Newtown Police Department
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TOWN OF NEWTOWN

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Justification for Police Personnel and Equipment Expansion: FY28 Operating Budget Request

1. Operational Context and Organizational Imperative

The Newtown Board of Police Commissioners and the Newtown Police Department submit this formal operational justification to accompany the Fiscal Year 2028 (FY28) operating budget request. Public safety within the Town of Newtown has reached a critical juncture where decades of municipal expansion, escalating regulatory mandates, and the sudden defunding of force-multiplying technology have converged to create an unsustainable strain on law enforcement personnel. Founded in September 1971 after the transition from a historic constabulary system, the Newtown Police Department was initially authorized to have 45 sworn officers. Over the subsequent five decades and specifically over the past twenty years, the department's authorized sworn strength has remained stagnant at 45 to 47 personnel. Authorized strength briefly increased to 47 in 2007 through a targeted highway safety grant that established a dedicated traffic unit, but when grant funding terminated in 2011, authorized staffing reverted to 45 officers, eliminating dedicated traffic positions.

During this same multi-decade timeframe, the physical, demographic, and commercial profile of the Town of Newtown transformed fundamentally. Covering 38,644 acres (60.38 square miles) and containing approximately 244 to 300 miles of public and private roadways, Newtown is the second-largest municipality by land area in the State of Connecticut. Over the past twenty years, the town added more than 3,000 permanent residents, approaching a population of 28,000. Rapid residential subdivision development, large-scale multi-unit housing construction, and commercial retail expansion have generated substantial increases in vehicular traffic, emergency calls, alarm activations, and service demands. Furthermore, because Newtown is bisected by major regional travel arteries including Interstate 84, Route 25, Route 34, and Route 6, the transient daytime population traversing municipal roadways far exceeds the permanent residential census.

Compounding this growth is a structural transformation in municipal policing. Modern statutory enactments in Connecticut, most notably the 2020 Police Accountability Act (House Bill 6004), have established comprehensive state mandates governing use of force, Tier III state accreditation, mandatory body-worn and dashboard cameras, expanded accident reporting, and complex legal mechanisms such as Risk Protective Orders. Today, society expects police officers to operate not merely as reactive law enforcement agents, but as highly trained crisis intervention counselors, conflict mediators, emergency medical responders, legal specialists, and community protectors. While these expectations are appropriate for modern professional policing, they carry significant operational costs in training hours, administrative reporting, and time spent on individual calls for service.

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To address these intersecting demands, this budget request establishes a dual-pillar justification for an essential expansion of personnel and capital equipment:

1. **The Empirical Findings of the 2023 Staffing Study**: Authored by Professional Services Bureau Commander Lieutenant Richard Robinson in consultation with Dr. James McCabe of CERTUS Public Safety Solutions, the study applied national modeling frameworks to demonstrate that the department requires an authorized strength of 52 sworn officers. This request builds upon the Town's accepted strategic plan to incrementally increase sworn personnel to 49 officers by FY29.
2. **Operational Fallout from Technology Defunding**: The abrupt pause of the department's static Automated License Plate Reader (ALPR) network on August 21, 2026, has stalled investigations, leaving violent and predatory offenders at large, and transferring hundreds of hours of manual investigative canvassing onto already overstretched detectives and patrol officers.

In anticipation of this technology's defunding, the Board of Police Commissioners and the Newtown Police Department have a strategic plan. To mitigate the loss of technological investigative capacity, address severe traffic congestion, combat rising traffic violations, and fulfill resident safety expectations, the Board of Police Commissioners and the Newtown Police Department respectfully request authorization and funding for **four (4) additional sworn police officers**, **two (2) fully equipped frontline patrol cruisers**, and **supporting equipment**, positioned in addition to the scheduled annual increment of the accepted strategic plan (49 Officers by FY2029).

2. The Baseline Foundation: The 2023 Staffing Study and Strategic Manpower Plan

The requested personnel levels for FY28 are based on the 2023 Staffing Study authored by Lt. Richard Robinson and Dr. James McCabe. The study evaluated agency needs across three national analytical frameworks: the FBI Population Ratio Model, the IACP/McCabe Workload Analysis Model, and the Contractual Minimum Staffing Relief Factor Model. For full methodology and detailed analytical data, refer to the 2023 Staffing Study.

The following synthesis shows that every analytical metric applied establishes the same baseline requirement: the Newtown Police Department requires 52 sworn officers to meet its baseline public safety obligations.

Analytical Framework Applied	Calculation Basis	Recommended Sworn Staffing	Operational Finding
FBI Population Ratio Model	1.9 to 2.4 officers per 1,000 residents	52 Sworn Personnel	Recommends 31 frontline patrol officers based on municipal population.

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IACP / McCabe Workload Analysis	"Rule of 60%" (Allocated vs. Unallocated)	52 Sworn Personnel	Resolves peak day-shift workloads of 90.10% and restores 40% to 60% proactive capacity.
Contractual Shift Relief Model	2.7 Multiplier applied to 3/4/4 Minimums	52 Sworn Personnel	Requires 30 patrol officers for baseline coverage, 33 for proactive duties, and 9 sergeants, 4 detectives, 4 admin, 2 SROs.
Composite Empirical Recommendation	Multi-Model Methodological Average	**52 Sworn Officers**	Establishes definitive authorized strength needed for long-term health and service delivery.

The FBI Population Ratio Model

The FBI model applies national population benchmarks (1.9 to 2.4 officers per 1,000 residents for municipalities between 25,000 and 49,999). Applied to Newtown's population of ~28,000, this yields a baseline recommendation of 52 sworn officers, including 31 frontline patrol personnel.

The Workload Analysis Model (The Rule of 60)

Computer-Aided Dispatch (CAD) data was evaluated using the Workload Analysis Model ("Rule of 60"):

1. Approximately 60 percent of an agency's sworn personnel should be assigned directly to the primary patrol function (the Patrol Operations Bureau).
2. The average committed service workload should not exceed 60 percent of an officer's shift, ensuring that 40 percent of on-duty time remains unallocated for proactive patrol, traffic enforcement, and community policing.
3. Total Service Time (officer-minutes dedicated to calls) should not exceed 60 percent.

Detailed hour-by-hour CAD analysis revealed that Newtown patrol officers operate under severe workload compression. In February 2023 (a representative winter month), the Day Shift logged an average workload of 62.25 percent, with peak hours between 10:00 AM and 3:00 PM consuming between 65.24 percent and 83.20 percent of available officer time. In September 2023 (a representative summer/fall month), the Day Shift averaged 54.91 percent allocated time, reaching an extreme peak of 90.10 percent allocated workload at 2:00 PM.

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Minimum Staffing Levels and the Relief Factor Analysis

The collective bargaining agreement mandates shift minimums of 3 officers on Midnight (12a–8a), 4 on Day (8a–4p), and 4 on Evening (4p–12a), plus one supervisor. Factoring in contractual PTO and non-PTO abstractions (prisoner watches, court, military, training), the study established a comprehensive operational relief factor of 2.7.

The following breakdown demonstrates the sworn patrol staffing required to sustain contractual minimums when applying the verified 2.7 operational relief factor:

Shift Assignment	Contractual Minimum Staffing	Operational Relief Factor	Sworn Patrol Staffing Required
Midnight Shift (12:00 AM – 8:00 AM)	3 Patrol Officers	2.7 Multiplier	8 Patrol Officers
Day Shift (8:00 AM – 4:00 PM)	4 Patrol Officers	2.7 Multiplier	11 Patrol Officers
Evening Shift (4:00 PM – 12:00 AM)	4 Patrol Officers	2.7 Multiplier	11 Patrol Officers
Baseline Operational Minimum	**11 Patrol Officers Daily**	**Cumulative Multiplier**	**30 Patrol Officers**
Proactive Service Allocation	Community / Traffic / Ancillary	Direct Patrol Capacity	3 Additional Patrol Officers
Recommended Patrol Strength	**Full Patrol Bureau Allocation**	**Target Operations**	**33 Patrol Officers**

Applying the 2.7 multiplier shows the department needs 30 patrol officers to maintain the 3/4/4 minimum staffing baseline without resorting to overtime or involuntary order-ins. To support proactive policing, specialized traffic enforcement, and community service programs, an additional three officers are necessary, bringing recommended patrol strength to 33 officers (an increase of 8 over the current 25 patrol officers). Applying the same 2.7 factor to the supervisory requirement establishes a necessity for nine (9) patrol sergeants (three per shift) to provide continuous supervision, compared to the six currently staffed.

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The Accepted Strategic Plan (49 Officers by FY29)

The department previously adopted a phased strategic plan to incrementally increase sworn personnel from 45/46 to 49 officers by FY29. However, this plan assumed continuous deployment of ALPR technology; its subsequent decommissioning invalidated these baseline assumptions and necessitated an accelerated staffing request.

3. Technological Decommissioning: Investigative Degradation and Operational Fallout

In August 2026, the department initiated an operational pause of its static Flock ALPR network. Chief David M. Kullgren's 10-week assessment demonstrated that removing this force multiplier severely compromised investigative capacity and officer effectiveness.

Operational Performance Metric	Active Network (2022 – August 2026)	Paused Network (August 21 – November 16, 2026)
Newtown Criminal Incidents Assisted	33 Crimes Successfully Resolved	14 Stalled Cases ("Unable to Access ALPR")
Real-Time Hot-List Interceptions	8 Automated Interceptions	0 Alerts Generated (System Decommissioned)
Regional Mutual Aid Assists	3 High-Value Interceptions	0 Alerts / Decommissioned
Monetary Value of Property Involved	$245,186 Stolen Property Recovered	$134,356 Unsolved Property Loss & Damage
Departmental Case Outcomes	Rapid Arrests, Warrants, Recoveries	Stalled Inquiries; Offenders Unidentified

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The Human Factor: Compromising Protection of Vulnerable Residents

The deactivation of ALPR technology directly impaired real-time response capabilities during critical safety incidents, including an attempted child abduction (Oct 6, 2026), an enticement of a minor case (Oct 17, 2026), a domestic violence escape (Sept 5, 2026), and an elderly ATM fraud case (Nov 11, 2026).

"*The true cost lies in the human factor, the lost opportunities to intervene immediately in domestic violence escapes, attempted child abductions, and predatory threats against our youth... Not using this constitutionally and statutorily lawful use of technology has opened our elected officials and town to liability of unimaginable proportions and the emotional weight of not protecting victims of domestic violence, returning a lost child, an endangered person, or potentially solving hundreds of crimes a year.*" — Chief of Police David M. Kullgren, ALPR Pause Report Update

- **Attempted Child Abduction (October 6, 2026)**: A suspicious vehicle attempted to lure a male juvenile into a car and stalked him to his home. The perpetrator fled past an inactive static ALPR node. Under active network conditions, on-duty patrol units would have received immediate vehicle intelligence, enabling rapid intercept. Without ALPR data, the lead stalled, and the predatory suspect remains unidentified and at large.
- **Enticing a Minor (October 17, 2026)**: An adult traveled into Newtown to meet a juvenile for sexual acts. Under active protocols, vehicles associated with registered sex offenders trigger automated hot-list alerts to on-duty supervisors the moment they cross town borders, allowing proactive interception. With the network deactivated, no alert was generated.
- **Domestic Violence Escape (September 5, 2026)**: During a violent domestic dispute involving physical assault, the suspect fled in a motor vehicle to evade arriving officers, driving directly past a static ALPR node. Without automated tracking to alert officers to the escape route, the suspect evaded capture, leaving the victim in ongoing terror until he was apprehended weeks later.
- **Elderly ATM Fraud (November 11, 2026)**: An elderly resident attempting a $100 ATM withdrawal was deceived by an unknown male who claimed the machine was broken, seized her debit card, and subsequently made fraudulent withdrawals totaling $1,800. Offline ALPR cameras could not capture the suspect's vehicle, stalling the investigation.

Operational Inefficiencies and Investigative Time Inflation

Deactivating ALPR technology created major operational bottlenecks across the department:

1. **Inflated Investigative Time**: Investigations that previously generated instantaneous leads now require labor-intensive manual methods. Detectives and patrol officers must conduct door-to-door neighborhood canvasses, review private video systems from commercial businesses, execute physical stakeouts, and perform manual state database checks.
2. **Detective Bureau Overload**: The Newtown Detective Bureau consists of three (3) sworn detectives and a supervising Lieutenant—a staffing level unchanged for more than twenty years. Each detective carries an active caseload of 19 to 20 complex criminal investigations, while simultaneously conducting civilian and sworn applicant background investigations. Without automated technology, detectives are forced into constant reactionary triage, shelving lower-solvability property crimes to prioritize violent offenses.

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3. **Casework Re-routed to Frontline Patrol**: Because the Detective Bureau lacks the capacity to absorb hundreds of hours of manual canvassing, cases historically handled by detectives are routinely returned to frontline patrol officers for investigation and closure. This pulls uniformed officers off active patrol, eroding sector coverage and reducing traffic enforcement.
4. **Permanent Investigative Roadblocks**: In property crimes with minimal physical evidence—such as commuter lot burglaries, commercial thefts, or hit-and-run accidents—a license plate read is often the only investigative lead. Since the August 2026 pause, case files across the department are repeatedly stamped with the same notation: "Unable to access ALPR."

When automated force multipliers are eliminated, the work does not disappear; it must be absorbed by human personnel. To investigate crimes, protect vulnerable residents, and enforce traffic laws without ALPR technology, the department must deploy additional sworn officers to perform the manual surveillance, canvassing, and traffic interdiction previously handled by automated systems.

4. Measures and Indicators: Empirical Drivers of Departmental Demand

The need for expanded sworn staffing is supported by comprehensive empirical metrics spanning municipal demographics, geographic layout, traffic density, calls for service, and operational CAD records.

The following dashboard synthesizes the key empirical indicators demonstrating the widening gap between service demand and authorized staffing:

Performance / Workload Indicator	Historic Baseline	Current Level (2026)	Operational Impact & Trend
Municipal Population	~25,000 (2000 Baseline)	~28,000 Residents	+3,000 permanent residents (+12.0% growth) requiring service.
Residential / Commercial Growth	Historic Town Footprint	125+ Units Added (3 Yrs)	Hundreds of units in 6 yrs; active multi-unit housing construction.
Roadway Network Expanse	Rural Secondary Network	244.41 to 300 Miles	60.38 sq miles (2nd largest in CT); expansive transit times.
Annual Calls for Service (CFS)	11,787 Calls (2011)	18,574 Calls (2026)	+6,787 annual calls (+57.6% increase); +4,271/yr in last 4 years.

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Average Call Duration (CAD)	126 Minutes (2022)	207 Minutes (2023)	+81 minutes per call (+64.3% increase in time on scene).
Responding Officers per Call	2.34 Officers (2022)	2.98 Officers (2023)	+27.4% increase in backup requirements due to call severity.
Average Emergency Response Time	7.81 Minutes (2022)	8.27 Minutes (2023)	Response times slowing due to sector consolidation and distance.
Patrol Shifts at Contract Minimum	Historical Target: <30%	78.31% of Shifts (2023)	Day Shift peaks at 86.79% at or below minimum staffing.
Annual Involuntary Order-ins	Routine Coverage Baseline	177 (2022) / 84 (2023)	Chronic forced overtime driven by sick leave (74 in 2022, 38 in 2023).
Active Detective Bureau Caseload	8–10 Cases per Detective	19–20 Cases per Detective	Caseload unchanged for 20 years; triaging low-solvability crimes.

Demographic Expansion and Residential Development

Newtown covers 60.38 square miles (5th largest in CT) and has added over 3,000 residents in recent decades. Recent multi-unit housing and commercial developments continue to generate increased overall call volume.

Regional Highway Influx and Traffic Saturation

Newtown is bisected by major regional highways (I-84, Rt 25, Rt 34, Rt 6). Highway congestion routinely diverts heavy commuter traffic onto local roads, resulting in 406 motor vehicle accidents and 1,039 traffic stops in 2023 alone.

- **Interstate 84**: A major trans-state interstate highway carrying high-density passenger and freight traffic between New York State, Danbury, Waterbury, and Hartford, with multiple full-access interchanges inside Newtown.
- **State Route 25**: The primary north-south commuter corridor connecting Danbury and Bridgeport.
- **State Route 34**: The high-volume artery connecting Upper Fairfield County directly to New Haven.
- **U.S. Route 6**: The central commercial and transit artery linking Danbury through Newtown to Woodbury and Waterbury.

Calls for Service (CFS) Trajectory and Escalating Incident Duration

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Annual Calls for Service (CFS) increased from 11,787 in 2011 to 18,574 in 2026 (+57.6%). Concurrently, average call duration rose from 126 to 207 minutes (+64.3%), and the average number of responding officers per call rose from 2.34 to 2.98.

- **2011**: 11,787 Calls for Service
- **2022**: 14,971 Calls for Service
- **2023**: 16,580 Calls for Service
- **2024**: 18,022 Calls for Service
- **2025**: 18,023 Calls for Service
- **2026**: 18,574 Calls for Service

Unfunded State Legislative Mandates and Training Demands

State legislation (e.g., HB 6004 Police Accountability Act) created extensive administrative burdens, including Tier III state accreditation (3,940 compliance proofs), multi-page crash documentation, Risk Protective Orders (min. 4 hours per warrant), and mandatory triennial recertification training (60 credit hours per officer).

1. **Tier III State Accreditation**: Mandatory accreditation through the Connecticut Police Officer Standards and Training Council (POSTC) or CALEA requires compliance with 985 standards and sub-standards by 2026. Maintaining compliance requires collecting, reviewing, and uploading 3,940 proofs of compliance across every four-year cycle, turning administrative positions into 50-to-60-hour weekly assignments.
2. **Motor Vehicle Crash Reporting**: State-mandated multi-page electronic accident reporting forms have converted simple crash investigations from 30-to-45-minute tasks into two-to-three-hour documentation processes.
3. **Risk Protective Orders (RPOs)**: Effective July 1, 2022, state statutory requirements governing firearms risk warrants require an absolute minimum of four (4) hours of dedicated investigation, supervisory review, judicial warrant processing, and court coordination per involved officer, regularly generating shift overtime.
4. **Mandated Certification and Training**: Entry-level recruit training requires 1,340 Basic Academy hours plus 400 Field Training hours (1,740 total hours), preventing a new officer from patrolling solo for at least 11 months post-appointment. Triennial recertification mandates expanded from 45 to 60 credit hours, requiring over 900 hours of scheduled recertification training across the department every three years in specialized disciplines including de-escalation, implicit bias, mental health response, crowd management, and advanced roadside impaired driving enforcement. Shift coverage during training requires backfilling through voluntary overtime or involuntary order-ins.

Minimum Staffing Shortfalls, Order-Ins, and Officer Wellness

In 2023, 78.31% of all patrol shifts operated at or below contractual minimums, driving chronic involuntary order-ins (177 in 2022) and severe officer fatigue. Furthermore, functional availability routinely drops below authorized strength due to military leave, academy training, and injuries.

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Patrol Shift Designation	Contract Minimum Staffing	Evaluated Shifts (Jan–Sept 2023)	Percentage Operating at Minimum Staff
Midnight Shift (12a–8a)	3 Patrol Officers	935 Officer Shifts Logged	**70.44%** at or below minimum
Day Shift (8a–4p)	4 Patrol Officers	1,142 Officer Shifts Logged	**86.79%** at or below minimum
Evening Shift (4p–12a)	4 Patrol Officers	1,183 Officer Shifts Logged	**77.70%** at or below minimum
Total Patrol Shifts	**11 Officers Daily**	**3,260 Officer Shifts Logged**	**78.31%** Cumulative Shift Vulnerability

Functional Staffing Fragility

Sector Workload Imbalances

Newtown is split into five patrol sectors. Under minimum staffing, sectors are consolidated, forcing officers to cover vast geographic areas while managing significant call volume disparities (e.g., Sector 5 logged 3,223 calls vs. Sector 2's 1,140 in 2023).

5. The FY28 Personnel and Capital Equipment Request

To mitigate technology loss, address severe traffic enforcement demands, eliminate chronic patrol shortages, and meet resident expectations, the Newtown Board of Police Commissioners and the Chief of Police formally submit this enhanced FY28 budget request.

The following schedule summarizes the personnel, fleet, and equipment assets requested:

Budget Component Requested	Quantity	Strategic Operational Allocation	Primary Tactical Deliverable
Baseline Strategic Plan Addition	1 Officer	Patrol Operations Bureau	Continues scheduled path toward 49 officers by FY29.

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Enhanced Sworn Patrol Officers	2 Officers	Patrol Operations Bureau (Days/Eves)	Suppresses 90.10% peak day workload; eliminates sector consolidation.
Dedicated Traffic Enforcement Officer	1 Officer	Community Services Division (Traffic)	Reactivates Traffic Unit; enforces Rt 25, 34, 6, and I-84 cut-throughs.
Dedicated Criminal Detective	1 Officer	Support Services Bureau (Detectives)	Absorbs manual investigative hours resulting from ALPR removal.
Total Sworn Personnel Requested	**5 Officers**	**Agency-Wide Operational Deployment**	**Expands authorized strength to resolve workload deficits.**
Frontline Patrol Cruisers	2 Cruisers	Patrol Operations / Traffic Unit	Fully upfitted pursuit-rated all-wheel-drive patrol utility vehicles.
Fleet Upfitting & Mobile Hardware	2 Suites	Vehicle Integration Packages	Emergency lightbars, sirens, MDTs, dual-band radios, radar/laser units.
Sworn Officer Equipment Packages	5 Sets	Individual Officer Outfitting	Body armor, Body-Worn Cameras, firearms, TASERs, duty uniforms.

Sworn Personnel Allocation

The Board requests the authorization and funding of **four (4) additional sworn police officers** above the single scheduled annual increment of the accepted strategic plan, resulting in a total addition of five (5) sworn personnel in FY28:

- **Two (2) Patrol Officers**: Assigned directly to frontline road patrol within the Patrol Operations Bureau to reinforce the Day and Evening shifts, suppress the 90.10 percent peak workload, cover high-volume Sectors 1 and 5, and reduce the 78.31 percent minimum staffing deficit.
- **One (1) Traffic Enforcement Officer**: Assigned to the Community Services Division, permanently restoring the dedicated Traffic Unit to address speed enforcement, commuter cut-through traffic, commercial truck compliance, and resident safety complaints.
- **One (1) Criminal Detective**: Assigned to the Support Services Bureau, expanding the Detective Division from three to four detectives. This investigator will absorb the hundreds of manual canvassing hours

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created by the ALPR deactivation, manage digital forensics, and investigate property and financial crimes.

Capital Equipment and Patrol Vehicle Acquisition

Field personnel cannot operate without specialized fleet assets and certified safety equipment. The department manages vehicle life cycles through the Professional Standards Bureau to ensure fleet reliability across Newtown's 244+ roadway miles and severe winter operating conditions. Adding personnel without corresponding vehicles compromises deployment. This request incorporates:

- **Two (2) Frontline Patrol Vehicles**: Pursuit-rated, all-wheel-drive utility patrol vehicles equipped for severe winter weather, rural topography, and heavy patrol mileage.
- **Vehicle Upfitting and Mobile Hardware Packages**: Complete emergency integration for both vehicles, including light bars, sirens, prisoner transport partitions, heavy-duty weapons locks, electronic citation printers, Mobile Data Terminals (MDTs), certified radar/laser speed enforcement units, and dual-band P25 radios compatible with the statewide public safety network.
- **Individual Sworn Equipment Suites**: Comprehensive safety outfitting for the requested officers, including Level IIIA ballistic vests, Body-Worn Cameras (mandated under CT law), duty firearms, conducted energy weapons (TASER), uniforms, foul-weather gear, and personal protective equipment.

6. The Strategic Plan: Agency Deployment and Operational Synchronization

The requested personnel and capital assets will be deployed strategically across the department's three operational bureaus to address structural vulnerabilities, mitigate technology loss, and restore suspended community services.

The following deployment blueprint details how additional staff and assets will be integrated across agency functions:

Operational Bureau / Unit	Personnel Deployment	Operational Synchronization Objective	Tangible Community Deliverable
Patrol Operations Bureau (Days)	+1 Sworn Patrol Officer	Suppresses 90.10% peak day workload; eliminates sector consolidation.	Rapid 911 response; proactive business and school checks.

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Patrol Operations Bureau (Eves)	+1 Sworn Patrol Officer	Reinforces rush-hour coverage; covers high-call Sector 5 (3,223 calls).	Targeted deterrence; reduced response times across southern sectors.
Community Services (Traffic Unit)	+1 Dedicated Traffic Officer	Restores suspended Traffic Unit; conducts enforcement on Rt 25, 34, 6.	Reduced speeding; improved commercial vehicle compliance; reduced accidents.
Support Services (Detectives)	+1 Sworn Criminal Detective	Absorbs manual canvassing from ALPR loss; manages digital forensics.	Accelerates felony clearance; relieves road patrol investigative duties.
Community Services (Outreach)	Discretionary Re-allocation	Restores programs suspended during staffing compression.	Re-establishes Car Seat Clinics, Student Police Academy, SRO outreach.

Patrol Division Deployment and Sector Rebalancing

Adding two sworn officers to frontline patrol suppresses peak Day Shift workloads (reaching 90.10%), stabilizes Evening Shift commuter traffic, eliminates sector consolidation, and reduces involuntary order-ins.

1. **Day Shift Peak Workload Relief**: The Day Shift operates at or below minimum staffing 86.79 percent of the time, with average workloads exceeding 54 percent and peak workloads reaching 90.10 percent at 2:00 PM. An additional patrol officer provides continuous coverage during peak call hours, lowering committed workload toward the target 40-to-50-percent range and ensuring emergency units remain available without diverting supervisors from oversight duties.
2. **Evening Shift Commuter Stabilization**: The Evening Shift bears the brunt of commuter traffic, logging peak workloads of 66.68 percent at 5:00 PM. Adding patrol strength ensures that traffic collisions and commuter congestion do not strip sector coverage from residential neighborhoods.
3. **Sector Rebalancing and Response Time Reduction**: Fielding five dedicated patrol officers eliminates the consolidation of Sectors 2/3 and 4/5, providing dedicated coverage across high-volume Sector 1 (3,060 calls) and Sector 5 (3,223 calls). This geographic deployment will reduce average emergency response times from 8.27 minutes toward the department's sub-7-minute target.
4. **Reduction of Involuntary Order-ins**: Adding baseline patrol personnel reduces shift vacancies, mitigates voluntary overtime demands, eliminates involuntary order-ins, alleviates officer fatigue, and reduces stress-related sick leave.

Dedicating a 2nd Officer to the Traffic Unit

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A dedicated traffic officer will focus on high-collision arterial corridors (Rt 25, 34, 6, Berkshire Rd), resolve citizen traffic complaints, and provide a visible physical deterrent to replace lost ALPR capabilities.

- **Targeted Arterial Enforcement**: The traffic officer will focus on high-collision corridors along Route 25, Route 34, Route 6, and Berkshire Road, targeting reckless driving, speeding, distracted driving, and commercial vehicle safety violations.
- **Citizen Traffic Complaint Resolution**: The unit will investigate neighborhood speeding complaints, use radar speed trailers, conduct formal traffic flow studies, and collaborate with the Town Highway Department and State DOT on roadway engineering and signage improvements.
- **Mitigating the Loss of ALPR Technology:** While mobile patrols cannot fully replace the automated capacity of a static ALPR network, a visible, dedicated traffic unit operating along main travel corridors provides an active physical deterrent against fleeing offenders, unregistered motor vehicles, and criminal transit.

Detective Bureau Expansion and Technology Loss Mitigation

Adding a fourth detective, the first investigative expansion in over 20 years, will absorb manual canvassing hours resulting from ALPR removal, manage active caseloads (19–20 cases per detective), and prevent complex felony cases from burdening road patrol.

- **Absorbing Manual Investigative Hours**: The loss of ALPR technology requires investigators to perform manual video canvassing, merchant interviews, and physical surveillance. A fourth detective provides the person-hours required to pursue leads in burglaries, larcenies, and fraud cases currently stalling under the "Unable to access ALPR" roadblock.
- **Managing Digital Forensics and Case Backlogs**: With each detective currently carrying 19 to 20 open felony cases, adding an investigator enables the division to triage property crimes, execute search warrants, and conduct complex forensic examinations of cell phones, computers, and cloud storage without delaying violent crime investigations.
- **Preserving Frontline Patrol Capacity**: Maintaining adequate investigative capacity within Support Services prevents complex felony investigations from being pushed back onto patrol officers, keeping road officers focused on sector patrol.

Maintaining & Improving Community Service Programs

Restoring baseline patrol strength enables the department to maintain and improve community initiatives, including Child Safety Seat Clinics, the Student Police Academy, SRO elementary support, and dedicated Accident Reconstruction/Drone Unit training and Police Canine programs.

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7. Conclusion: Public Safety Accountability, Liability Mitigation, and Fiscal Responsibility

The FY28 budget request provides an empirically supported investment to address Newtown's long-term public safety requirements. Authorizing four (4) additional sworn police officers, two (2) patrol cruisers, and supporting equipment will transition the department from a reactive posture into a resilient, proactive agency. For additional background and detailed workload metrics, see the 2023 Staffing Study.

The Board of Police Commissioners respectfully requests the Board of Selectmen, the Board of Finance, the Legislative Council, and the residents of Newtown to fully approve and fund this vital public safety request.

Respectfully submitted,



The Board of Police Commissioners & the Newtown Police Department

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