Administrative Study – Final Report
Village of Waterloo Police Department
Waterloo, New York

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Acknowledgements

The New York State Division of Criminal Justice Services would like to acknowledge and thank the Waterloo Village Police Department Chief of Police James B. Chechak for his cooperation on this study. This report could not have been completed without his assistance.

Preface

Administrative Studies

The New York State Division of Criminal Justice Services (DCJS) Administrative Studies Program offers assistance to law enforcement agencies in examining staffing and operational efficiencies. The purpose of these studies is to provide public officials with a professional and objective analysis that may assist decision making on the local level. Every study is unique, focusing on issues of special interest specified by the requesting agency. DCJS Office of Public Safety (OPS) administers this program and there is no fee for this service.

Enabling Authority

DCJS performs administrative studies pursuant to NYS Executive Law §837(5).

> *"Conduct studies and analyses of the administration or operations of any criminal justice agency when requested by the head of such agency and make the results thereof available for the benefit of such agency."*

Disclaimer

The findings and observations contained herein are based largely on a statistical analysis of data provided by the agency requesting the study. This analysis may not produce precise predictions, and the reliability of this report is highly dependent on the quality and accuracy of the data provided. OPS makes no certification of the accuracy of the data underlying the findings of this study.

Findings and observations contained in this study are presented solely for consideration and do not represent an exhaustive list of options, specific recommendations, or implementation plans.

This report represents a snapshot of the agency as of the end date of data studied. When reviewing this report, local officials should take into consideration any changes that have occurred since that time. It should also be noted that the findings and observations in this report may not consider the contractual obligations of the Waterloo Village Police Department.

Introduction

In January 2026, at the request of James B. Chechak, Chief of Police for the Waterloo Village Police Department, OPS initiated an administrative study to examine staffing within the agency. In accordance with DCJS procedures, a consultant versed in law enforcement administration, operations, organizational structure, and staffing, was

selected to assist OPS staff with data collection and analysis for the purposes of developing the study. The consultant, under the supervision of OPS staff, was given the authority to examine all relevant data and documents and meet with appropriate members of the Department to obtain the information necessary to complete the study.

For the purposes of this study, Chief Chechak requested an independent third party evaluate the operations of the agency and provide recommendations based on accepted law enforcement standards. More specifically, the Chief requested a study and analysis that recommends staffing needs and organizational structure to assist with future planning for the Waterloo Police Department. The detailed analysis and statistics supporting the findings and observations are discussed in subsequent report sections below.

Various tasks were performed to complete the study including but not limited to:

- Obtaining information about the agency including a description of the community served, the agency's budget, staffing information, resource allocation, shift assignments, back-up assistance, calls for service, investigative function and application, and other information that may affect staffing levels and needs;
- Conducting interviews, both in person and via telephone, of agency staff to understand the organization and operations, staff roles and responsibilities, workload and staffing levels, and specific challenges the agency faces in the delivery of law enforcement services;
- Obtaining information related to how the agency functions and the specific responsibilities of the members of the agency;
- Analyzing staffing levels, calls for service, and the agency's organizational structure for inefficiencies in operation;
- Analyzing the agency's staffing structure versus staffing needs;
- Examining the agency's data-collection capabilities.

Background

Village of Waterloo

The Village of Waterloo is located in the Finger Lakes region of New York State between Seneca and Cayuga Lakes. The Cayuga-Seneca Canal intersects the village and connects the two lakes. Waterloo lies approximately 47 miles southeast of the City of Rochester and 47 miles southwest of the City of Syracuse. The village is primarily situated within the Town of Waterloo, with smaller portions of its southern end extending into the Towns of Fayette and Seneca Falls. It serves as the primary county seat for Seneca County. The village encompasses a total area of 2.2 square miles, of which 2.1 square miles are land and 0.1 square miles are water. At its furthest points, the village measures approximately 1.7 miles across east to west and 1.6 miles north to south.

According to U.S. Census data and other sources such as Data USA, the Village of

Waterloo contains 2,097 households and 2,288 total housing units, with an average household size of approximately 2.35 persons. As of 2023, the owner-occupied housing unit rate was nearly 70%, with approximately 30% renter-occupied. Residential housing consists of roughly 69.4% single-family homes, 14% two-unit structures (duplexes), 12.1% multi-family structures (three or more units), and 3.7% mobile homes or other housing types. The median value of owner-occupied housing units is approximately $111,300. The village includes three senior-living facilities, two nursing homes, and one large apartment complex consisting of five buildings, each with eight two-bedroom units.

As of the 2020 U.S. Census, the village's population was 4,810. Census data approximate the village's racial composition as follows:

Village of Waterloo Racial Composition		
American Indian and Alaska Native	12	<0.1%
Asian	33	<0.1%
Black or African American	105	2.1%
Hispanic or Latino	203	4.2%
Native Hawaiian or Other Pacific Islander	0	0%
Some Other Race	53	1.1%
Two or More Races	292	6.0%
White	4,315	89.7%

The median household income in the Village of Waterloo is $51,642, and 11.7% of the population is at or below the poverty line *(U.S. Census Bureau)*.

The Village of Waterloo operates under a Mayor–Board of Trustees form of government. The mayor is elected to a two-year term, while trustees are elected at-large on a staggered basis to four-year terms. All elected officials serve in part-time capacities, and an Administrator/Clerk-Treasurer oversees day-to-day operations. The village provides a range of governmental services through departments such as Fire (volunteer), Police, Water Treatment, and the Waterloo Community Center, which offers sports fields, basketball courts, and a spray park. Oak Island Park serves as an additional greenspace within the community. There are no county or state parks, nor are there any campgrounds, within village limits.

According to the New York State Department of Transportation, the Village of Waterloo has a total of 23 centerline miles of roadway. Major thoroughfares include New York State Route 96 (north-south) and State Route 5/U.S. Route 20 (east-west). The New York State Thruway (I-90) is located approximately 5.5 miles north of the village. The

Finger Lakes Railway Corporation, a short line railroad with approximately 150 miles of track, offers seasonal scenic tours across a six-county area with a designated stop in the Village of Waterloo. The railway connects to larger rail systems, including CSX, Norfolk Southern, and New York Susquehanna & Western Railroads. The Regional Transit Service (RTS) provides local bus service connecting the village to nearby communities such as Geneva and Seneca Falls.

As the Seneca County seat, the Village of Waterloo is home to the Seneca County Office Building, which houses several county departments, including County Court, the County Clerk's Office, and the County Board of Supervisors. NYS Supreme Court, Family Court, and Surrogate's Court are also located in the village.

The Village of Waterloo's fiscal year runs from June through May 31. Recent and current budget information provided by the Department is outlined in the table below.

Village of Waterloo Annual Adopted General Fund Budgets				
Fiscal Year	**Taxable Assessed Value**	**Tax Levy**	**Tax Rate**	**General Fund**
21/22	$159,282,025	$2,929,988	18.40	$3,915,820
22/23	$157,337,136	$3,076,479	19.55	$4,046,138
23/24	$156,731,065	$3,096,014	19.80	$4,517,542
24/25	$160,213,243	$3,157,934	19.80	$4,571,767
25/26	$160,091,031	$3,282,721	20.50	$5,027,961

The village of Waterloo is primarily a quiet, historic village. Although densely populated, it maintains suburban characteristics. The village's downtown area features a mix of retail shops, business offices, restaurants, bars, and salons. Excluding schools and churches, the police department maintains an emergency contact list for 79 businesses. Major industries include Bruno Bock Thiochemicals and Deep Dairy Products. No major hotel chains are located within the village.

The Waterloo Central School District provides public education for nearly 1,500 students and operates four schools, all located within the village: Waterloo High School (grades 9–12), Waterloo Middle School (grades 6 – 8), LaFayette Intermediate School (grades 3 – 5), and Skoi-Yase Primary School (grades K – 2). There are no institutions of higher education within the village limits. The community includes a number of houses of worship representing a variety of faiths.

The village contracts with North Seneca Ambulance, Inc. to provide basic and advanced life support emergency medical services (EMS). Geneva General Hospital, located approximately seven miles from Waterloo, is the closest hospital. The nearest Level 1 Trauma Centers are located in the cities of Rochester and Syracuse.

Widely recognized as the birthplace of Memorial Day, the Village of Waterloo is home to numerous historic landmarks and sites. The community hosts Memorial Day events, the Seneca County Fair, and various parades and 5K events that draw both small and large gatherings. Depending on their size, makeup, and location, these community events can place additional strain on law enforcement services.

Waterloo Village Police Department

The Waterloo Police Department is located at 41 W. Main Street, Waterloo, NY 13165. The department's local, non-emergency telephone number is 315-539-2022. The facility housing the police department was constructed in the late 1950s and is shared with the village's municipal office. The department does not maintain any satellite facilities.

Public access to the police department is provided through a lobby at the front of the building. The lobby is open during administrative hours, Monday through Friday, 8:00 a.m. to 4:30 p.m. The front desk is staffed by the department's only civilian employee, who serves as clerk and confidential secretary. Citizens visit the police department to pay parking tickets, obtain copies of reports, or request police services. After normal business hours, individuals seeking assistance may use a callbox located outside the front door. The callbox rings directly to the Seneca County E-911 Center, which serves as the public safety answering point for EMS, fire, and law enforcement services throughout Seneca County, including the Village of Waterloo.

The police department's facility is dated in appearance and shows visible signs of deterioration. Physical keys are utilized for access control. A closed-circuit camera system monitors both interior and exterior areas. The Chief of Police reported that discussions regarding repairing or replacing the building have been tabled due to cost. Constructing a new facility specifically for the police department is estimated to cost approximately six million dollars.

The facility includes one locker room shared by both male and female officers, one single-use restroom, one office for the Chief of Police, and one office shared by the department's three sergeants, which is also used for non-recorded interviews. The department has one interview room equipped with audio-video recording capabilities for interviewing adults. This same room also serves as a juvenile interview room and has been approved by the Chief Administrator of the Courts in compliance with the requirements of the Uniform Rules for the Family Court.

A small room houses a workstation for officers, the agency's breath analysis instrument, and evidence storage supplies. A second room provides an additional workstation for officers. Another office is assigned exclusively for use by New York State parole officers, who hold office hours at the police department once per week. This does create a small revenue stream for the Village. The facility has no holding cells but includes one room dedicated to arrest processing. When necessary, individuals in custody may be

handcuffed to a bench located in this room. One room previously used for evidence storage and as an armory is no longer utilized due to dampness and lack of heat, making it unsuitable for storage.

The rear of the department's interior office opens into a large garage area that is shared with the village's water department. The garage stores various police-related equipment, including vehicles, a portable radar speed trailer, and a utility trailer used for child safety seat events and bicycle rodeos. The garage also contains a sectioned-off area designated for property and evidence storage.

Budget

The Waterloo Police Department's adopted budgets over the past five years are shown in the table below. The five-year mean during this period was $950,050 with a median of $948,680. The right-hand column reflects the +/- percentage change from the previous fiscal year:

Fiscal Year	Adopted Budget	+/-
21/22	$837,694	--
22/23	$909,375	+8.5%
23/24	$977,562	+7.5%
24/25	$965,956	-1.2%
25/26	$1,052,916	+9.0%

For FY 25/26, the police department's budget represents approximately 21% of the village's general fund. Top-line program allocations are outlined below:

Description	25/26 Adopted/Modified Budget
Personnel Services	$850,000
Equipment	$5,000
Contractual Expenses	$193,416
Uniforms	$4,500
Total	**$1,052,916**

Recent overtime figures provided by the department are shown in the table below. The Chief notes that these amounts reflect calendar-year reporting rather than fiscal-year data. With the exception of 2025, he was unable to confirm whether the figures represent adopted budget allocations or actual expenditures. Because the first five years appear as round, incremental amounts, they are presumably *budgeted* values, indicating only nominal year-over-year increases. The 2025 figure, by contrast, is presumably an actual expenditure; if accurate, it reflects a substantial increase over the prior budgeted levels.

Fiscal Year	Overtime
2020	$40,000
2021	$41,000
2022	$42,000
2023	$43,000
2024	$44,000
2025	$66,507

Maintaining a police department's vehicle fleet, particularly those vehicles dedicated to patrol, is essential to providing critical and reliable emergency response services to the public and ensuring officer safety. The Waterloo Police Department maintains a fleet of six (6) vehicles, five (5) of which are conspicuously marked patrol vehicles and one (1) unmarked vehicle which is utilized by the Chief of Police. The department has no special-purpose vehicles but does own two police bicycles, which are used on occasion during special event details such as the Memorial Day Parade and the Seneca County Fair. General vehicle maintenance, such as lube, oil, filter changes, and minor repairs, is performed by a local, privately owned auto repair shop. Larger repairs or warranty service are handled by a local auto dealership. A police sergeant is assigned to manage the fleet.

Department Mission

The Waterloo Police Department's promulgated mission statement is as follows:

> *The mission of the Village of Waterloo Police Department is to enhance the quality of life in our community by working cooperatively with the public and within the framework of the U.S. Constitution. We strive to preserve peace and to provide a safe environment for all of our residents and visitors to our community by providing guidance, protecting life and property, ensuring justice, upholding the law, and preserving democracy. We will continuously strive for excellence through our dedication and commitment, and we will treat all those we interact with in the same manner we, ourselves, want to be treated.*

In furtherance of its stated mission, the department provides law enforcement services 24/7/365 for the Village of Waterloo. Its general policing philosophy is to protect life and property, respond to calls for service as requested by the public, prevent crime through the omnipresence of patrol, and foster trust with the community through positive interactions. Officers are dispatched to each call for service. Citizens reporting non-emergency incidents may be referred to other governmental agencies or community-based services as appropriate.

Officers are dispatched to all EMS calls but will actually respond to approximately 25% of them. The Chief reports that the department has established criteria for when an officer will respond to EMS calls, including when ambulance personnel specifically request assistance. Officers are trained in basic first aid and are issued Narcan. To help combat opioid overdoses, the department participates in the county's "Leave Behind" program, initiated in 2018. Automated External Defibrillators (AEDs) are available in each patrol vehicle.

In addition to its primary responsibilities of patrolling the community, responding to calls for service, and conducting criminal investigations, officers provide a variety of services designed to enhance positive community interactions. Patrol officers conduct residential premise checks upon request, business premise checks during overnight hours, and monitor school bus routes for traffic law violations. In 2025, the department issued 785 uniform traffic tickets. Enforcement of local parking ordinances is concentrated primarily on violations of the village's winter parking restrictions. The village's code enforcement officer is a part-time police officer.

In 2023, the Village of Waterloo dissolved its village court. Depending on where an offense occurs, matters requiring a local criminal court are now split between the Towns of Fayette and Waterloo. Seneca County offers Centralized Arraignment Court (CAP) services. Waterloo police officers transport individuals placed under custodial arrest to the police department for processing, after which officers transport arrested individuals to county jail for arraignment by a CAP Court Judge. The jail is located at the Seneca County Sheriff's Office in the Town of Romulus, a 45-minute roundtrip commute from Waterloo. The Chief reports that this commute adds significant time to the arrest booking and screening process and often times leaves only one, or no, officers available to patrol the village.

Although infrequent, officers may be required to transport juvenile offenders to an appropriate detention facility based on the seriousness of the offense and availability of space. Locating available juvenile detention beds is a well-known challenge for police departments across New York State. The Chief reports that there is no juvenile detention facility located in Seneca County or in any adjoining county. As a result, officers may be required to transport a juvenile to an available facility anywhere in the state.

The Waterloo Police Department does not employ personnel dedicated solely to the investigative function. Officers assigned to patrol are responsible for conducting

preliminary investigations and any follow-up investigative activity related to criminal offenses. The agency provides victim advocacy and support services through partnerships with the Seneca County District Attorney's Office and Safe Harbors of the Finger Lakes.

The village does not currently employ a Dog Control Officer (DCO) or Animal Control Officer (ACO). The Chief reports that a dog shelter located in the village closed due to non-compliance with state requirements for such facilities. The county also does not provide dog or animal control services. In the absence of these services, police officers effectively serve as animal control officers and respond to animal-related calls. The Chief further reports that there is no plan in place to address this need. If officers find it necessary to transport found dogs, they seek shelter in a surrounding community such as the Town of Romulus, which is approximately 11 miles from Waterloo.

The Chief reports that the Waterloo Police Department maintains cooperative relationships with other law enforcement agencies and requests support during special circumstances and events as needed. The Seneca County Sheriff's Office maintains a substation in the village, and the New York State Police have an office approximately 2.5 miles west in the Town of Waterloo. Four (4) miles to the east lies the Village of Seneca Falls, which also operates its own police department.

The Waterloo Police Department has been accredited through the New York State Law Enforcement Accreditation Program since 2023.

Organizational Structure

The Waterloo Police Department is comprised of eight (8) full-time sworn officers, five (5) part-time sworn officers and one (1) full-time civilian employee. The full-time sworn staff consist of one (1) Police Chief, three (3) Police Sergeants, and four (4) Police Officers. The Chief reports that for nearly eight years, one of the four full-time officers has been unavailable for duty due to a work-related injury. This employee continues to receive pay and benefits as provided under NYS General Municipal Law §207-c. A request for disability retirement was filed in 2024, and a decision remains pending as of this writing.

The department utilizes a basic line organizational structure traditional to law enforcement agencies (see Appendix A – Organizational Chart). Authority flows directly from the top management position to the lowest-level employees. The Chief of Police provides overall direction and leadership for the department. Reporting directly to the Chief are three sergeants who assist with supervising officers and managing certain administrative tasks.

The Chief has the discretion to set minimum staffing levels for each patrol shift based on the needs of the agency and community. Although the department does not have a contractual obligation to maintain shift minimums, the local collective bargaining

agreement does stipulate: "*there will be no reduction in the number of supervisors*."

In addition to their supervisory and administrative responsibilities, sergeants are included in each patrol shift's staffing level. They share responsibility for patrolling the village and responding to calls for service in the same manner as police officers. The Chief estimates that sergeants respond to calls approximately 75% of the time they are working. While not ideal, this reflects an effective use of supervisory staff given the size of the agency; however, it may prove detrimental if a critical incident occurs while a sergeant is unavailable due to handling another call.

From 2021 to 2022, patrol staff were assigned to 10-hour shifts. From 2023 to 2025, patrol staff worked 12-hour shifts. The Chief reported that the agency returned to 10-hour shifts at the beginning of 2026. For the purposes of this study, the consultant utilized 2025 call-for-service data and the 12-hour work shift as the basis for analysis.

Under the 12-hour schedule, the agency divided the patrol function into three shifts:

- Day Shift (7:00 a.m. – 7:00 p.m.)
- Evening Shift (Mon – Thu: 1:00 p.m. – 1:00 a.m.; Fri – Sun: 3:00 p.m. – 3:00 a.m.)
- Night Shift (7:00 p.m. – 7:00 a.m.)

Sergeants and officers assigned to the 12-hour schedule rotated their days on and off over a two-week work wheel, as follows:

On-duty:	**Monday – Tuesday**
Off-duty	Wednesday – Thursday
On-duty:	**Friday, Saturday, Sunday**
Off-duty:	Monday – Tuesday
On-duty:	**Wednesday – Thursday**
Off-duty:	Friday, Saturday, Sunday

After completing two rotations through the work wheel, staff transitioned to a different shift for the next four weeks. The Chief reported that sergeants generally worked the day shift and only one (1) officer was assigned to cover the evening shift. As a result, shift switches occurred among the three officers. Since returning to 10-hour shifts in 2026, the Chief has directed sergeants to rotate shifts in the same manner as officers. Regardless of shift structure, there may be only one officer working in the village for a 24-hour period when sergeants and officers take time off for any reason.

The Waterloo Police Department allocates approximately $84,000 of its annual budget to employ five (5) part-time officers, who are utilized in the following areas:

- School Resource Officer (school year)
- Court security
- Code enforcement (20 hours per week)
- Patrol coverage (one day per week)

- Special events (as needed)

Part-time officers also assist with administrative tasks related to property and evidence management and the New York State Law Enforcement Accreditation Program. The school district reimburses Department for the School Resource Officer's salary and benefits. This officer works only during the school year and is capped on the number of hours that may be worked annually. The Chief reported difficulty in recruiting part-time officers, noting that staff can earn higher hourly wages with less responsibility and liability by working for private security firms.

Due to the relatively small size of the community, the agency does not designate specific patrol zones; the patrol district is considered village-wide. The Chief expects officers to maintain a service-oriented mindset and to be proactive in carrying out the department's mission and goals. For example, officers working the evening shift conduct foot patrols in the downtown area to check on businesses.

The Waterloo Police Department does not employ staff dedicated solely to criminal investigations. Officers and sergeants are responsible for conducting both preliminary and follow-up investigations.

The department employs one (1) full-time civilian employee who serves as Clerk/Confidential Secretary. In addition to a wide range of administrative duties, the clerk staffs the front desk and assist citizens who visit the department.

Staffing

Patrol

The allocation of staff is a critical issue for any law enforcement agency. Personnel costs comprise the largest portion of a police department's budget, and patrol is the most fundamental of all law enforcement operations. Uniformed officers assigned to conspicuous patrol vehicles provide the core services for which police departments are established. The patrol force seeks to prevent criminal activity by creating an appearance of omnipresence, thereby reinforcing the perception that offenders will be immediately apprehended.

Patrol responsibilities extend well beyond crime prevention and offender apprehension. The patrol force also functions as a service unit, providing assistance and emergency care in situations involving injury, illness, loss of property, or general citizen need. Uniformed officers are often the first, and sometimes the only, contact the public has with the police department. The importance of adequate staffing, deployment, supervision, and training for the patrol function cannot be overstated.

Best practices for staffing a patrol force emphasize aligning personnel levels with anticipated demand for service while ensuring officers have sufficient time for proactive

activity and essential administrative duties. Another important consideration is an agency's capacity to recruit and hire qualified personnel. In recent years, police departments nationwide have faced significant challenges attracting candidates due to evolving societal expectations, perceptions of law enforcement, and regulatory requirements. Additionally, the hiring and training process required to certify a new officer often exceeds one year, requiring agencies to forecast staffing needs well in advance. This reality provides a legitimate basis for staffing decisions that account for future vacancies. Other factors, such as the need to fill investigative and supervisory positions from the patrol ranks, also influence administrative determinations regarding appropriate staffing levels.

Although no definitive method exists for determining the optimal number of officers needed for law enforcement functions, agencies can still achieve a reasonably precise and equitable distribution of enforcement resources across time and geographic areas. This process involves two key steps: first, identifying the number of required posts; and second, calculating the staffing levels necessary to support them.

Determining the Number of Patrol Posts

The Formula

Two primary variables determine the number of officers necessary to staff the patrol force adequately: the number of calls for service during a given period (from which the number of patrol posts can be identified) and the average amount of time each officer is available for duty on a yearly basis.

Using a formula developed by the International Association of Chiefs of Police (IACP), the following steps are applied. Although this formula serves as a guide to estimate the number of officers required for patrol duty, the consultant relies primarily on professional experience and expertise when making staffing recommendations.

1. **Obtain total calls for service** for each tour of duty from departmental records for the previous year.

2. **Multiply the 12-month total** by the average time required to respond to a call for service and complete the preliminary investigation. This yields the number of hours per year spent handling calls for service. Previous studies indicate that the average time required to respond and conduct a preliminary investigation is approximately 30 minutes in most departments. If a department can provide its actual average time per call, that figure should be used.

3. **Multiply the annual call-handling hours by three.** This "buffer" factor accounts for preventive patrol, directed patrol, inspectional services, report writing, vehicle servicing, personal needs, and other routine activities. This

step produces the total patrol hours.

4. **Divide the total patrol hours by 4,380,** the number of hours required to staff one post on a 12-hour shift for one year (12 hours × 365 days = 4,380). The resulting quotient represents the minimum number of patrol posts needed for that tour of duty.

Applying the Formula to the Waterloo Police Department

The first step in the analysis is to apply the formula described above using twelve months of calls for service (CFS) data for a calendar year, broken out by patrol shifts. The Waterloo Police Department's method of tracking calls for service includes all patrol-related activity, such as traffic stops, property checks, and other administrative actions. However, these totals do not include follow-up investigative activities conducted by patrol staff. When follow-up investigations occur, the original call for service is reopened, thus a new call for service is not generated.

The table below summarizes annual calls for service for calendar years 2022 – 2025. The data indicates an 18.5% decrease from 2022 to 2023, a 29.3% increase from 2023 to 2024, followed by a 22.5% increase from 2024 to 2025.

Annual Calls For Service	
Calendar Year	**Total Calls for Service**
2025	8,718
2024	7,115
2023	5,504
2022	6,752

Using the analyzed data, the number of calls for service in 2025 are broken down by 12-hour patrol shift in the table below:

2025 Calls For Service By Patrol Shift	
Patrol Shift	**Calls for Service**
Days (7 a.m. – 7 p.m.)	3,976
Night (7 p.m. – 7 a.m.)	4,742
Total	**8,718**

The number of calls for service is multiplied by **0.50 hours** and rounded up to determine the approximate time officers spent on handling calls during the year.

Patrol Shift	Approximate Time Expended (Hours)
Days (7 a.m. – 7 p.m.)	1,988
Night (7 p.m. – 7 a.m.)	2,371

These time-on-call figures are then multiplied by three (3) to account for buffer activities, routine patrol, and directed patrol, resulting in the total patrol hours required.

Patrol Shift	Approximate Time Expended (Hours)
Days (7 a.m. – 7 p.m.)	5,964
Night (7 p.m. – 7 a.m.)	7,133

The total patrol hours are divided by 4,380, the number of hours required to staff one twelve-hour post for an entire year (365 days x 12 hours = 4,380 hours). The results are then rounded up to determine the minimum number of posts needed for each patrol shift.

Patrol Shift	Minimum Posts Needed	Adjusted
Days (7 a.m. – 7 p.m.)	1.36	2
Night (7 p.m. – 7 a.m.)	1.62	2

According to the formula, a minimum of **4 patrol posts** (2+2) is required.

Patrol Staffing Requirements

Once the total number of patrol posts for each tour of duty is determined, the next step is to identify the number of personnel required to staff these posts adequately. This cannot be accomplished by simply assigning one officer per post. Consideration must be given to the factors that make an officer unavailable for duty, including regular days off, vacation, sick leave, personal leave, and other forms of leave that reduce an officer's availability for patrol assignment.

Each officer has a potential annual work capacity of 4,380 hours (365 days × 12 hours). Using departmental records, an average number of days is calculated for each unavailability factor, as shown in the table below. The total represents the average number of hours per year that an officer is unavailable for duty. Subtracting this figure from the 4,380 potential hours yields the number of hours an officer is actually available. Dividing 4,380 by the available hours produces the **Assignment/Availability Factor.**

Multiplying the number of required posts by this factor determines the number of officers needed to staff those posts.

The following data concerning the number of days officers were **not available** was provided by the Waterloo Village Police Department. It is important to note that the long-term unavailability of one full-time officer due to a work-related injury (GML §207-c) is not included in these calculations. The figures entered in the average number of days column were determined by dividing the total number of days off for each factor by six, which represents the number of full-time sergeants and officers currently working and assigned to the patrol function. Also, the five categories with a zero (0) entry indicate there was no unavailable time attributed to those specific factors in 2025.

Sergeant and Officer Unavailability – 2025		
Factor	**Average # of Days**	**Staff Hours (x 12)**
Regular Days Off	182.5	2,190.00
PTO (*Includes Vacation, Comp, and Personal*)	18.05	216.60
Sick Leave	4.29	51.48
Training	6.72	80.64
Catastrophic Injury (207c)	0	0
Family Sick Leave	0	0
Bereavement	.14	1.68
Military Leave	0	0
Union	0	0
Leave No Pay	0	0
Total	**211.70**	**2,540.40**

The rounded total of 2,541 hours represents the average number of hours per year that both sergeants and officers are **unavailable** for duty. Subtracting this number from the potential annual work year of 4,380 hours yields the number of hours patrol staff **is available** for patrol duty.

Potential Yearly Hours	Average Unavailable Yearly Hours	Average Available Yearly Hours
4,380	-2,541	**= 1,839**

The potential 4,380 hours in a staff-year is then divided by the total hours available per year to calculate the assignment/availability factor. This factor is used to determine the total number of personnel needed to staff the number of patrol posts required by the agency's workload.

Total Hours in Staff Year	Hours Available	Assignment / Availability Factor
4,380	÷ 1,839	= **2.38**

This calculation indicates that **2.38 sworn personnel** are required to fill each patrol post identified in the previous step.

The table below applies the 2.38 assignment/availability factor to the number of patrol posts required, based on a **30-minute** preliminary investigation time factor.

Patrol Shift	Posts Required	x Assignment/ Availability Factor	= Number of Police Officers	Actual Number of Police Officers Required
Days (7 a.m. – 7 p.m.)	2	2.38	4.76	**5**
Night (7 p.m. – 7 a.m.)	2	2.38	4.76	**5**

According to the formula, **10 full-time uniformed personnel** are required to respond to calls for service. It is important to note that this figure is not normally intended to include patrol supervisory positions such as sergeants. Rather, it represents the recommended **minimum** number of uniformed police officers necessary to staff the Waterloo Police Department for **call-response duties**. As stated above, sergeants are included in this analysis as they represent 50% of the department's current patrol force.

The Waterloo Police Department employs a total of thirteen (13) sworn officers (eight full-time and five part-time). Under the department's current structure, the eight full-time staff include the chief, three sergeants, and four officers, one of whom is unavailable for duty due to a long-term injury. This configuration essentially leaves three (3) full-time officers available for patrol and response to calls for service. It cannot be overstated that the formula's results reflect the number of officers required for the patrol function and should not include supervisory staff.

The results illustrated by the formula indicate the department is understaffed by seven (7) full-time officers. Recognizing the financial strain that hiring this number of additional personnel would place on the community, the consultant acknowledges that such an increase is unlikely to receive support from village officials. Although not ideal, including the three sergeants as part of the agency's patrol staffing complement reduces the number of additional officers needed to four (4).

The consultant calculated several variations of the formula using time unavailable-data that included: officers only, officers and sergeants, and each of these scenarios with

and without the officer currently unavailable due to long-term injury. Analysis of these scenarios determined that both the “officers only” calculation excluding the injured officer and the “officers and sergeants” calculation excluding the injured officer resulted in the need for ten (10) full-time uniformed personnel to respond to calls for service. It should be noted that when the injured officer was factored into either scenario, the number of officers needed increased even further.

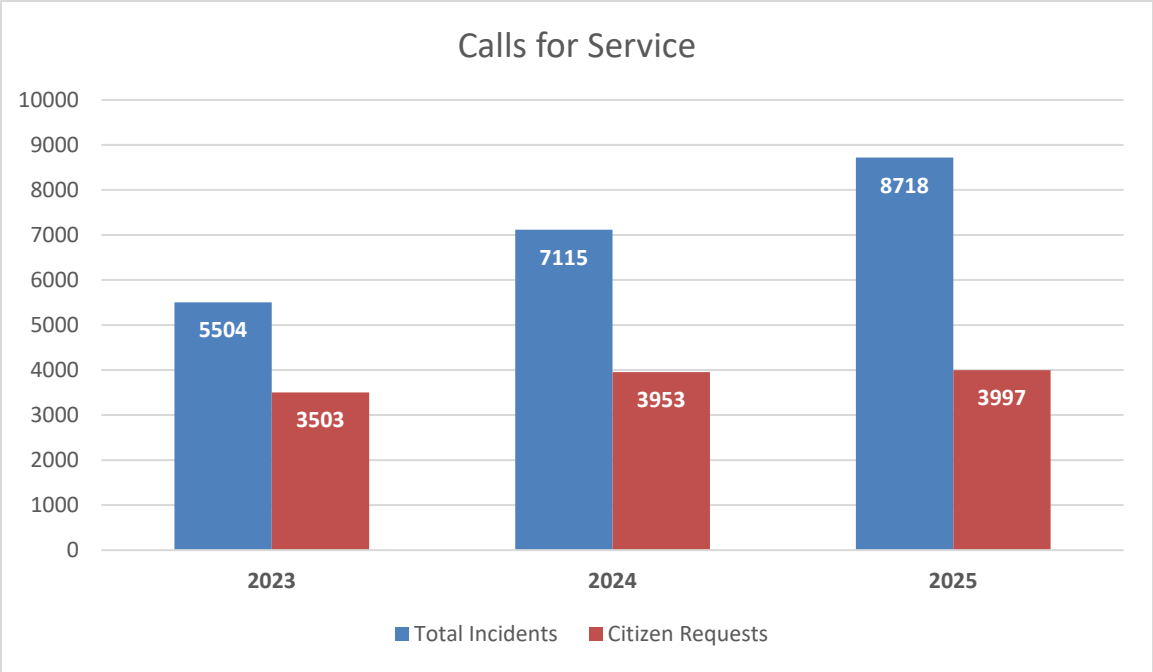
Across all scenarios described above, the number of Waterloo police officers assigned to the patrol function is lower than what the IACP staffing formula identifies as necessary. Additionally, an over-reliance on patrol supervisory staff and agency administrators to respond to calls has the potential to hinder their ability to perform their primary duties. When these individuals are engaged in supervisory, administrative, or specialized responsibilities, their capacity to respond to calls, and to provide a buffer for staffing shortages, may be compromised. Accordingly, it is recommended that the department increase its patrol staffing by a minimum of four (4) officers to meet the operational demands.

The use of part-time officers to supplement the patrol force can and should also be considered as a means to offset identified staffing shortages. As noted previously, the department has experienced challenges attracting officers to work in a part-time capacity, even when presented as a pathway to potential full-time employment. Furthermore, the department lacks incentives to encourage existing part-time officers to serve in the patrol capacity. If the Waterloo Police Department wishes to remain competitive in the market, a review of current pay structures for both full- and part-time officers is likely warranted. Ongoing comparisons to other law enforcement agencies in the region should be conducted to support retention efforts and to enhance the department’s ability to attract new employees.

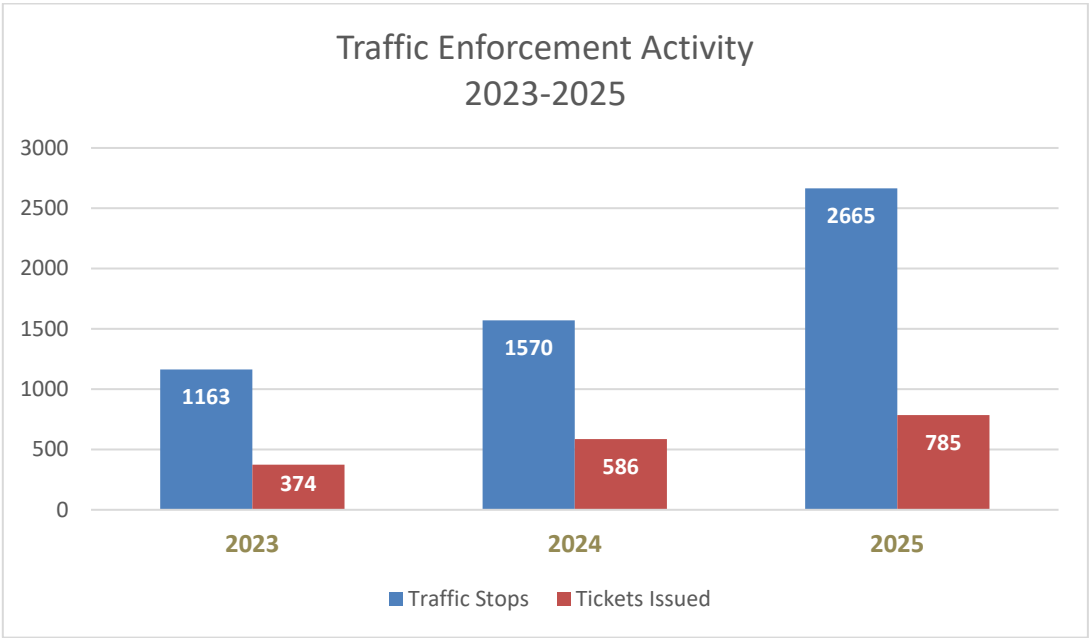
It should also be noted that the IACP formula does not account for the community’s high expectations for police services, nor does it reflect the department’s philosophy and commitment to delivering high-quality, proactive service. In addition, the formula does not incorporate factors such as overtime expenditures, which—as referenced above—appear to have exceeded budgeted allotments by a substantial margin in 2025.

While the IACP staffing formula uses 30 minutes as the average time required for officers to complete a call for service, numerous factors can influence the actual time spent on a call, both positively and negatively.

The chart below illustrates the total number of incidents handled annually by the agency over the three-year period 2023 to 2025, and how many of those incidents were specifically citizen requests for service.



As noted, the total number of incidents from 2023 to 2025 steadily increased while the proportion of citizen-initiated calls for service remained relatively stable. This indicates a shift toward more proactive policing activity which is further supported by the significant increase in the number of traffic enforcement activity conducted by officers during the same period and the number of traffic tickets issued.



Patrol Supervision

The availability of first-line supervisors is essential to ensuring compliance with departmental policies and procedures, assisting less-experienced officers in handling complaints, and making sound decisions during critical situations such as pursuits, use-of-force incidents, arrests, domestic disputes, and major crimes. When adequate supervision is lacking, a municipality may be exposed to liability for failure to supervise and train.

The Waterloo Police Department employs three (3) full-time Police Sergeants. As noted above, sergeants are used for regular patrol staffing and shift coverage. In addition to providing overall direction and discipline for their assigned work shift, sergeants share the same responsibilities as police officers regarding handling calls for service and conducting investigations. The Chief advised that due to the size of the agency, it is common for no sergeant to be scheduled. When a supervisor is not working, the department does not designate an officer-in-charge, nor does it offer an incentive for officers to serve in such capacity. Officers are expected to call an off-duty sergeant, or the Chief, if guidance is needed.

Given the overall size of the agency, the current allotment of patrol supervisory staffing appears to be sufficient, and the span of control is consistent with best practices. However, because the number of supervisory staff is minimal, it is unlikely that a sergeant can always be scheduled. Careful consideration should be given to adjusting sergeants' work schedules to maximize supervisory coverage and minimize the number of shifts without a sergeant on duty. This may require at least one sergeant to work a split shift.

The department may also consider designating an officer-in-charge when no sergeant is working and ensuring officers are fairly compensated when serving in that role. Utilizing officers-in-charge is generally sufficient for short-term needs. However, these officers are not always trained to the level of first-line supervisors, which can increase the potential for liability. Additionally, the practice of a patrol officer serving as a co-worker one day and a supervisor the next may diminish accountability, again increasing the potential for liability. An officer-in-charge may be more inclined to overlook certain conduct to avoid creating tension with colleagues they work alongside as equals the following day. On the positive side, implementing an officer-in-charge program would provide additional training opportunities for officers and support succession planning for future leaders, which can aid in employee retention.

Investigations

Criminal investigation is one of the most important responsibilities of any police agency in addressing crime within a community. The preliminary investigation is the initial action taken by a uniformed patrol officer in response to a reported crime. Its purpose is to determine what occurred, who the offender may be, who witnessed the incident, and

what physical evidence is present. The basic facts of the crime are collected during this stage and much of the work conducted during the preliminary investigation carries forward into the follow-up investigation.

Determining appropriate staffing levels for full-time investigative personnel has historically been far less precise than the processes used for line or supervisory staffing. The IACP notes that determining the number of investigators required must take into account several factors, including but not limited to the size of the jurisdiction, types of crimes, case closure rates, recovery of stolen property, length of investigations, and the extent of follow-up activities. The duties of an investigator extend beyond the investigative phase and include community-oriented responsibilities such as providing periodic updates to victims. Investigators also frequently serve as crime scene specialists responsible for identifying, collecting, and analyzing evidence.

Several methods are commonly used to develop reasonable recommendations for investigative staffing. These methods may rely on calculating the time typically required to investigate the types of crimes reported to the agency, the number of Part I Index Crimes reported, the number of active investigations per month, or a simple percentage of overall agency staffing.

Percentage of Agency Staffing for Criminal Investigations

The Waterloo Police Department is currently not staffed with a full-time investigator. The investigation of criminal offenses originates and concludes at the patrol level by officers and sergeants. The Waterloo Police Department is currently not staffed with a full-time investigator. The investigation of criminal offenses originates and concludes at the
patrol level by officers and sergeants. Supervisors are generally aware of current and ongoing investigations and the Chief reports that the agency has software capable of tracking the status of investigations for case management purposes.

In carrying out their investigative responsibilities, patrol staff communicate and coordinate with local, state, and federal law enforcement agencies, as well as community support and advocacy organizations at both the county and state levels. With larger-scale investigations, the department will request assistance from the Seneca County Sheriff's Office and/or New York State Police as necessary.

When evaluating investigative workload, it is important to consider not only the number of cases assigned to staff but also the nature and seriousness of the offenses involved. The Uniform Crime Report (UCR) compiles criminal offense data reported by police agencies across the United States. An analysis of the Waterloo Police Department's UCR data for the five-year period 2021–2025 indicates that, with some exceptions, most crime categories remained relatively stable. Part I violent crimes dropped in 2023-2024 but increased in 2025 to levels similar to those reported in 2021-2022. Less serious Part II crimes categories remained stable throughout the period (see Appendix B – Uniformed Crime Data). Overall, Part I crimes accounted for approximately 26% of all reported crimes throughout the five-year period.

A final comparative guideline used by the IACP, unrelated to service volume, is that **approximately 10% of an organization's sworn personnel should be assigned to**

the investigative function. While not an ideal or precise measurement, it provides a general benchmark consistent with practices observed in other agencies. Supervisory staff should not be included in the 10% standard.

Applying this guideline to the Waterloo Police Department:

Total Sworn Staff	x	Investigative Percentage (IACP Guideline 10%)	=	Personnel Required
8	x	.10	=	.8

Because this calculation considers only full-time sworn staff and excludes part-time officers, the result can be rounded to one (1).

Using the IACP formula as a general guide, along with the number of criminal cases and additional administrative responsibilities assigned to investigative staff, and the most recent UCR data, the absence of a dedicated investigator is insufficient to support the investigative workload. It is recommended that the Waterloo Police Department add one investigator to its organizational structure.

Command/Administration

The Waterloo Police Department's command structure provides the framework necessary for efficient oversight of the agency. The Chief of Police is responsible for the overall direction of department activities and delegates the authority to achieve organizational goals to subordinate ranks. The Chief also directly supervises three sergeants and one civilian clerk/confidential secretary (see Appendix A – Organization Chart).

For any para-military organization, including a law enforcement agency, it is essential to maintain a clearly delineated chain of command and an appropriate span of control based on the responsibilities of each position. Department policies must also clearly define the duties and responsibilities of all line and staff positions, including their roles when higher authority is unavailable.

The Waterloo Police Department's current command structure is consistent with best practices, and no changes in command-level staffing or organizational structure are recommended at this time.

Civilian Support Staff

In addition to the sworn staff outlined above, the Waterloo Police Department employs one (1) full-time civilian staff member who holds the title of Clerk/Confidential Secretary.

When the clerk is unavailable due to vacation or illness, the Chief advised that the front office is closed to citizens. The Chief also stated that he assumes responsibility for completing important and/or time sensitive matters as necessary when the clerk is unavailable.

The importance of administering a law enforcement agency, including the proper management of police records, budget, procurement, analytical and administrative tasks, and assisting citizens who visit the police department, cannot be overstated. Agencies require an adequate number of support personnel to allow command staff to provide effective leadership and management, and to ensure sworn staff can focus on their primary law enforcement duties.

Although no established formula exists to determine the appropriate number of civilian personnel needed to support police operations, decision makers should periodically review the extensive administrative responsibilities handled by the department's only civilian employee. Such reviews should assess whether sufficient support staff exist to carry out these functions and whether job titles accurately reflect the duties and expectations of the position.

Given the current demands placed on police departments of all sizes, operating without sufficient support staff places an agency at a significant disadvantage. Relying on a single full-time civilian employee, without any additional source of support, creates vulnerability should that individual become temporarily or permanently unavailable. OPS recommends that the agency, at minimum, hire a part-time or temporary civilian clerk to serve as a backup when the Clerk/Confidential Secretary is unavailable. Consideration may also be given to developing a job-share program among clerks from other village offices to ensure continuity of public service.

Summary of Observations and Recommendations

Focus Area	Description
Patrol Staffing	Patrol staffing requirements were calculated using an IACP formula which utilizes the number of annual calls for service to determine the required number of patrol posts, and which takes into account the availability of patrol officers to work throughout the year. The data indicates the Department requires ten (10) officers assigned to patrol to effectively manage the volume of service calls it traditionally handles. **RECOMMENDATION:** Hire a minimum of four (4) full-time police officers, or a combination of full- and part-time officers.
Investigative Staffing	**RECOMMENDATION:** Add one investigator to the organizational structure.
Command/Administrative Staffing	**RECOMMENDATION:** No change in command staffing is recommended at this time.
Civilian Support Staffing	**RECOMMENDATION:** Review administrative and support tasks handled by the Clerk/Confidential Secretary to ensure sufficient staffing exists to carry out these functions and that the position is properly titled and consistent with the duties and expectations of the position. Hire a part-time/temporary civilian clerk to primarily serve as a backup when the full-time clerk is unavailable. Also consider developing a job-share program among clerks from other village departments.

Conclusion

The objective of this report is to provide decision makers with an impartial view of an agency's operations and staffing. Readers should understand that the findings and observations presented herein are based on:

a. Data and information supplied by the agency under review;
b. Analysis of that data using a formula developed by the International Association of Chiefs of Police (IACP), which supports adequate staffing based on anticipated demand for service while allowing personnel time for both reactive and proactive policing and;
c. Professional judgement derived from the analysis of the information provided.

This study is intended to offer a clear snapshot of the strengths and limitations of current practices and to present alternative staffing approaches that may improve efficiency and cost-effectiveness.

While staffing analysis is not an exact science, a reasonably precise and equitable distribution of police personnel by time and area can be achieved through established methodologies.

The findings and observations contained in this report are intended solely to inform decision makers and provide a solid foundation for continued discussion at the local level.

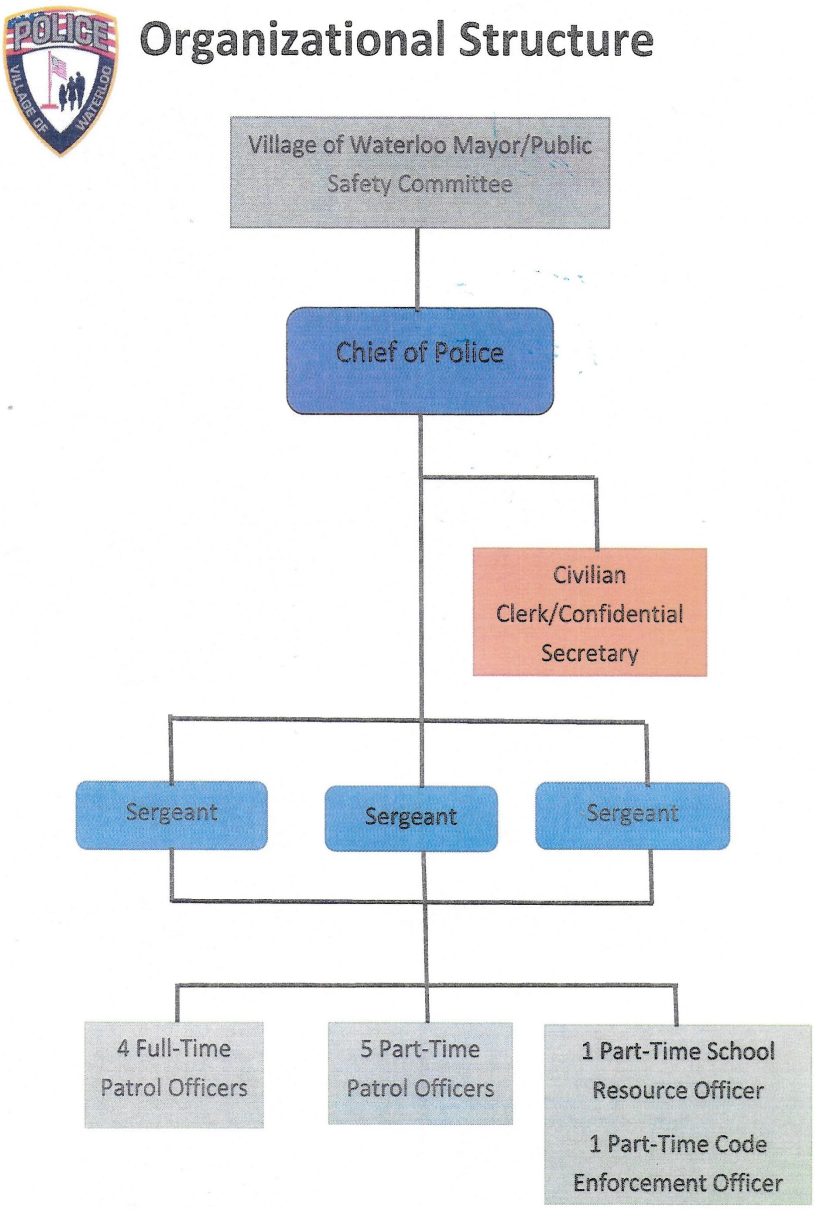
Appendices

Appendix A – Waterloo Police Department Organizational Chart

Appendix B – Waterloo Police Department Uniform Crime Report, 2021 – 2025

Appendix C – Administrative Study Field Visit Form

Appendix A – Waterloo Police Department Organizational Chart



Revised: 2-5-26

Appendix B – Uniform Crime Report Data

(*As reported by the Waterloo Police Department*)

	2021	2022	2023	2024	2025
Part I Index Crimes	**87**	**61**	**64**	**53**	**54**
Violent Total	**14**	**13**	**8**	**7**	**15**
Murder	0	0	0	0	0
Rape	4	1	1	0	4
Robbery	1	0	2	0	1
Aggravated Assault	9	12	5	7	10
Property Total	**73**	**48**	**56**	**46**	**39**
Burglary	7	4	4	7	3
Larceny	62	38	44	35	32
Motor Vehicle Theft	4	6	8	4	4
Part II Total	**192**	**174**	**147**	**197**	**197**
Arson	0	1	0	0	0
Kidnapping	2	1	1	6	6
Drug Possession-Marijuana	6	0	0	0	0
Drug Possession-Other	5	6	1	6	6
Dangerous Weapons	2	3	1	2	1
Sex Offenses	2	3	0	3	1
Forgery-Counterfeiting	3	1	2	1	0
Stolen Property	0	1	1	2	0
Coercion	0	0	0	0	1
Criminal Mischief	29	29	16	18	25
Fraud	3	3	1	1	2
Simple Assault	72	69	61	64	71
Family Offenses	0	0	0	0	1
DWI Alcohol	7	12	6	19	29
DWI-Drugs	0	0	0	2	0
Unauthorized Use of Vehicle	1	1	3	0	0
Liquor Law	1	0	0	0	0
Disorderly Conduct	28	11	20	24	16
Other Offenses	31	33	34	49	38

Source: DCJS, Uniform Crime Reporting File (as of 01/26/2026).

Appendix C - Field Visit Form

Office of Public Safety
Administrative Studies Program
Administrative Study Field Visit Form

Agency: Waterloo Police Department

Person Completing Form: James B. Chechak, Chief of Police

Date of field visit (if scheduled):

REASON FOR STUDY REQUEST

Why is this study being requested?

Requested to analyze the staffing and organizational structure of the department. There is no known record of this study ever being conducted for the Waterloo Police Department.

What do you hope to accomplish through the study?

Suggestions for staffing and organizational structure consistent with current best practices.

DESCRIPTION OF COMMUNITY SERVED BY AGENCY

Are there any major industries within your municipality?

Yes.

If yes, please list:

Bruno Bock, Deep Dairy Products

Are there any Industrial Parks?

No.

If yes, please list:

Are there any major hotels or conference centers?

No.

If yes, please list:

Are there any higher education institutions?

No.

If yes, please list:

If any of these colleges and/or universities have their own police or public safety force, please list:

Are there any major commercial areas (plazas, malls, restaurants)?

Yes.

If yes, please list:

The downtown business district - multiple restaurants, bars, salons, etc..

Describe the residential sections within your municipality that your agency is responsible for providing services to (e.g. urban, rural, suburban):

"Urban" The Village is densely populated with single family and multi-unit homes.

Please list any additional information that has not been covered that may impact the resources required by your agency:

CHIEF LAW ENFORCEMENT OFFICER

Date current chief law enforcement officer was appointed:

12-13-22

Previous positions held by the CLEO in the department:

Patrolman, Sergeant

Total number of years with the department:

16

BUDGET

Annual agency budget for:

2021	$837,694
2022	$909,375
2023	$977,562
2024	$965,956
2025	$1,059,666

Average % personnel services:	81%
2025 budget for part-time officers:	$84,239.68
Percent expended to date:	7%
Total Full Time Equivalent (FTE) hours for part-time officers:	3,175

Do you anticipate expending entire 2025 allocation for part-time officers?

Yes

Do you anticipate exceeding the 2025 allocation for part-time officers?

Yes.

If yes, approximate amount and reason:

$12,000 - Field training a part time police officer recruit.

Annual allocation for overtime: $48,147.84

Percent expended to date: 12%

Do you anticipate expending entire 2025 allocation for overtime?

Yes.

Do you anticipate exceeding the 2025 allocation for overtime?

No.

If yes, approximate amount and reason:

Approximate overtime allocations for past five years:

2020 $40,000

2021 $41,000

2022 $42,000

2023 $43,347.20

2024 $44,428.80

STAFFING INFORMATION

Full Time Sworn Officers:

# of uniform patrol officers: 4

# of uniform lieutenants: 0

# of uniform sergeants: 3

# of uniform captains: 0

# of other ranked officers (specify ranks and # of each):

1 Chief

Total # of sworn officers: 8

Do sergeants respond to calls for service?

Yes.

If yes, % of time: 75%

Do lieutenants respond to calls for service?

N/A

If yes, % of time:

Other ranking officers who respond to calls:

Chief

% of time other ranking officers are available to respond: 5%

Part - Time Sworn Officers:

# of part-time uniform patrol officers: 5

How are part-time officers utilized? (supplement patrol activities, special events,etc.)

Special events, SRO, Accrediation, Evidence Custodian, Supplement patrol

Are part-time officers scheduled on a regular basis or as needed?

Regular basis.

CIVILIAN STAFF

# of civilian staff: 1

Specify titles and # of each:

1 Department Clerk

PERSONNEL INCREASES/DECREASES

List all increase or decreases in personnel in the last five years (by number and title of positions):

7 full time in 2022, 5 full time in 2023 transfers/resignations/retirements, 7 full time in 2024 to present. For the past 7 years one full time position has been an officer on 207C

SHIFT ASSIGNMENTS

# of patrols usually assigned to:

Days: 1 7a-7p

Afternoons: 1 3p-3a

Nights: 1 7p-7a

# of officers usually assigned to:

Days: 1

Afternoons: 1

Nights: 1

Do shifts increase due to special assignments or unusual activity?

Yes.

If yes, please explain (day of week, shift, reason):

Special details for events, call-ins for investigations (burglary, assault, etc..)

Do occasions arise when there is only one officer assigned to a shift?

Yes.

If yes, please explain:

One officer from 3a-3p. When time off is taken there may be one officer working for a 24-hour period.

BACKUP AGENCY ASSISTANCE

Backup agency available?

Yes.

If yes, name the agency (or agencies) that you have an agreement with to provide backup assistance:

Seneca County Sheriff's Office, New York State Police, Seneca Falls Police Department

Usual response time:

5 minutes.

Work schedule: 12 hour shifts, 2 week wheel. 7a-7p, 3p-3a, 7p-7a

Sequence of days on and off: On Mo Tu, Off We Th, On Fr Sa Su, OFF Mo Tu, On We Th, off Fr Sa Su

Are shifts rotated?

Yes.

How often? 4 weeks.

Are there any contractual agreements which affect or restrict scheduling?

No.

If yes, type of agreement(s):

If yes, please describe restrictions:

Minimum staffing agreement?

Supervisors only

If yes, please describe requirements:

CBA states "There will be no reduction in the number of supervisors"

COMMUNICATIONS

# of full-time dispatchers: 0

part-time: 0

Desk/Dispatch staffed 24 hours?

No.

Are sworn officers ever utilized to staff communications?

No.

If yes, how often and for what reason?

Which shifts do sworn officers man communications?

Is dispatching provided or supplemented by another department or agency?

Yes.

If yes, which departments or agencies and how often?

Seneca County E911 Center provides full-time dispatching.

Are additional dispatching services available from another agency?

No.

COMMUNICATIONS

Total Calls for 2023:

Days: 2116

Afternoons: 2354

Nights: 1148

Total Calls for 2024:

Days: 2425

Afternoons: 2921

Nights: 1849

Total Calls for 2025 (YTD) :

Days: 1291

Afternoons: 2084

Nights: 1402

Do the total calls for service include V&T stops?

Yes.

If no, total V&T stops by shift (if available):

Days:

Afternoons:

Nights:

If no, multiple unit response information (if available):

Days:

Afternoons:

Nights:

If not available, please estimate % of multiple unit responses on:

Days:

Afternoons:

Nights:

Are all requests for police service recorded by date, time, location and nature of complaint?

Yes.

Please describe system used (e.g., CR#, log book, etc.):

County maintained RMS/CAD which automatically records CR/times/location

Have you realized any noticeable shift in the types of calls for service in the last year or two?

Yes.

If yes, please explain:

Increase in Mental Health related incidents and Domestic Violence arrests

Do you record response times and time expended for each call?

No.

If yes (and available), what is the average time expended on calls for service, from time of dispatch until time that the officer calls back in service:

PRELIMINARY INVESTIGATIONS

Do patrol officers conduct in-depth preliminary investigations of crimes?

Yes.

Which crimes?

All crimes.

CRIMINAL INVESTIGATIONS

of full time investigators: 0

Title(s):

N/A

Shift(s) worked:

N/A

Rank structure:

N/A

Average annual caseload:

Types of crimes investigated:

N/A

Are investigators on call?

N/A

Annual investigative overtime estimate in $:

Is another agency called in to assist with certain investigations?

Yes.

If yes, which agency?

Seneca County Sheriff's Office or New York State Police

Which investigations?

Homicide, certain sex offenses, or crimes that require a large amount of investigative hours

COMMUNITY PROGRAMS

of officers and time commitment:

1 - 1,350 hours

Does the agency have an SRO program?

Yes

If yes, # of officers assigned full-time: 0

part - time: 1

Other programs: (describe type and time commitment):

Does agency provide bank escorts or similar type services?

Yes.

If yes, specify type and frequency:

Upon request, not conducted often.

SPECIAL EVENTS

Please list any special events (weekly, monthly, annually, etc.) that place excessive strain on available law enforcement officer resources:

Memorial Day events, Seneca County Fair, numerous parades and 5K events

OTHER

Are there any other factors that we haven’t discussed that impacts staffing requirements?