

---

# Independent Police Department Study

Southbury Connecticut

# Overview

- **Formed January 2023**
- **Members**
  - *Selectmen (Buchsbaum, Bette)*
  - *Finance (Colton)*
  - *BOF (Michaels, Kelly)*
  - *Community (Norris)*
  - *Law enforcement (Grillo, McAllister)*
- **Establish factual differences between Resident Trooper and Municipal police organization**
  - *Operating costs*
  - *Facilities/ other investment*
  - *Operational effectiveness*
- **Report delivered 6/14/2023**

# Methodology

- **Independent audit of facilities and equipment against standards and needs**
- **Interview people with knowledge and experience**
  - *Colin McAllister and Chris Grillo to help us focus on the right things*
  - *CPCA*
  - *Former Southbury resident trooper*
  - *Chief executives and police chiefs of 4 “like” towns that recently switched (Montville, Ledyard, East Lyme, Redding)*
- **Financial analysis**
  - *Costs/ Trajectory of like towns*
  - *Costs/ Trajectory of 5 other towns*

# Output

- **Quantitative output**
  - *For Southbury*
    - Investment in facilities/ equipment
    - Changes in operating costs
    - One- time operating costs
  - *For other towns*
    - Costs before and after transition
    - Headcount changes
- **Qualitative output**
  - *Why do towns transition (or not)*
  - *Quality of policing*
  - *Overhead/ duplicative effort*
  - *Department Morale/ retention/ development*

# Findings

1. Facilities, vehicles, & equipment
2. Policies, procedures, and documentation
3. Specialty skills and resources
4. Leadership
5. Staffing, development, and retention
6. Transition
7. Operating costs and one-time investments
8. Community Culture

# Facilities and equipment are fully adequate

---

- **Southbury police headquarters is well-suited for either option**
  - *Key functions located within the building*
  - *Supports functions currently provided by the state police*
  - *Security and monitoring are appropriate*
- **Supporting equipment/ systems also well- suited**
  - *Communications, body cameras, armory, vehicles*
  - *Dispatch*
  - *Software (Nexgen) meets needs*
  - *Evidence retention*
- **Room for growth if/ when required**

**Several best practice improvements suggested**

---

# Policies and procedures would need minor updates

---

- **Current manual based on State Police manual**
- **911/ dispatch fully autonomous and a model**
  - *All public safety*
- **Updates based on procedural changes**
  - *notes/ files*
  - *Incarceration*
  - *Integration with the State Police*
  - *New leadership*
- **Currently compliant with Police Accountability Act**
- **Elimination of State Police communications/ hand-offs reduces overhead (no \$ estimate)**

**Changes would be made by department staff during transition**

---

# Specialty skills and resources are fully available

---

- **Southbury has functions that other RT towns do not**
  - *Dispatch, evidence, cells, file retention (including video)*
- **Key state police functions will continue to be available**
  - *Major crimes, SWAT, narcotics, K9, bomb squad, accident reconstruction, etc.*
- **Mutual aid agreements (with other towns) are common**
  - *Skill/ career development Raison d-etre*
  - *Cost sharing*
- **Other functions could be either internally developed or sourced regionally**
  - *Incarceration (other towns), vehicle impound (town or contractor)*

**Incremental annual costs of sourced functions < \$20k/ yr**

---



# Change in leadership would change staffing/ command structure

---

- **Elimination of RT costs (\$200k+)**
- **Addition of Chief (salary plus benefits and vehicle)**
- **Creation of a Captain/ lieutenant contract position**
  - *Need two leadership roles for coverage/ redundancy*
  - *Likely shift of current sergeant role*
  - *Wage and benefit impact of \$15-\$30k*
- **Several different reporting models, without \$ impact**
  - *First selectman*
  - *Board of Selectmen*
  - *Police Commission (chain of command or advisory only)*

**Organization choices and hiring require some careful deliberation**

---

# Morale, skill development, & retention improvements

---

- **Turnover is a significant/ growing issue across all police jurisdictions**
  - *Quality of life, administrative overheads, risk, career progression*
- **Municipal department improves many aspects**
  - *Two additional promotion layers not available with RT*
    - Lieutenant and Chief
  - *Development/ usefulness of skills currently provided by State Police*
    - Canine, SWAT, narcotics, investigations, etc.
- **Municipal department more tightly integrated with community**
  - *More frequent/ direct leadership interaction*
  - *More direct response to needs*
  - *Leadership personality/ tenure in our control*

**The key difference between the two organization choices**

---

# Transition adds limited non-recurring costs

---

- **Overlap between a new Chief and RT**
  - *1-3 months, \$15-\$40k*
- **Policies and procedures- time and effort but no cost**
- **Impound lot not recommended but could add \$**
  - *Real estate and security*
- **Currently perform many overhead functions- no \$**
  - *Dispatch*
  - *File management*
  - *FOI*

**Current autonomy of department limits the required effort/ cost**

---

# Shift to municipal has a minor impact on budget

---

## Non-recurring costs: < \$50k

- No facility costs
- Leadership overlap (\$40k)
- Professional services (\$10k)
- Impound (not required)

## Recurring costs: < \$40k

- Chief vs RT (\$9k)
- Lieutenant/ Captain adds wage cost but no headcount (\$20k)
- Working leadership positions maintains headcount (26 effective)
- Manuals done internally (overhead but no \$)
- Outsourced functions (\$10k)

**Community policing does not have to cost more**

---

**Excellent law  
enforcement  
either way, but  
what culture do  
we want?**

**Community engagement**

**Community relations**

**Tenure/ familiarity**

**Skills/ autonomy**

**Authority/ accountability**