



Review and Analysis of Village of Old Westbury Police Department

Submitted by



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EXECUTIVE SUMMARY

Following our response to a Request for Proposal, the Village of Old Westbury retained RedLand strategies to conduct a review and analysis of the Old Westbury Police Department. Our task was to examine the workings of the police department with an eye towards making the department more efficient, responsive, and cost effective in maintaining the safety of the Village. The current crime environment in the Downstate region, including Long Island, is a particularly challenging one. While crime statistics vary over time, our intelligence from regional law enforcement leaders confirm organized transnational criminal gangs are operating on Long Island. Their modus operandi reflects knowledge of how quickly Youthful Offenders are released. In addition, New York State's revised bail laws prevent those identified, arrested, and charged with non-violent felonies from having to post bail.

Working across the region and frequently emanating from Newark, NJ, young teens – often 13-16 years-old are recruited to steal high-value vehicles. They are dropped off in neighborhoods with the mission to steal vehicles. In the event they are apprehended, they and their handlers know they will not be held beyond an initial court appearance. Subsequently, they frequently immediately flee to a foreign nation beyond the easy reach of local law enforcement. New recruits are then brought in to continue the cycle of thefts.

In addition to vehicle thefts, Old Westbury and other communities have been the target of disturbing home burglaries. This criminal activity of breaking into and violating residential homes and stealing vehicles has created an understandable atmosphere of fear and frustration in the community.

It is important to note that multiple criminal dynamics – from the very sophisticated to less sophisticated may be in play at the same time. Crimes of opportunity also remain a concern, where criminal actors through deception may distract their target(s) to commit larcenies.

A comprehensive partnership between citizens, the Village Board of Trustees and the Old Westbury Police Department will provide the best atmosphere for addressing the current challenges.

The Village Police Department is and has been an active member of Law Enforcement Task Forces that share and receive criminal intelligence, which has led to the recovery of stolen vehicles.

While our review coincided with the recent trends discussed above, our examination also included a broader look at changes the Police Department should consider to enhance public safety and ensure the efficient use of taxpayer dollars. We present our findings on the following pages.

DEPARTMENT BACKGROUND

“Established in 1924 with one Police Officer, the Old Westbury Police Department grew over the years to its current size. The Old Westbury Police Department has 25 sworn members and 6 civilian employees, responsible for a jurisdiction covering approximately 9 square miles with a population of approximately 4,700. Included within the boundaries of Old Westbury are two public high schools and three college campuses. As a result, the effective population increases substantially on any given day. The Village of Old Westbury is almost entirely residential, with only two commercial establishments and several houses of worship. The Old Westbury Police Department consists of 1 Police Chief, 1 Lieutenant, 5 Sergeants, 2 Detectives, 16 Police Officers, 4 Full-Time Police Dispatchers, 1 Part-Time Police Dispatcher, and 1 Police Secretary.”¹

SUMMARY OF RECOMMENDATIONS

RedLand conducted research, analysis, interviews, and identified benchmarks for comparison and context. This was undertaken to identify opportunities for greater efficiencies. Areas of focus of RedLand’s review and analysis included the Long Island Expressway jurisdiction, the use of technology to increase efficiency, overtime, and the consideration of integrating a private security patrol. Our recommendations are listed below and discussed in further detail beginning at page 6.

Recommendation 1:

Increased visible police patrol presence in residential areas.

- ➔ Nassau County Highway Patrol should become the primary responder to accidents and events on the Long Island Expressway.
- ➔ Creation of a “surge capacity” of marked private security vehicles who are in communication with the OWP.

Recommendation 2:

Expansion of existing surveillance technology, to include more License Plate Readers (LPRs) and Cameras.

Recommendation 3:

The Police Department’s administrative technology should be modernized, as was accomplished at Village Hall.

- ➔ The current Records Management System (RMS) provides important functionality but should be upgraded.

Recommendation 4:

Overtime should be managed more closely.

Recommendation 5:

Sustained communication to residents on crime prevention strategies and providing updates when crime does occur.

On average, from 2017 through 2021, **40%** of the **auto accidents** within the Village of Old Westbury occur on the Long Island Expressway.

The Village currently has **13 fixed LPR locations** and is in the process of procuring mobile units.

The **cumulative** overtime hours from **January through May 2022 are 34.7% higher** (or 699 hours) than the overtime hours from **January through May 2019**.

¹ [Executive-Order-203-Compliance-Plan-PDF \(villageofoldwestbury.org\)](#) (page 2)

EXISTING BEST PRACTICES

Old Westbury Police Department has implemented several Best Practices that benefit public safety.

License Plate Readers (LPRs)

LPRs represent an important use of technology, are deployed throughout the village, and information is shared with and from Nassau County Police Department (NCPD). They can be useful in identifying suspect vehicles, maintenance is done on a regular basis, and they have been installed in cooperation and dialogue with LIPA.

Active Engagement with Schools

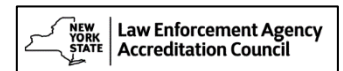
The Village of Old Westbury has three (3) public school districts within its boundaries, as well as several private schools. Two of the districts (Westbury and East Williston) have high schools within the village. One district (Jericho) has no school buildings within the village but has children who attend their schools. For the most part, the village's school-aged children attend East Williston, Jericho, or private schools. Aware of these varied jurisdictional lines and building locations, OWPD has built and maintained relationships across all schools, including daily safety checks. Given the unfortunate and tragic history and trends with school violence and shootings, maintaining a school resource officer program and presence is both prudent and a benefit to public safety. OWPD also played an instrumental role in the recent investigation and arrest of a student who made terroristic threats on social media not long after the mass shootings in Buffalo, NY and Uvalde, TX. That investigation included working with New Jersey law enforcement agencies through the Memorial Day weekend to gather and submit witness statements, to support the charges that were brought.

Multi-Agency Task Forces

OWPD is part of the New Jersey Auto Theft Task force – with the increase in auto thefts, there has been a pattern of vehicles being stolen in the tri-state area and ending up in New Jersey and are often used in crimes. OWPD actively coordinates with the task force.²

Accreditation

New York State was the first in the nation to establish an accreditation program for police agencies. Accreditation is a contemporary way for police agencies to evaluate and improve their overall performance. It has four principal goals:



1. To increase the effectiveness and efficiency of law enforcement agencies utilizing existing personnel, equipment and facilities to the extent possible;
2. To promote increased cooperation and coordination among law enforcement agencies and other agencies of the criminal justice services;
3. To ensure the appropriate training of law enforcement personnel; and
4. To promote public confidence in law enforcement agencies.

Old Westbury PD successfully achieved accreditation in 2015. The accreditation process requires a clear demonstration by the requesting agency that it has developed, implemented and adhered to 110 standards in the areas of administration, training and operations. New York State sends assessors to conduct on-site reviews of all department policies, trainings and records. In the case of the initial accreditation, this included a full three-day visit. The August 2020 reaccreditation also included an on-site visit by a state assessor. The accreditation program is voluntary and approximately only 20% of police agencies in the state have successfully completed the process. Maintaining accreditation does require an ongoing commitment of personnel hours to review any updates in suggested policies on a quarterly basis. While accreditation can trigger some overtime hours, particularly for the initial round, when questioned, OWPD stated that every effort is made to do this work on straight time.

² [Village of Old Westbury Public Safety Webinar - YouTube](#)

Training

Recruiting and training through NCPD and Nassau Civil Service gives OWPD the benefit of training in use of force and implicit bias that exceeds NYS requirements and was part of the Village of Old Westbury’s compliance with Executive Order 203.

Patrols

Increased patrol assignments during a spate of burglaries that was successful. The Board of Trustees authorized overtime to increase patrols in the past when there was a surge in burglaries and car thefts.

DISCUSSION OF RECOMMENDATIONS

Recommendation 1: Increased visible police patrol presence in residential areas.

Village Police Department Patrol resources should be prioritized to village roads. Up to 40% of accidents OWPD responds to occur on the LIE. **Nassau County Highway Patrol should become the primary responder to accidents and events on the Long Island Expressway.**

- The Village and Nassau County should reach agreement on an orderly transition for NCPD to become the primary response agency. This will enable Village PD officers to focus patrol, crime prevention and law enforcement efforts for the benefit of Village residents.

Creation of a “surge capacity” of marked private security vehicles who are in communication with the OWPD.

- While the OWPD actively patrols and protects the Village, deploying additional tactics and resources to enhance the patrols would provide additional eyes and ears to identify and report suspicious activity. However, clear communication between the agencies and a strong understanding of roles and responsibilities is an important aspect of this type of collaboration. Any deployment of private security should be done pursuant to a plan approved by the Chief. While long-term, continuous augmentation of law enforcement patrols does not have precedent, current circumstances merit pivoting to this strategy in the near term, as the Village has already done. The Village should also engage a competitive (Request for Proposal) process to procure these services.

AUTO ACCIDENTS: Village Total vs. LIE (2018-2022)						
	2017	2018	2019	2020	2021	2022
Ratio-Auto Accidents: LIE vs. Village Total	223/624 (36%)	245/598 (41%)	200/585 (34%)	142/349 (40%)	192/481 (40%)	<i>n/a</i>
Auto Accident Cases on LIE	<i>n/a</i>	<i>n/a</i>	17	12	24	<i>10</i>
All Auto Accidents on the LIE	223	245	200	142	192	<i>84³</i>
Total Auto Accidents in the Village	624	598	585	349	481	<i>251</i>

Note: All data came from the OWPD monthly reports, OWPD annual reports, and discussions with the OWPD.

Recommendation 2: Expansion of existing surveillance technology, to include more License Plate Readers (LPRs) and Cameras.

The current network of 13 license plate readers, along with the current plan to add mobile License Plate Readers, should be further supplemented through the acquisition and deployment of high-resolution cameras at key village entry and exit points.

- LPRs provide important intelligence on the time and location of certain vehicles and aid in the investigation of crimes and timely apprehension of suspects.

³ Through June 2022.

High-resolution cameras that capture imagery beyond the license plate would offer additional investigative value.

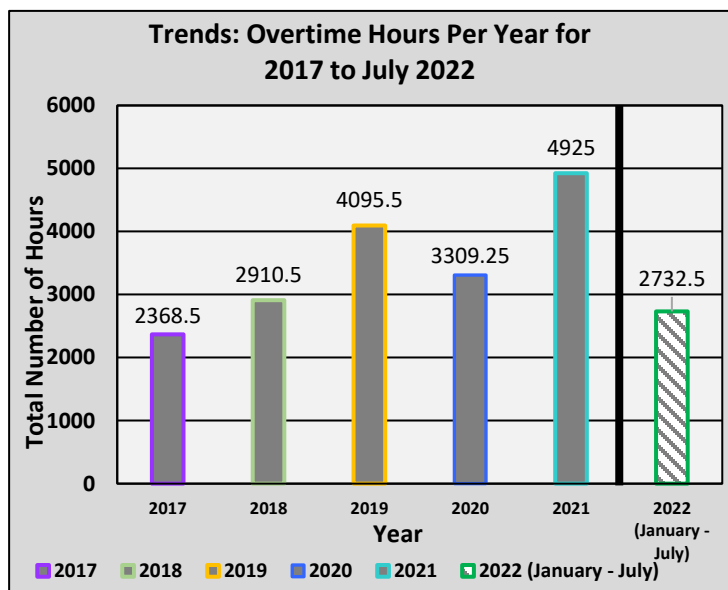
The existence of wide-open spaces adjacent to residential areas can be a vulnerability and represents a difficult space to monitor. Additional mapping and analysis of particular properties and testing of intrusion detection technology in that environment should be conducted.

Recommendation 3: The Police Department’s administrative technology should be modernized, as was accomplished at Village Hall.

The current Records Management System (RMS) provides important functionality but should be upgraded. The Police Department should undertake an overall refresh of technology, particularly with respect to records management and administrative functions. The current records management system has been renewed on an annual basis. A competitive process, even if it were to result in the selection of the current vendor would likely result in a better price or additional functionality, or both.

Recommendation 4: Overtime should be managed more closely.

The Overtime approval process should be modified to require prior sign-off from the Chief of Department in most instances.⁴ While the Chief reviews all OT requests and approves some retroactively, the current practice of a shift supervisor approving overtime requests in the first instance has the potential to create a permissive Overtime environment. While OT has many variables (including the need to increase patrols in response to crime patterns or replace shifts due to pandemic-related absence) firm managerial control of this expense is needed. Those occasions where a request for OT is either denied or modified should be documented to gain additional data on OT use and patterns. This would help the Village more fully realize the benefit of not assigning OT on a seniority basis.



Note: All data came from the OWPD monthly reports, OWPD annual reports, and discussions with the OWPD.

Recommendation 5: Sustained communication to residents on crime prevention strategies and updates when crime does occur.

The Village has gathered and shared established Best Practices with residents including: the value of connecting automatic alarms to OWPD directly, the Village Code’s encouragement of home lighting and the value of crime prevention security surveys. This should continue, as well as providing official, vetted information to residents when a crime has occurred, without compromising investigations or privacy. Residents have expressed a strong desire for understanding any threats that they may face, the Police Department’s response and mitigating actions they may take on their own.

REFERENCES

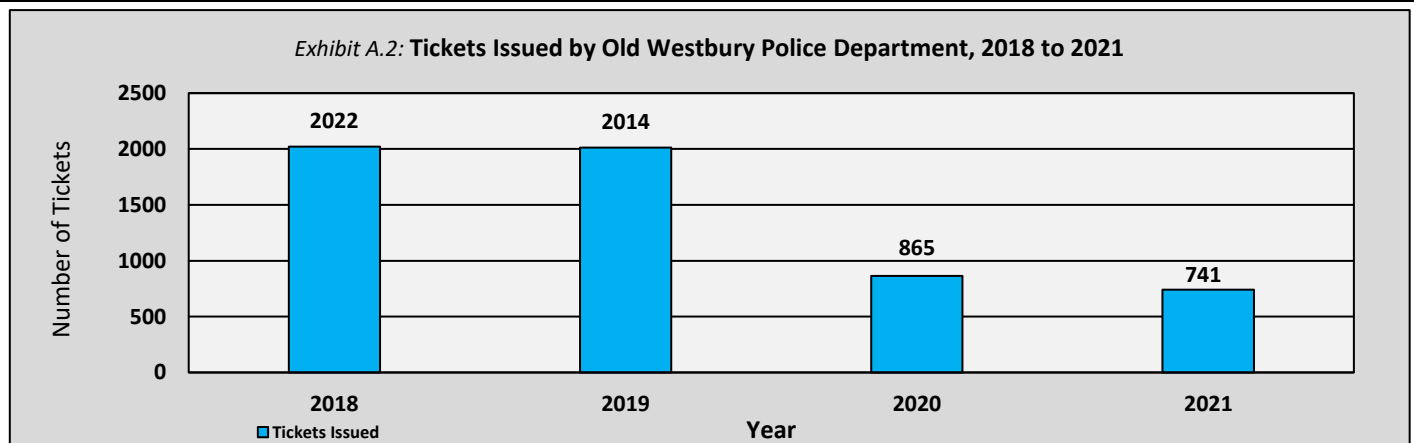
[FirstLineSupervision.pdf \(policeforum.org\)](#)
[Office of Public Safety - Accreditation Program - NYS DCJS](#)

⁴ Based on the information from the Old Westbury Police Department Police Manual, Section 1.1050, Overtime Tour Assignment – Time Off.

Exhibit A: Long Island Expressway and Ticket Issuance Analysis and Statistics

All the data for the following tables and charts was extracted from the Village of Old Westbury Monthly and Annual Reports. Data on Tickets was extracted from data.ny.gov⁵. **Exhibit A.1-A.5** provides an overview of the number of accidents the OWPD responds to on the LIE and the number of tickets, in general, that the OWPD and other police agencies issue per year that are returnable to OW Village Court. **Exhibit A.1** shows that OWPD’s response to auto accidents on the LIE is, on average, 40% of the auto accidents that OWPD responds to within the Village. **Exhibits A.2-A.5** shows that the number of tickets issued by OWPD have decreased since 2018. While there was the pandemic in 2020, the number of tickets continued to decrease in 2021. In that time frame, 1,281 less tickets were issued by the OWPD. As shown by **Exhibit A.3** and **A.5**, the decrease in tickets issued and returnable to OW Village court follows the same downward trend as Nassau County Police Department tickets.

<i>Exhibit A.1: AUTO ACCIDENTS IN OLD WESTBURY: VILLAGE TOTAL VS. LIE (2019 – 2021)</i>						
Category	Year					
	2017 ⁶	2018 ⁷	2019	2020	2021	2022 ⁸
TOTAL CASES ON THE LIE						
	<i>n/a</i>	<i>n/a</i>	27	20	29	7
AUTO ACCIDENTS						
Ratio-Auto Accidents: LIE vs. Village Total	223/624 (36%)	245/598 (41%)	200/585 (34%)	142/349 (40%)	192/481 (40%)	<i>n/a</i>
Auto Accident Cases on LIE	<i>n/a</i>	<i>n/a</i>	17	12	24	10
All Auto Accidents on the LIE	223	245	200	142	192	84 ⁹
Total Auto Accidents in the Village	624	598	585	349	481	251
OTHER CASES ON THE LIE						
Arrest	<i>n/a</i>	<i>n/a</i>	5	3	2	
Aided	<i>n/a</i>	<i>n/a</i>	1			
Warrant Investigation	<i>n/a</i>	<i>n/a</i>	2	2	1	1
Domestic Incident	<i>n/a</i>	<i>n/a</i>	2			
Auto Theft	<i>n/a</i>	<i>n/a</i>		1	1	
Found Property	<i>n/a</i>	<i>n/a</i>		1		
Property Damage	<i>n/a</i>	<i>n/a</i>		1		
Unsafe Condition	<i>n/a</i>	<i>n/a</i>			1	



Note: All data came from the OWPD monthly reports, OWPD annual reports, and discussions with the OWPD or from New York State databases data.ny.gov.

⁵ [Data.NY.Gov - Traffic Tickets Four Year Window](https://data.ny.gov/Traffic-Tickets-Four-Year-Window)

⁶ RLS reviewed monthly reports for 2019 through 2022.

⁷ RLS reviewed monthly reports for 2019 through 2022.

⁸ The analysis of 2022 data includes data from January 2022 through July 2022.

⁹ Through June 2022.

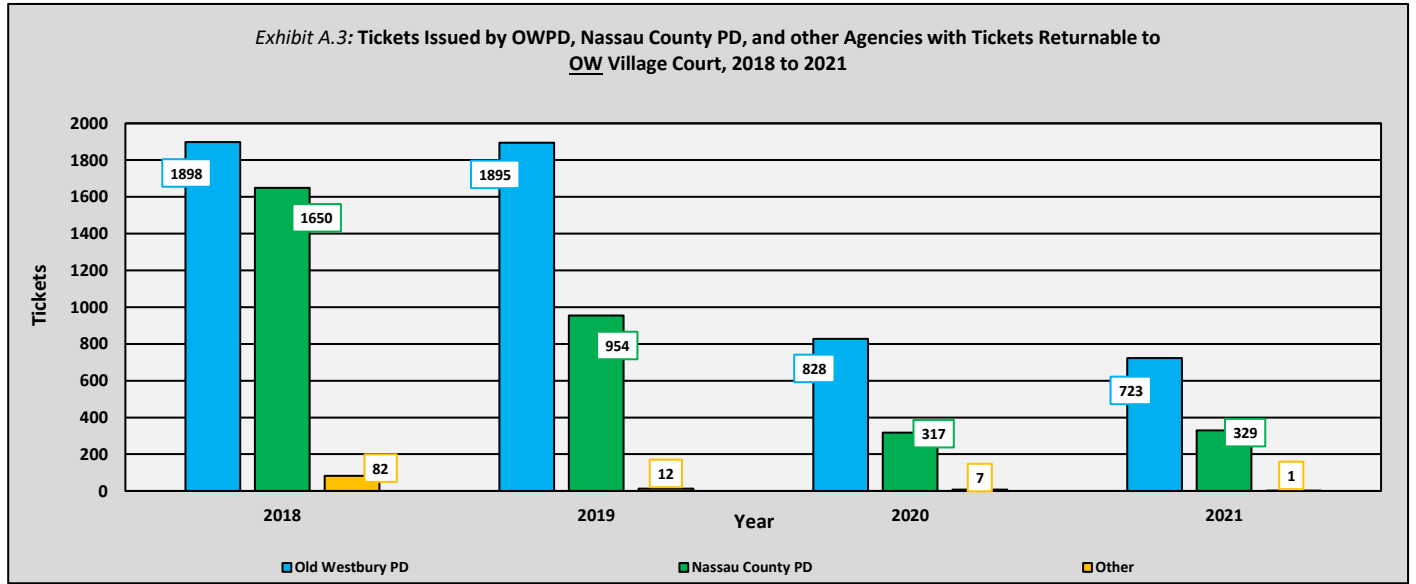


Exhibit A.4: Tickets issued by OWPD ONLY from 2018-2021, and which courts the tickets were returnable to

Year	Total Tickets Issued by OWPD ONLY				
2018	2,022				
2019	2,014				
2020	865				
2021	741				
Total	5,642				
Court Locations	2018	2019	2020	2021	Total Number at Court
Nassau County Court	22	20	0	0	42
Nassau District Court	98	99	36	16	249
Old Westbury Court	1,898	1,895	828	723	5,344
Other	4	0	1	2	7
Total	2,022	2,014	865	741	5,642

Exhibit A.5: Tickets issued by OWP, Nassau County PD, and other agencies that were returnable to OW Village Court ONLY

Tickets Returned to OW Court				
Year	OWPD	Nassau	Other	Total
2018	1,898	1,605	82	3,585
2019	1,895	954	12	2,861
2020	828	317	7	1,152
2021	723	329	1	1,053
Total	5,344	3,205	102	8,651

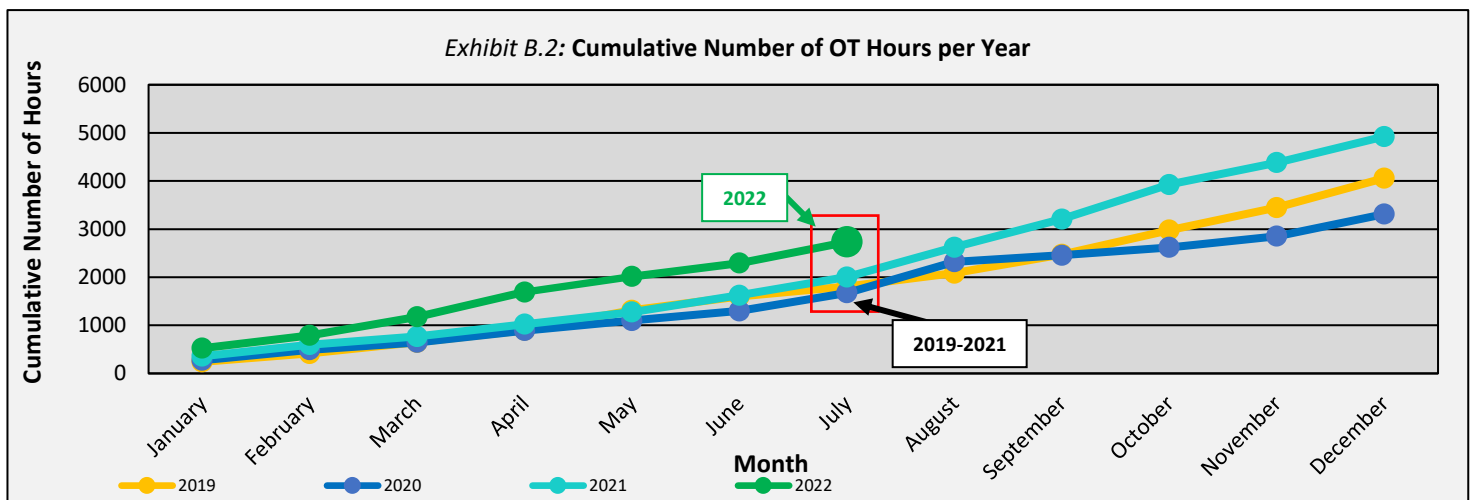
Note: All data came from the OWP monthly reports, OWP annual reports, and discussions with the OWP or from New York State databases data.ny.gov.

Exhibit B: Overtime

All the data for the following tables and charts was extracted from the Village of Old Westbury Monthly and Annual Reports. The following table and graph (**Exhibits B.1-B.2**) outlines the trend in overtime. **Exhibit B.1** shows the cumulative overtime per year by month from 2019 through July 2022. As shown by the highlighted blue boxes in **Exhibit B.1**, cumulative overtime hours from January 2022 through July 2022 have surpassed the cumulative overtime hours from January to July of each of the previous years. **Exhibit B.2** depicts the trend in cumulative hours and how 2022 is trending higher than the other years. The numbers that are in red indicate calculations where there may have been an error when written into the reports based on RedLand’s calculations.

Overtime¹⁰

	2019	2020	2021	2022
	Cumulative	Cumulative	Cumulative	Cumulative
January	240.5	274.25	357.25	524
February	416	492.25	599.5	792.25
March	648	645	766	1,178
April	898.25	891.25	1,022.5	1,690.75
May	1,314.5	1,098.75	1,277.5	2,013.5
June	1,600.75	1,299.25	1,625	2,293.75
July	1,809.5	1,674.5	2,003.25	2,732.5
August	2,083.75	2,319.75	2,622.5	
September	2,472.5	2,456.25	3,209.5	
October	2,979.75	2,620.25	3,925.25	
November	3,448	2,851.25	4,383.5	
December	4,059.5	3,311.25	4,925	
Total	4,059.5	3,311.25	4,925	2,732.5

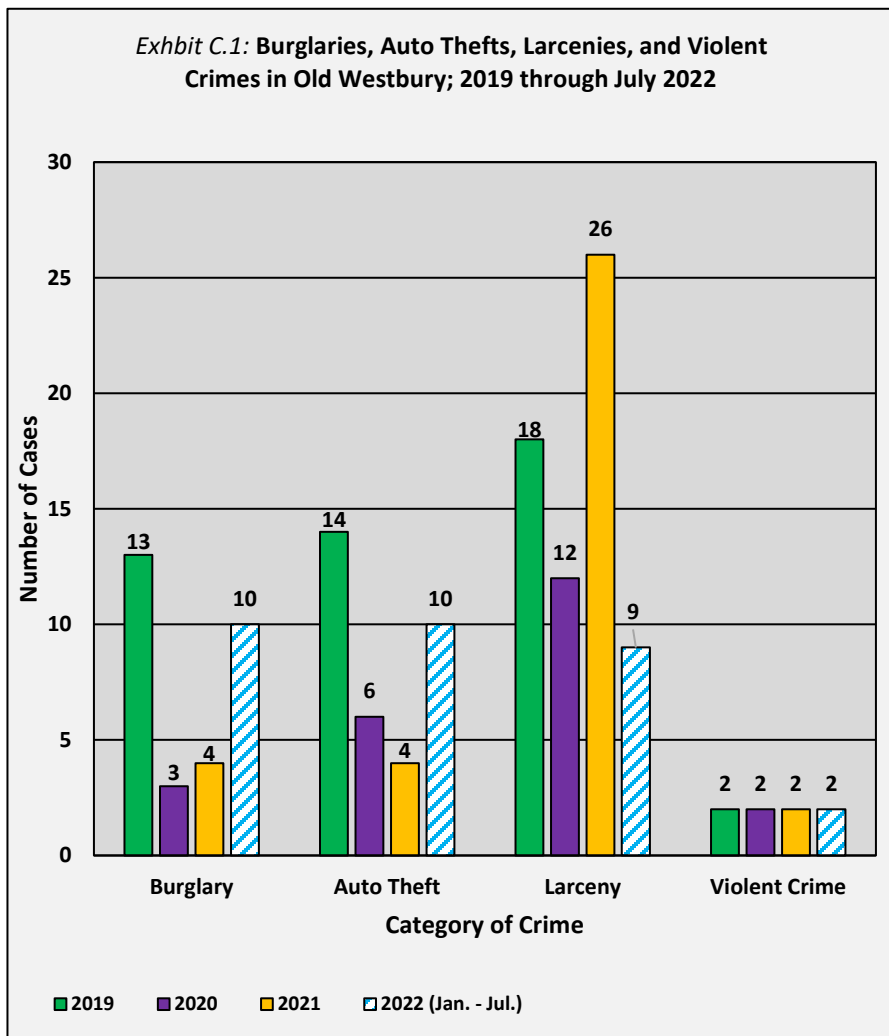


Note: All data came from the OWPD monthly reports, OWPD annual reports, and discussions with the OWPD.

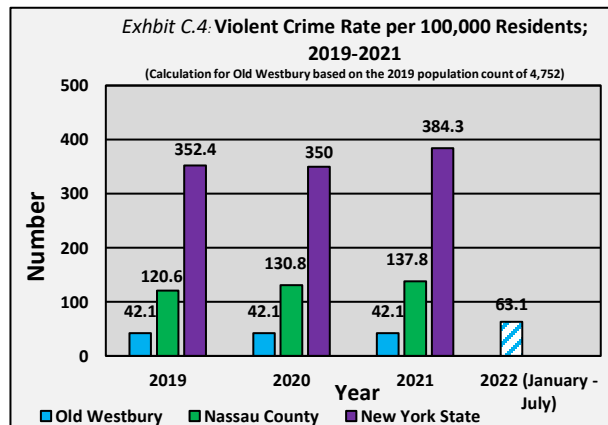
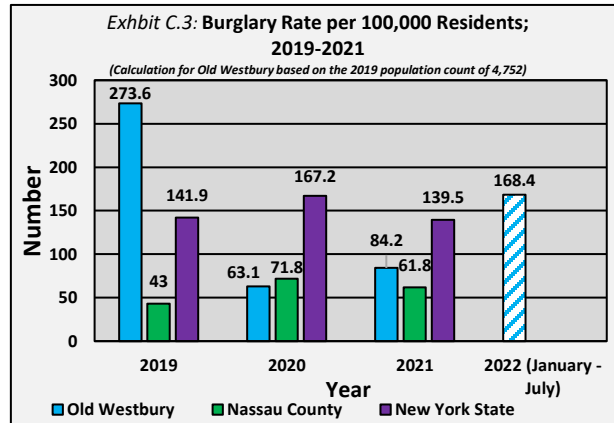
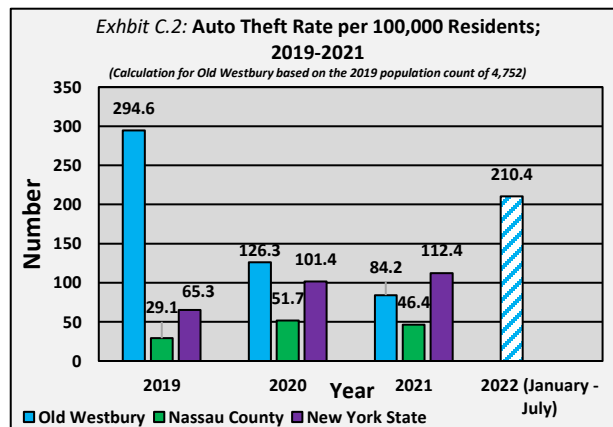
¹⁰ Numbers in red indicate that there may have been an error when the numbers were manually added to the monthly and/or annual report based on RedLand’s calculations.

Exhibit C: Crime Statistics

All the data for the following tables and charts was extracted from the Village of Old Westbury Monthly and Annual Reports. Data for Nassau County and New York State came from the New York State’s Division of Criminal Justice Services (DCJS)¹¹. The following graphs and charts (**Exhibits C.1-C.8**) depict crime statistics in the Village of Old Westbury in comparison to Nassau County and New York State.¹² **Exhibit C.1** shows the number of cases for burglary, auto theft, larceny, and violent crime from 2019 through July 2022. While the violent crime rate (**Exhibit C.4**) is below the county and state average, the burglary (**Exhibit C.3**) and motor vehicle theft (**Exhibit C.2**) are above or close to the average in comparison to Nassau County and New York State. Motor vehicle theft in Old Westbury is consistently above average from 2019 to 2021. As shown in **Exhibit C.8**, cases of burglary, motor vehicle theft, and criminal trespass are trending downward. **Exhibit C.5-C.7** show the number of arrests in the village. From 2017 through 2021, there has been a decline in the number of arrests.



Note: All data came from the OWPD monthly reports, OWPD annual reports, and discussions with the OWPD.



¹¹ Criminal Justice Statistics - NY DCJS

¹² Rate per 100,000 residents was calculated as follows: (# Cases/Population) x 100,000 = Rate per 100,000 Residents

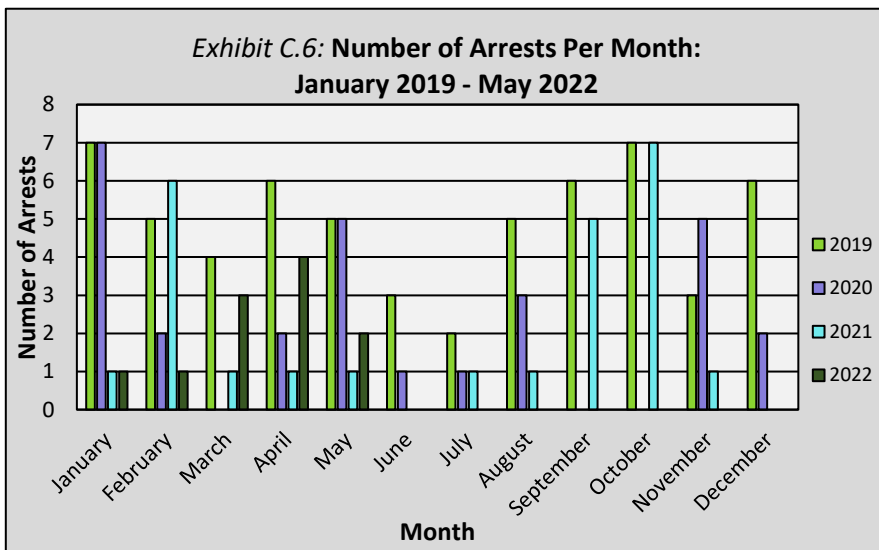
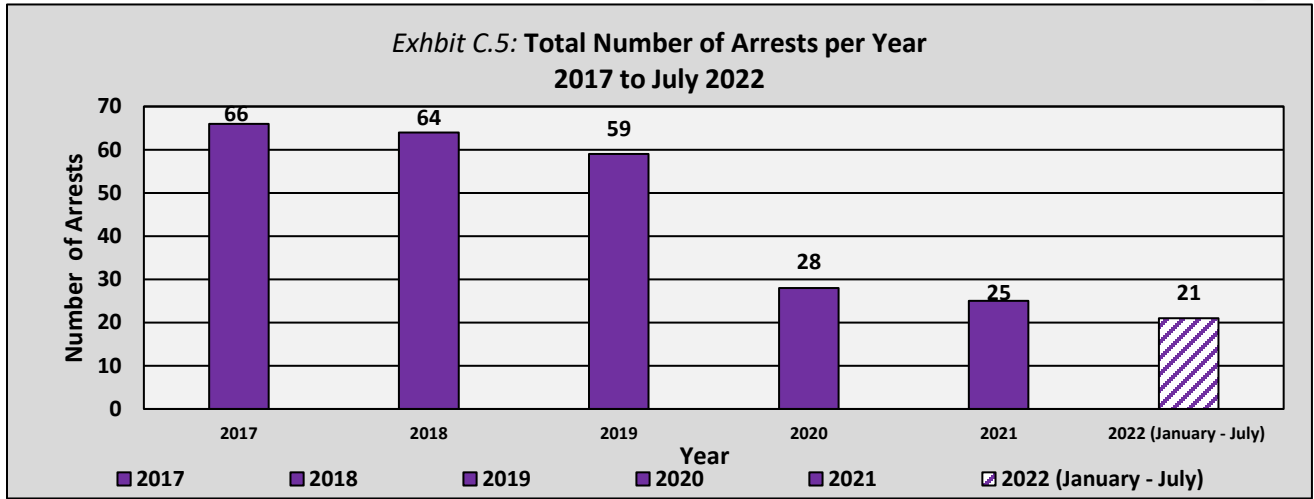
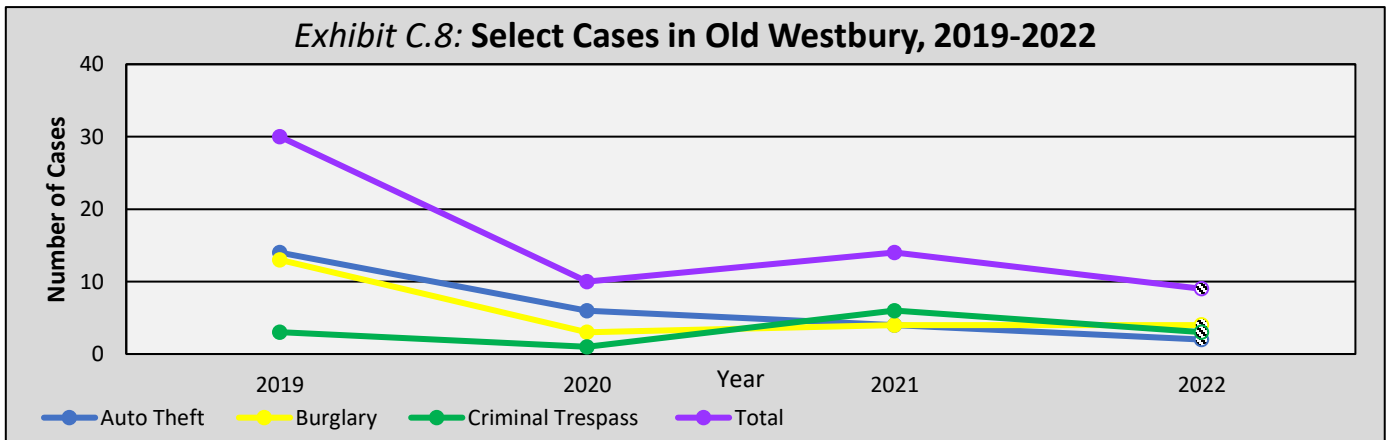


Exhibit C.7: Arrests Per Month: 2019 through July 2022

	2019	2020	2021	2022
January	7	7	1	1
February	5	2	6	1
March	4	0	1	3
April	6	2	1	4
May	5	5	1	2
June	3	1	0	4
July	2	1	1	6
August	5	3	1	
September	6	0	5	
October	7	0	7	
November	3	5	1	
December	6	2	0	
Total	59	28	25	21
Total Arrests January 2019 to July 2022: 133				




Note: All data came from the OWPD monthly reports, OWPD annual reports, and discussions with the OWPD.

Exhibit D: Nassau County Police Department Strat-Com Comparison Report


The following graphic, **Exhibit D.1**, comes from the Nassau County Police Department website. This includes a year-to-date (January through March) comparison of crime reports between 2021 and 2022 in the county. According to the table, year-to-date, stolen vehicles are up 255.29% and burglaries at residence are up 40.38%.

Exhibit D.1



BRUCE BLAKEMAN
COUNTY EXECUTIVE

NASSAU COUNTY POLICE DEPARTMENT STRAT-COM COMPARISON REPORT

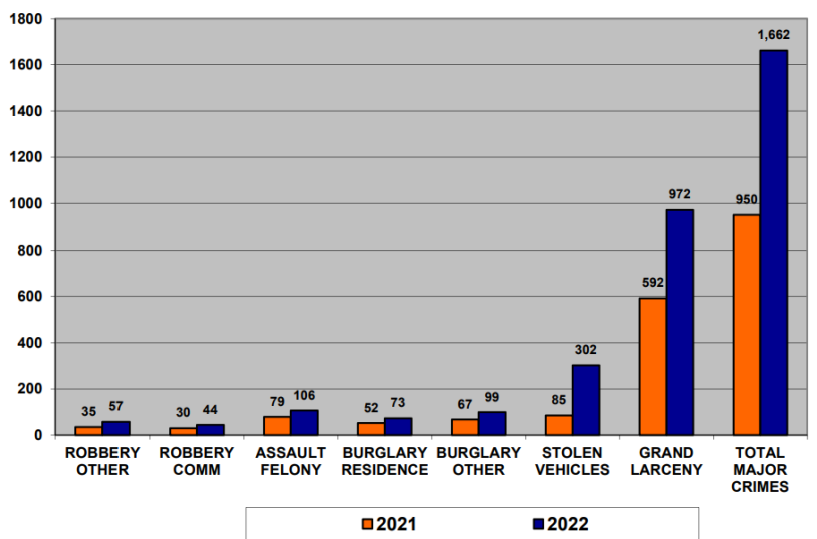


PATRICK J. RYDER
COMMISSIONER

NCPD TOTAL

YTD COMPARISON CRIME REPORTS			
NCPD Total	2021	2022	
Start Date	01/01/21	01/01/22	
End Date	03/31/21	03/31/22	%Change
MURDER	1	2	100.00%
RAPE	4	2	-50.00%
CRIMINAL SEXUAL ACT	3	2	-33.33%
SEXUAL ABUSE	2	3	50.00%
ROBBERY OTHER	35	57	62.86%
ROBBERY COMM	30	44	46.67%
ASSAULT FELONY	79	106	34.18%
BURGLARY RESIDENCE	52	73	40.38%
BURGLARY OTHER	67	99	47.76%
STOLEN VEHICLES	85	302	255.29%
GRAND LARCENY	592	972	64.19%
TOTAL MAJOR CRIMES	950	1,662	74.95%

YEAR TO DATE COMPARISON MAJOR CRIME REPORTS



ALL OTHER CRIME REPORTS	4,088	4,288	4.89%
TOTAL CRIME REPORTS	5,038	5,950	18.10%

***Strat-Com reporting is designed to reflect real time crime trends. These statistics are subject to further analysis and revision.**
Figures shown reflect crimes reported within the Nassau County Police District and DO NOT include crimes reported in other Police Jurisdictions within Nassau County.
Crimes listed relate to specific New York State Penal Law sections and may differ from crime categories reported to NYS DCJS and the F.B.I. Uniform Crime Reporting (UCR) System as PART I crimes.

Note: The above chart is from the Nassau County Police Department: [March 2022 YTD ALL PCTs Strat-Com Comparison Monthly Oct 2021 without OtherCrime.xls \(pdcn.org\)](#).