint a Senior Captain (i.e., Deputy Chief) to oversee Administrative Services, an Operations Captain, and a Specialized Services Captain for improved efficiency.
- Improved Technology and Data Management
  - Additional Central Records Clerk: Hire an additional Central Records Clerk for the "Management Information Department".
  - Add Sergeant: Appointing a Sergeant for a "Management Information Department" to modernize records and reporting systems.
- Patrol Sectors
  - Increase Patrol Sectors: The study recommended increasing the number of operational sectors from five to six to improve response times, operational coverage, and backup capabilities.
  - The reconfiguration will provide the Department with several opportunities and advantages, including:
    - improved information-gathering opportunities
    - reduced response time to "calls for service"
    - improved operational and backup capabilities
    - enhanced coverage and investigative capabilities
- Enhanced Patrol Deployment

- o Statistical Deployment: Adjusting deployment based on statistical needs rather than shift equalization.
  - o Add Police Officers: The study recommended hiring four additional sworn officers over two years to meet expanded community service needs and improve sector coverage.
- Strategic Policing Philosophy
  - o Engage Problem-Oriented Policing Model: The department adopted a problem-oriented policing approach, encouraging officers to address community issues collaboratively and proactively.

The study highlighted the department's strengths while providing a roadmap for modernization to meet the evolving needs of Falmouth's community.

STAFF RECOMMENDATIONS

Staff Recommendations - Overview

The following positions are being proposed to ensure the department can provide responsive, proactive, and transparent law enforcement services:

PROPOSED STAFFING - SWORN OFFICERS							
Sworn Officers	**Current**	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**Proposed**
Chief	1	0	0	0	0	0	1
Deputy Chief	1	0	0	0	0	0	1
Captain	2	0	0	0	0	0	2
Lieutenant	4	0	0	0	0	0	4
Lieutenant- Body-Worn Cameras	0	1	0	0	0	0	1
Sergeant - Patrol	8	0	1	0	0	0	9
Sergeant - Traffic Unit	0	1	0	0	0	0	1
Sergeant - Detective	0	0	0	0	0	1	1
Sergeant - Administrative	0	0	0	0	1	0	1
Detective - General	6	0	0	1	1	0	8
Detective - Drugs	1	0	0	0	1	0	2
Detective - Court Prosecutor	1	0	0	0	0	0	1
Community Engagement Officer	0	0	0	1	0	0	1
School Resource Officer (SRO)	1	1	0	0	0	0	2
Patrol Officer - Administrative	0	0	1	0	0	0	1
Patrol Officer - Traffic Unit	0	1	1	1	0	0	3
Patrol Officer - Drug Detection Dog Handler	0	0	1	0	0	0	1
Patrol Officer - Explosives Dog Handler	0	0	0	0	0	1	1
Patrol Officer - Marine Unit	0	0	0	0	0	0	0
Patrol Officer – Six (6) Sectors	42	0	0	1	1	1	45
Increase	0	4	4	4	4	3	19
Totals	67	71	75	79	83	86	86

PROPOSED STAFFING - NON-SWORN SUPPORT STAFF							
Support Personnel	**Current**	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**Proposed**
Chief's Assistant	**1**	0	0	0	0	0	**1**
Records Clerk - Central Records	**2**	0	0	0	0	0	**2**
Clinician	**2**	0	0	0	0	0	**2**
Parking Meter Maintenance	**1**	0	0	0	0	0	**1**
Parking Enforcement	**1**	0	0	0	1	0	**2**
Accreditation Assistant	**0**	0	1	0	0	0	**1**
Crime Analyst	**0**	0	0	1	0	0	**1**
Detective Bureau Administrative Assistant	**0**	0	0	0	1	0	**1**
Grant Coordinator	**0**	1	0	0	0	0	**1**
Police Fleet Manager / Technician	**0**	1	0	0	0	0	**1**
Property/Evidence Manager	**0**	0	1	0	0	0	**1**
Records Supervisor	**0**	0	0	1	0	0	**1**
Scheduling Coordinator	**0**	0	0	0	0	1	**1**
Training Coordinator	**0**	1	0	0	0	0	**1**
Victim Services Advocate	**0**	0	0	0	0	1	**1**
Increase	**0**	3	2	2	2	2	**11**
Totals	**7**	10	12	14	16	18	**18**

Seven (7) Patrol Sector Staffing							
	Current	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**Proposed**
Proposed Sworn Staffing	**67**	4	4	4	4	3	**86**
Proposed Non-Sworn Staffing	**7**	3	2	2	2	2	**18**
Proposed Seven (7) Patrol Sector Staffing	**0**	1	1	2	2	2	**8**
Increase	**0**	8	7	8	8	7	**38**
Totals	**74**	82	89	97	105	112	**112**

Eight (8) Patrol Sector Staffing							
	Current	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**Proposed**
Proposed Sworn Staffing	**67**	4	4	4	4	3	**86**
Proposed Non-Sworn Staffing	**7**	3	2	2	2	2	**18**
Proposed Eight (8) Patrol Sector Staffing	**0**	3	3	3	3	2	**14**
Increase	**0**	10	9	9	9	7	**44**
Totals	**74**	84	93	102	111	118	**118**

Patrol Sector Expansion

Each patrol shift deployment includes five (5) to eight (8) patrol officers, one (1) desk officer, and two (2) sergeants depending on the time of day, activity levels, and available staffing.

The following is a list of the patrol sector staffing counts:

Patrol Sectors	Patrol Officers Required	Difference	Additional Needed
5	38	0	0
6	44	6	2
7	50	13	8
8	56	19	14

The above staffing calculations include scheduled hours and off-duty hours (e.g., vacation, personal leave, compensation time, sick time, training, FMLA, military leave, injured on duty (111F), and bereavement).

Staffing Request:

- Six (6) Patrol Sector Plan – Add two (2) additional patrol officers
- Seven (7) Patrol Sector Plan – Add eight (8) additional patrol officers
- Eight (8) Patrol Sector Plan – Add fourteen (14) additional patrol officers

Role:

- Patrol operations

Community Impact:

- Enhanced Public Safety and Response Times: Increasing patrol officers and sectors will reduce response times for emergency calls and routine incidents, ensuring faster and more effective service to residents and visitors.
- Proactive Community Policing: Expanding staffing enables more proactive measures to address public safety challenges, such as traffic enforcement, addressing the opioid crisis, and providing specialized responses to mental health emergencies, creating a safer and more cohesive community.
- Improved Officer Well-being and Retention: With additional staffing, officers will face less burnout from high call volumes, fostering a healthier work environment, and improving morale, which contributes to long-term officer retention and better community relations.

Traffic Enforcement Unit

Staffing Request:

- Three (3) officers
- One (1) sergeant

Role:

- Enforcing traffic laws, including speeding and aggressive driving.
- Targeting high-traffic violation areas and crash-prone locations.
- Handling traffic-related incidents and investigations.
- Enhancing road safety through education and awareness programs.
- Collaborating with patrol and detective units on traffic-related crimes or issues (e.g., stolen vehicles).

Community Impact:

- Reduced crashes, improved roadway safety, and enhanced quality of life through targeted enforcement.

Patrol Supervision

Staffing Request:

- One (1) sergeant
- Increase the number of patrol sergeants from eight (8) to nine (9). Three patrol sergeants will then be assigned to each shift with two (2) on-duty and the third off-duty.

Role:

- Patrol sergeants oversee the daily operations of patrol officers, ensuring effective response to calls and adherence to departmental policies. They also provide guidance, training, and support to officers while coordinating resources and handling administrative tasks.

Community Impact:

- Mentorship and Development: As a first-line leader, a police sergeant fosters a culture of mentorship, providing guidance to officers that enhances their skills and boosts team morale, resulting in a more effective and responsive police force.
- Community Collaboration: By actively engaging with community members and organizations, the sergeant builds trust and strengthens partnerships that lead to collaborative problem-solving and crime prevention initiatives.
- Crisis Management: In times of crisis, the sergeant demonstrates strong leadership, ensuring that officers respond effectively and compassionately, which helps to maintain public safety and community confidence in law enforcement.

School Resource Officer Unit

Staffing Request:

- Add one (1) School Resource Officer (SRO)
- Increase the number of School Resource Officers (SRO) from one (1) to two (2)

Role:

- Enhance School Safety and Security: The additional School Resource Officer (SRO) will increase the physical presence on campus, enabling quicker response times to potential threats and enhancing overall safety for students, staff, and visitors.
- Strengthen Relationship with Students and Staff: The new SRO will have the opportunity to engage more deeply with students and faculty, building trust and positive relationships that foster a safer, more supportive school environment.
- Expand Preventive and Educational Initiatives: With more resources, the SRO team can expand educational programs on topics like conflict resolution, bullying prevention, and substance abuse awareness, proactively addressing issues before they escalate.

Community Impact:

- Improved Community-Police Relations: The added SRO fosters stronger ties between the school and the surrounding community, creating an environment of mutual respect and cooperation, which benefits public safety beyond the school grounds.
- Decreased Juvenile Delinquency: The additional SRO provides more opportunities for early intervention in at-risk situations, potentially reducing youth involvement in criminal activities and promoting positive life choices among students.
- Increased Parental Confidence: Parents will feel more assured knowing there is a heightened presence on school grounds, enhancing trust in the school's commitment to student safety and well-being, leading to stronger community engagement with school activities.

Detective Bureau

Staffing Request:

- Three (3) additional detectives
- One (1) detective sergeant

Role:

- To handle more complex investigations, particularly violent crimes, drug-related cases, cold cases, cybercrime, and other serious offenses.
- The Detective Bureau is responsible for the prevention, detection, and investigation of crime, and its work often complements the work of patrol officers.
- Detective tasks are highly specialized, usually encompassing the examination and evaluation of evidence to apprehend suspects and conduct high-quality investigations efficiently, with dedication and professionalism.
- Some of the specialized duties include handling more complex investigations such as violent crimes, drug-related cases, cybercrime, fraud, sex crimes, robbery, homicide, and cold case investigations.

Community Impact:

- Detective
    - Investigation Integrity: A detective's thorough and meticulous investigative work helps bring justice to victims, providing closure for families and reinforcing the community's trust in the legal system.
    - Crime Prevention: By analyzing crime trends and working proactively, detectives contribute to the development of strategies that effectively reduce crime rates and enhance community safety.
- Detective Sergeant – Evening Shift
    - Leadership in Investigations: A detective sergeant leads complex investigations with a focus on ethical practices and thoroughness, ensuring justice is served while promoting integrity in law enforcement.
    - Team Development: By providing training and support to detective teams, the sergeant enhances investigative skills, leading to more successful case resolutions and a more knowledgeable force.
    - Community Trust Building: Through open communication and transparency during investigations, the detective sergeant helps to build community trust in law enforcement, encouraging cooperation and support from residents.
    - Span of Control: The addition of a detective sergeant will reduce the span of control of the Detective Bureau Commander and ensure high-quality supervision.

Body-Worn Camera (BWC) Program

Staffing Request:

- One (1) lieutenant or civilian technician (This program should not be managed by a patrol officer or a sergeant to avoid conflicts of interest with frontline operations.)

Role:

- Manage Body-Worn Camera (BWC) Program equipment, video storage, retention, dissemination, officer training, policy compliance, and other administrative tasks.

Community Impact:

- Accountability: As the Body-Worn Camera Program Supervisor, the lieutenant ensures officers are held accountable for their actions, enhancing community trust and transparency in law enforcement practices.
- Evidence Collection Improvement: By overseeing the Body-Worn Camera Program, the lieutenant helps improve the collection of evidence during incidents, aiding in more effective investigations and fair legal proceedings.

- Training and Education: The lieutenant provides training on Body-Worn Camera usage and policies, equipping officers with the knowledge to utilize this technology effectively, which contributes to better community interactions.
- Public Confidence: Enhanced transparency and accountability, leading to greater public confidence in the department's actions and a reduction in complaints or legal challenges.

Community Engagement Unit

Staffing:

- One (1) Community Engagement Officer (police officer) who will also perform the duties of a Comfort Dog Handler and Crisis Intervention Team Officer.

Role:

- Build relationships between the community and organizations, focusing on outreach, program development, and collaboration.
- Deploy a specially trained comfort dog, ensuring its well-being and readiness for interactions that provide emotional support to officers, victims, and the community, particularly during stressful or traumatic situations.
- As a Crisis Intervention Team Officer, co-respond with the police clinicians to calls involving people experiencing a behavioral health crisis thereby allowing patrol officers to concentrate on calls for service.

Community Impact:

- Building Relationships: The community engagement officer actively builds relationships with residents, fostering a sense of safety and trust, and creating a more united community through positive interactions.
- Crime Prevention Education: Through workshops and outreach programs, the officer educates community members on crime prevention strategies, empowering them to take an active role in their safety.
- Cultural Sensitivity Promotion: By engaging with diverse community groups, the officer promotes cultural understanding and sensitivity within the department, leading to improved relations and cooperation.
- Community Well-Being: A Community Engagement Unit's role enhances trust, empowers residents, and addresses local issues, ultimately leading to improved community well-being and stronger networks.

Canine Unit

Drug Detection Dog

Staffing:

- One (1) handler (police officer)

Role:

- Deploy a specially trained drug detection dog to assist in narcotics investigations.
- The drug detection dog may serve other roles designated by the police department (e.g., locating missing people, tracking wanted subjects, searching for articles, and apprehension).

Community Impact:

- Public Safety Enhancement: The drug detection dog plays a vital role in identifying and intercepting illegal substances, significantly enhancing public safety and deterring drug-related crime.
- Community Awareness: Through demonstrations and educational events, the handler raises community awareness about drug issues, promoting prevention and intervention efforts among residents.
- Collaboration with Schools: By partnering with local schools to educate students about the dangers of drug use, the handler helps foster a drug-free environment and empowers youth to make informed choices.

Explosives Detection Dog

Staffing:

- One (1) handler (police officer)

Role:

- The explosives detection dog plays a vital role in identifying explosives, offering immediate threat assessment, and ensuring public safety at high-profile events such as the Annual Fireworks Display, Falmouth Road Race, Christmas Parade, and other community gatherings.
- Deployed at key transportation hubs like the Steamship Authority, Island Queen, and bus stations, the explosives detection dog ensures the safe passage of passengers by detecting and preventing the smuggling of explosives onto vehicles or vessels, contributing to national security.
- The explosives detection dog aids in criminal investigations by detecting explosives at crime scenes, supporting the investigation of bombings or bomb threats, and conducting security sweeps of sensitive locations such as municipal buildings, schools, scientific facilities, and critical infrastructure.
- The explosives detection dog may serve other roles designated by the police department (e.g., locating missing people, tracking wanted subjects, searching for articles, and apprehension).

Community Impact:

- By proactively identifying explosives in high-risk areas such as transportation hubs, infrastructure, and crowded public events, the explosives detection dog reduces the risk of potential attacks or accidents, ensuring the safety of residents and visitors.
- The presence of a trained explosives detection dog eliminates the need for Falmouth to rely on outside agencies for bomb detection, saving resources and allowing for quicker, more efficient responses to potential threats.
- Knowing that the Falmouth Police Department is utilizing a highly trained explosives detection dog fosters a sense of security within the community, encouraging residents to feel safer in public spaces and increasing trust in local law enforcement's ability to protect them.

Comfort Dog Program

Staffing:

- One (1) handler (police officer) will also perform the duties of a Community Engagement Officer.

Role:

- The handler's primary responsibility is to ensure the comfort dog is available for emotional support during community events, crisis situations, interactions with trauma victims, and officers dealing with stress or traumatic events.

Community Impact:

- Emotional Support Provision: The comfort dog provides emotional support to victims, witnesses, officers, and community members, helping them cope with trauma and fostering healing within the community.
- Community Engagement: By participating in community events, the handler promotes positive interactions between law enforcement and residents, helping to humanize the police force and build trust.
- Stress Relief Initiatives: The comfort dog handler introduces stress relief activities for both officers and community members, contributing to mental well-being and a supportive environment.

Administrative Support

Staffing:

- One (1) Administrative Police Officer
- One (1) Administrative Sergeant

Role:

- Administrative Police Officer
    - Duties to include but not limited to Evidence & Property Management, Departmental Property Management (Quartermaster), Fleet Maintenance Support, and Special Event Coordination Duties.
    - Co-respond with the police clinicians to calls involving people experiencing a behavioral health crisis thereby allowing patrol officers to concentrate on calls for service.
- Administrative Sergeant
    - Duties to include but not limited to supervising the Community Engagement Unit and School Resource Officer Unit, assisting with the accreditation function, training function, and professional standards function.

Community Impact:

- Administrative Police Officer
    - Enhancing Public Safety through Efficient Evidence Management: By expertly managing evidence and property, the Administrative Police Officer ensures that critical materials are processed and stored securely. This meticulous attention to detail not only upholds the integrity of investigations but also builds community trust in the police department's commitment to justice and accountability.
    - Streamlining Departmental Resources for Better Service: As the Quartermaster responsible for departmental property management, the Administrative Police Officer plays a vital role in ensuring that all equipment and resources are well-maintained and readily available. This proactive approach maximizes operational efficiency, enabling officers to respond more effectively to community needs, and ultimately enhancing public safety and service delivery.
    - Fostering Community Engagement through Special Events: By coordinating special events, the Administrative Police Officer creates opportunities for positive interactions between law enforcement and community members. These initiatives not only promote transparency and trust but also strengthen community ties, encouraging collaborative efforts to address local issues and enhance overall public safety.
- Administrative Sergeant
    - Leadership in Operations: The administrative sergeant leads efforts to improve departmental efficiency, allowing officers to devote more time to proactive policing and community interaction.
    - Strengthening Community Relations through Engagement Initiatives: By supervising the Community Engagement Unit, the Administrative Sergeant fosters meaningful relationships between law enforcement and community members. Through outreach programs and collaborative events, they create an inclusive environment that encourages dialogue, builds trust, and empowers residents to take an active role in public safety.

      o Ensuring High Standards of Excellence in Law Enforcement: Assisting with the Accreditation Function, the Administrative Sergeant plays a crucial role in maintaining rigorous standards within the department. By ensuring compliance with best practices, they enhance the professionalism of the police force, ultimately leading to improved public confidence and a more effective response to community concerns.

      o Promoting Safety and Support in Schools: By overseeing the School Resource Officer Unit, the Administrative Sergeant ensures that students feel safe and supported in their learning environments. This proactive approach not only addresses safety concerns but also fosters positive relationships between youth and law enforcement, helping to cultivate a culture of trust and collaboration within the community.

Police Marine Unit

Falmouth, with more shoreline than any other community on Cape Cod, would rely on its Police Marine Unit to ensure safety and enforce laws along its vast coastline. The unit would patrol the town's busy harbors, beaches, and waterways, responding to incidents, assisting boaters, and protecting the community's maritime environment. With the high volume of recreational boating, commercial fishing, and ferry traffic, the Police Marine Unit would play a vital role in maintaining security and promoting safe navigation throughout Falmouth's coastal areas.

Staffing:

- Three (3) police officers (July & August only).
- The two (2) School Resource Officers will be temporarily transferred to the Patrol Division for July & August to facilitate staffing the Police Marine Unit.
- Additional staffing will not be required.

Role:

- Enhanced Coastal Patrol and Safety: The Marine Unit will provide dedicated patrols of Falmouth's waters, ensuring maritime safety, preventing illegal activities (such as boating under the influence or reckless operation), and responding quickly to emergencies on the water.
- Specialized Enforcement and Education: Officers in the Marine Unit will be trained in maritime laws and safety regulations, allowing them to conduct more effective enforcement, as well as offering educational outreach on boating safety and environmental stewardship to residents and visitors.
- Rapid Response to Waterborne Incidents: The Marine Unit will increase the department's ability to respond quickly to accidents or emergencies on the water, such as boat collisions, missing people, or environmental hazards, ensuring faster and more coordinated interventions.

Community Impact:

- Improved Public Safety for Residents and Tourists: The visibility of the Marine Unit will help deter illegal or unsafe activities, enhancing safety for both residents and the thousands of summer visitors who engage in boating, fishing, and other water-related activities.
- Stronger Community-Police Relationships: The establishment of a Marine Unit, especially one that operates directly in the local waterways, fosters a closer connection between the police and the community, promoting trust and collaboration on both land and water.
- Boost to Local Economy and Tourism: By ensuring a safer and more enjoyable maritime environment, the Marine Unit will support Falmouth's tourism industry, attracting more boaters, anglers, and tourists, which in turn benefits local businesses and enhances the town's reputation as a prime coastal destination.

Central Records Supervisor (Non-Sworn / Civilian)

Staffing Request:

- One (1) Central Records Supervisor. This is a non-sworn position.

Role:

- Office Management: Oversee daily operations and staff in the Central Records Section.
- Records Management: Ensures records compliance, security, and retention.
- Firearms Licensing Supervisor: Manage firearms licensing processes and background checks.
- Municipal Licensing Supervisor: Manage the municipal license function.
- NIBRS Reporting: Submit timely data to the NIBRS.
- Fingerprint Submissions (AFIS): Manage fingerprint submissions for background checks.
- Motor Vehicle Crash Dissemination: Manage dissemination of crash reports.
- Juvenile Lockup Reporting: Maintain records related to juvenile lockup.

Community Impact:

- The Central Records Supervisor would play a vital role in enhancing public safety through meticulous records management and adherence to licensing laws. Ultimately, enabling departmental leadership to prioritize strategic initiatives and engage effectively with the community.

Crime Analyst (Part-Time) (Non-Sworn / Civilian)

Staffing Request:

- One (1) Crime Analyst (Part-Time). This is a non-sworn position.

Role:

- Examine crime and traffic crash data to identify patterns, trends, and potential hot spots within a community.
- Provide actionable insights.
- Collaborate with officers and departmental leadership to recommend strategies for crime prevention, traffic crash reduction, and resource allocation.

Community Impact:

- The Crime Analyst significantly enhances community safety by providing valuable intelligence that helps law enforcement anticipate and address criminal activity.
- By identifying crime and traffic crash trends and hotspots, the Crime Analyst aids in deploying resources effectively, ensuring that officers are present where they are needed most.
- The Crime Analyst's work enables departmental leadership to prioritize strategic initiatives and engage more effectively with the community, ultimately building trust and collaboration between law enforcement and the public.

Grant Coordinator (Non-Sworn / Civilian)

Role

- Identify funding opportunities and prepare and submit grant proposals and applications.
- Develop grant budgets, monitor grant spending, create grant financial reports, prepare grant progress reports, and ensure grant compliance.
- Provide training for department staff in grant-related processes and compliance.
- As time permits, assist other departments within the town with grant management tasks.

Community Impact:

- The grant coordinator helps the department access additional resources for community policing, drug enforcement, crime prevention, training, technology and equipment improvements, and other funds that directly benefit public safety.
- A dedicated grant coordinator is a fiscally responsible investment, as their salary is very often offset by the significant grant funds they secure, ensuring that the organization can access new revenue streams without diverting resources from other priorities, ultimately increasing financial sustainability.
- Regular reporting and monitoring grant-funded projects ensures the department is accountable to the community, fostering trust and engagement.

Training Coordinator (Non-Sworn / Civilian)

Role

- Schedule and coordinate annual in-service training for police personnel, ensuring all officers receive up-to-date education on enforcement practices, community policing, crisis intervention, first aid, and other mandated training.
- Assign non-sworn personnel to professional development training courses to enhance their skills, including annual licensure requirements.
- Develop training modules focused on the fundamentals for policing in the 21st century such as community policing and crime reduction, officer safety and wellness, building trust and legitimacy, policy and oversight, and technology.
- Collaborate with community stakeholders to design and implement community engagement strategies that foster positive relationships between law enforcement and residents.

Community Impact

- Strengthen community-police relations by providing training that emphasizes cultural competency and de-escalation techniques, ensuring officers approach interactions with empathy and respect.
- Empower community members through workshops that explain police enforcement practices and emergency response protocols, promoting transparency and public understanding.
- Enhance public trust in law enforcement by equipping officers with effective crisis intervention strategies, ultimately leading to safer outcomes during critical incidents in the community.

Detective Bureau Administrative Assistant (Non-Sworn / Civilian)

Role

- Provide comprehensive administrative support to the Detective Bureau, including managing case files, maintaining records, and assisting in the preparation of reports and documentation.
- Coordinate schedules and appointments for detectives, ensuring efficient time management and prioritization of critical tasks related to ongoing investigations.
- Serve as a liaison between the Detective Bureau and other departments, facilitating communication and information sharing to support collaborative law enforcement efforts.

Community Impact

- Enhance the efficiency of the Detective Bureau's operations, leading to timely and effective investigations that contribute to increased public safety in the community.
- Foster transparency and trust by assisting in the dissemination of information related to investigations and community outreach initiatives, keeping residents informed and engaged.
- Support detectives in their efforts to solve cases, which can lead to improved crime resolution rates, ultimately contributing to a safer and more secure environment for all community members.

Evidence / Property Manager (Non-Sworn / Civilian)

Role

- Oversee the receipt, cataloging, storage, and security of all physical evidence and property collected by the police department, ensuring compliance with legal and departmental standards.
- Maintain accurate and up-to-date records of all items in the evidence/property room, conduct regular audits to ensure proper chain of custody, prevent discrepancies or loss, and ensure accountability.
- Coordinate with officers, detectives, and the Court Liaison Officer to ensure timely processing, handling, and disposition of evidence, including preparation for court proceedings and case closures.

Community Impact

- By maintaining integrity and transparency in the handling of evidence, the Evidence & Property Manager helps foster public trust in the department's commitment to fairness, accountability, and proper legal procedures.
- The accurate and efficient management of evidence plays a critical role in securing convictions, exonerating the innocent, and ensuring justice is served in criminal cases.
- Proper handling and timely disposition of property (such as recovered stolen items or confiscated weapons) help reduce crime and support efforts to prevent criminal activity and enhance public safety in the community.

Scheduling Coordinator (Non-Sworn / Civilian)

Role

- Coordinate and manage the scheduling of paid detail assignments for police officers, ensuring appropriate coverage for events, construction sites, and other community needs.
- Serve as the primary liaison between the department and external organizations requesting paid details, facilitating communication, and addressing any logistical issues.
- Oversee payroll processing for paid details, ensuring accurate and timely compensation for officers and maintaining thorough records for accountability.

Community Impact:

- Enhance public safety by providing a visible police presence at community events and high-traffic areas, fostering a sense of security among residents and visitors.
- Allowing the reassigning of two sergeants from part-time paid detail coordinator duties back to their supervisory roles, enhancing leadership on the ground, and ensuring more effective oversight and support for officers in the field, which ultimately strengthens community safety and engagement.

Police Fleet Manager/Technician (Non-Sworn / Civilian)

Role

- Responsible for routine inspections, diagnostics, and repairs of police vehicles, ensuring they are in optimal condition for safe and reliable use.
- Assists in inventory management of parts and equipment, coordinating with suppliers and ensuring timely procurement to minimize vehicle downtime.
- Assists with budget planning for fleet maintenance and vehicle purchases, providing insights into costs and necessary upgrades to optimize expenditures.

Community Impact

- Maintaining vehicles in peak condition contributes to the overall effectiveness of law enforcement in responding to emergencies and serving the community.
- Reduces vehicle-related delays or failures, allowing officers to focus on their primary duties, which fosters trust and reliability within the community.
- Implements eco-friendly practices in vehicle maintenance and upgrades, promoting commitment to environmental responsibility within the police department and the community.

Accreditation Assistant (Non-Sworn / Civilian)

Role

- Assist with the preparation and submission of documentation (e.g., policies and procedures) required for police department accreditation, ensuring compliance with the Massachusetts Police Accreditation Commission (MPAC).
- Maintain and organize records, reports, and files to facilitate assessments, and provide timely information for accreditation reviews.
- Collaborate with department staff to coordinate training sessions on accreditation standards, promoting understanding and adherence to policies.

Community Impact

- Foster transparency and accountability within the police department, strengthening community relations and public confidence in law enforcement.
- Support initiatives that lead to best practices in policing, ultimately enhancing safety and quality of life for residents through better-trained officers and effective community policing strategies.
- Facilitate workshops and informational sessions to educate community members about policing practices and accreditation benefits, promoting dialogue and collaboration.

Victim Services Advocate (Non-Sworn / Civilian)

Role:

- Provide direct support, advocacy, and resources to victims of crime, including emotional support, assistance with protective orders, and guidance through the legal process.
- Collaborate with law enforcement and community organizations to ensure victims' needs are met effectively and compassionately.
- Maintain confidentiality and serve as a liaison between victims and various services, ensuring a trauma-informed approach to care.

Community Impact:

- Empowered Victims: Enhances the recovery process by giving victims the support and tools needed to rebuild their lives and regain a sense of security.
- Increased Trust in Law Enforcement: Builds stronger relationships between the community and the police, as victims feel supported and valued.
- Improved Case Outcomes: Encourages victim cooperation in investigations and court proceedings, leading to stronger prosecutions and safer communities.

Parking Enforcement Officer (Non-Sworn / Civilian)

Add a second Parking Enforcement Officer to the staff to support Downtown Falmouth parking initiatives[7].

Role:

- Monitor parking compliance in high-traffic areas, issuing citations and managing parking violations to maintain order and accessibility.
- Assist with managing parking during peak tourist seasons, ensuring efficient use of limited parking spaces.
- Respond to parking-related complaints and inquiries, providing a visible and approachable presence to address community concerns.

Community Impact:

- Improved Traffic Flow: Helps reduce congestion by ensuring consistent parking enforcement, particularly during the summer influx of tourists and seasonal residents.
- Enhanced Accessibility: Promotes fair use of parking spaces, supporting local businesses and residents by deterring violations such as blocking access points or overstaying time limits.
- Increased Revenue for Community Programs: Generates additional revenue from parking citations, which can be reinvested into community improvement initiatives.

Justifications for Expanding Staffing

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[7] 2024 Downtown Falmouth Management Plan

There are several compelling reasons for the police department and community to consider increasing its personnel:

Improved Response Times: More officers can lead to quicker response times to emergencies, thereby enhancing public safety.

Community Policing: A larger staff allows for more community engagement, fostering trust and collaboration between the police and the community.

Increased Crime Prevention: More officers enhance patrols, deter crime, and strengthen community safety.

Specialized Units: Additional personnel can enable the formation of specialized units (e.g., drug enforcement, traffic safety, or cybercrime), improving overall effectiveness.

Employee Well-Being: Reducing officer burnout and improving work-life balance can be achieved with adequate staffing, leading to better job performance.

Crisis Response: More officers can assist in handling mental health crises and other complex situations that require a multi-faceted approach.

Resource Allocation: An increased staff allows for better distribution of resources, ensuring that officers can focus on priority areas without being overstretched.

Public Expectations: As communities grow and evolve, public expectations for police services often increase, necessitating more personnel to meet these demands.

Data-Driven Strategies: Increased staff can facilitate the implementation of data-driven policing strategies, allowing for proactive measures based on crime trends.

Training and Development: More staff allow ongoing training and professional development, ensuring officers are well-prepared for modern policing challenges.

IMPLEMENTATION PLAN

- Short-Term Actions (12-24 months):
    - Hire for critically needed positions
    - Begin training for new specialty units
- Mid-Term Actions (24-36 months):
    - Evaluate overall effectiveness and staffing needs
    - Hire for intermediate-needed position
- Long-Term Actions (36-60 months):
    - Evaluate overall effectiveness and staffing needs
    - Hire for other needed positions

CONCLUSION

The **Falmouth Police Department Staffing Analysis** underscores the pressing need for strategic investments in personnel and resources, emphasizing not only increased numbers but also structural transformation to address contemporary challenges. Central to this approach is the focus on **Pillar 1: Building Trust and Legitimacy**, which highlights the importance of transparency and community engagement. By realigning its staffing and adopting modern policing practices, the department aims to foster public confidence and strengthen its partnership with the community, ensuring that every resident feels supported and protected.

A phased hiring strategy and the creation of specialized units reflect a commitment to aligning with **Pillar 2: Policy and Oversight**. These measures ensure that policies and procedures are updated to reflect community values while providing robust oversight mechanisms. For example, expanding the body-worn camera program with dedicated management personnel not only increases accountability but also aligns with best practices for transparency and responsiveness to public concerns.

Incorporating advanced technologies, such as data-driven crime analysis and body-worn cameras, aligns with **Pillar 3: Technology and Social Media**. These tools enhance operational efficiency and accountability while fostering better communication with the community. By leveraging technology to improve resource allocation and response times, the department can deliver more effective and equitable services, particularly during the seasonal population surges that Falmouth experiences.

The report also emphasizes the importance of proactive, community-centered initiatives, consistent with **Pillar 4: Community Policing and Crime Reduction**. Expanding patrol sectors, creating a unit such as the Traffic Enforcement Unit (TEU), and enlarging the School Resource Officer (SRO) program ensures tailored responses to local safety concerns. These objectives enhance visibility, reduce crime, and build positive relationships with residents, particularly among youth and vulnerable populations.

Finally, the emphasis on officer wellness and professional development directly supports **Pillar 5: Training and Education** and **Pillar 6: Officer Wellness and Safety**. The proposed increases in staffing aim to reduce workload pressures and burnout, enabling officers to maintain a healthy work-life balance. Additionally, the integration of new roles, such as a training coordinator, will ensure that personnel receive continuous education in areas like de-escalation, cultural competency, and mental health crisis response, ultimately benefiting both the department and the community.

In conclusion, this analysis provides a **forward-looking roadmap for sustainable growth**, grounded in the principles of the 21st Century Policing Report. By balancing the needs of the

department with the expectations of the community, the Falmouth Police Department positions itself as a model for modern, effective, and community-focused law enforcement. These investments will not only address current challenges but also build a resilient foundation for future success.