

MANDATORY PAYMENT FOR STATE POLICE SERVICES IN RURAL MUNICIPALITIES

INTRODUCTION

As part of the consulting services for the Joint Consolidation Study Commission of Wantage Township and Sussex Borough, the Request for Proposal directed that the consultant prepare the following report:

Forecast of the likelihood for Mandatory Local Police presence in rural towns;
analysis/comparison of cost involved in creating a local police department, creating a regional police department, break-even point for making payments to the State of NJ for continued State Police presence, contracting with Sussex County for a county or regional police department

COUNCIL ON LOCAL MANDATES DECISION

The report of the Council follows:

In re Complaints filed by the Mayors of Shiloh Borough and the Borough of Rocky Hill, and by Southampton Township, Deerfield Township, Shamong Township, Upper Deerfield Township, and Buena Vista Township (7-08).

HEARING and RULING. On October 22, 2008, the Council heard oral argument by the Claimants' counsel, Respondent State of New Jersey, and amicus New Jersey State League of Municipalities, on the cross-motions for summary judgment filed on behalf of Claimants and Respondent.

After oral argument, the Council recessed to deliberate, and the Council Chair announced the Council's decision: the Appropriations Act, at page 158, line 8 through page 159, line 17, constitutes an unfunded mandate and therefore is "null, void and unenforceable." The Chair also stated that a formal opinion, explaining the reasons for its decision, would follow in due course.

The above decision removes this issue from further consideration by the Consolidation Study Commission. However, it is possible this matter will arise at some time in the future. Therefore the Commission makes this report available to the governing bodies of municipalities for their possible future use.

STATE OF NEW JERSEY POLICY

The Department of Treasury issued a report prior to the adoption of the FY 2009 Budget entitled, "Background on Rural Policing Cost-Sharing Agreement." The report outlines the administration policy regarding charges for New Jersey State Police (NJSP) services to "rural" municipalities. This report set forth the following policies:

The State's Fiscal Year 2009 budget requires municipalities receiving State Police protection services to enter into a "cost-sharing" agreement with the State Treasurer in order to continue to receive those services.

Currently, 89 municipalities receive free rural patrol services: 76 receive full-time services and 13 receive part-time services. Sussex and Wantage are both classified as receiving full time services.

In 2007, the State estimates that it spent about \$80 million to provide these services.

The law specifically provides that the costs for the last half of calendar 2008 can be budgeted in CY 2009.

In order for the state to realize monies in the current budget, FY 2009, but not impose the bill on municipalities until CY 2009, the State will make the payment due following January 1st.

“If such arrangements are not completed by December 15, 2008, the municipality shall be deemed to have entered into a cost sharing agreement with the Treasurer retroactively to July 1, 2008.”

According to this report, the FY 2009 “cost-sharing” formula is based on the following:

Costs were allocated based on property value and types of property were best suited for this purpose.

About 25% (\$20.5 million) of the State’s estimated cost of providing rural policing services (\$80 million) were allocated to receiving municipalities.

This amount was then reduced by the amount necessary (\$8 million) to limit average residential property tax increases for policing services to \$100.

“The \$20.5 million was allocated among municipalities by applying per parcel rates for two types of parcels, residential and non-residential, broken down further by full-time or part-time protection. That initial amount was checked against a \$100 increase in taxes, and for those municipalities that exceeded the \$100 limit, reducing the gross amount to the amount that would result in a \$100 increase. That reduced the total from \$20.5 million to \$12.5 million. All full-time municipalities received the benefit of the \$100 cap; the rate for part-time municipalities remained at \$71.”

A community not having received these services in FY 2008 shall not receive these services unless “unless that municipality enters into a cost sharing agreement with the State Treasurer to provide the full cost of the Division of State Police for providing such services.”

“The State is prohibited from providing any municipality that does not receive State Police services as of July 1, 2008 from receiving them without entering into a cost-sharing agreement with the Treasurer.” This would occur following the December 15th deadline.

“... amounts required by a municipality to be raised to pay for the cost of police services pursuant to a cost sharing agreement, as described hereinabove, shall be treated as an exclusion that shall be added to the calculation of the municipal adjusted tax levy.”

“... if the Superintendent of the Division of State Police, in consultation with the Attorney General, determines that public safety requires that police protection be provided to the inhabitants of rural sections ... despite the fact that a municipality ... has not entered into a cost sharing agreement with the State Treasurer, monies appropriated to the Division of State Police and the Department of Law and Public Safety may be used for providing such police protection and the Director of the Division of Budget and Accounting is authorized to withhold State Aid payments to such municipalities and transfer such amounts to the Division of State Police.”

“The budget also prohibits municipalities from applying for Extraordinary Aid for any expenses related to a cost-sharing agreement for rural policing.”

It should be noted that neither the report nor any other information supplied by the State to affected municipalities addressed any of the following still outstanding issues:

How does one define a “rural community”?

How does one define “rural police services” as they are provided by the NJSP?

How does one define the level of service (LOS) provided to various municipalities?

Is the level of service consistent from municipality to municipality?

What is the operational definition of "rural patrol" when used to define the services of the NJSP?

Is the basis for allocating costs reasonably based on the cost of services provided by NJSP?

LEAGUE OF MUNICIPALITIES POLICY

As of mid-August 2008, the official position of the New Jersey State League of Municipalities is as follows:

LEAGUE OF MUNICIPALITIES' POSITION CONCERNING STATE POLICE PROPERTY TAX MANDATE:

"We believe, based on Constitutional and statutory provisions and on past cases it has decided, that there is a good chance that the Council on Local Mandates will nullify State Budget language requiring certain municipalities to enter into 'cost sharing agreements,' which would increase property tax burdens for their residents and businesses by more than \$9 million, statewide. (See list of complaints filed with Council on Local Mandates below.)

"We believe that the State would continue to be under both a legal and a moral duty to provide police protection to those residents and businesses, as it has for over 70 years.

"Despite [the first two paragraphs] above, and despite the failure of past efforts to negotiate a compromise on State Police funding issues with State Executive Branch personnel, municipal officials remain willing to work toward that end.

"Local elected officials, therefore, reiterate their support for legislation that would produce revenues that could be used to provide property tax relief and support for State Police services, in all of New Jersey's 566 municipalities.

"Representatives of member municipalities commend Senator Van Drew and Assembly members Milan, Albano and Karrow for their bi-partisan work on such legislation and offer the following comments regarding possible amendments to S-1976/ A-2982:

"Any surcharge should be assessed on certain, clearly defined, offenses.

"A \$15 surcharge should be sufficient to assist the State with funding certain State Police services and to assist municipalities in providing relief to property taxpayers for costs associated with municipal court security, public safety operations and other essential services.

"All municipalities, whether they have created a police department, have contracted with a neighboring municipality for police services, have received State Police services, or have relied on some combination of those arrangements, should benefit from the proceeds of the surcharge, as should NJSP.

"Surcharge receipts should be distributed according to an explicit, rational formula that is based on a true cost-benefit analysis of State Police Rural Patrol activities, consistent consideration of a municipality's geographic and demographic characteristics, consideration of the entity or entities responsible for the enforcement action and consideration of changing circumstances and increasing costs.

"Funding for municipalities with their own police departments should be based on the amount that the municipality would have collected, if the surcharge had been in effect in 2007, in order to discourage over-aggressive enforcement.

"Local elected officials should not be required to seek State approval concerning the size of a local police department.

“The legislation should eliminate the unrealistic December 15, 2008 deadline, set forth in the State Appropriations Act, for action by a municipality currently receiving certain State Police services.

“Surcharge proceeds should be dedicated, to the maximum practical extent, to the above specified purposes, and should not be used to justify any diminishment of other municipal property tax relief funding programs.

“In addition to these comments on the surcharge legislation, local elected officials also need specific information about the actual police services that the NJSP provides to their own and all other municipalities, so that they can evaluate alternatives, such as contracting with a neighboring municipality or with the county for police services or forming their own police departments.

“And, in addition to funding for a study of public safety alternatives and for the implementation of an alternative, local elected officials will need exceptions to both the appropriations cap and the levy cap, in order to proceed along those lines.”

In addition, during July and through 12 August 2008 the following municipalities filed complaints regarding this policy by the Corzine administration with the State of New Jersey Council on Local Mandates:

Borough of Shiloh (Cumberland)
Township of Southampton (Burlington)
Township of Deerfield (Cumberland)
Township of Upper Deerfield (Cumberland)
Borough of Rocky Hill (Somerset)
Township of Buena Vista (Cape May)
Township of Shamong (Burlington)
Township of Lawrence (Cumberland)
City of Estell Manor (Atlantic)
Township of Millstone (Monmouth)
Township of Commercial (Cumberland)
Borough of Wrightstown (Burlington)
Township of Maurice River (Cumberland)
Township of Woodland (Burlington)
Township of Mannington (Salem)

It is likely that these complaints will be consolidated as the issues raised are very similar. The complaints were forwarded to the Attorney General “to file an Answer to the Complaints on behalf of the State or New Jersey”

The Council has set a pleading schedule as follows:

“Respondent Answer(s) and any Motions directed to the consolidated Complaints – August 15, 2008.

Motions by any Claimants wishing to pursue injunctive relief – August, 15, 2008.

Responses by Respondent(s) to any Claimant motions for injunctive relief - September 5, 2008.

Requests to Appear as amici curiae - September 12, 2008.

Objections to Requests to Appear as Amici curiae - September 19, 2008.”

Detailed and more up to date information can be found at the following web site:
<http://www.state.nj.us/localmandates/pending/index.html>

FACTORS THE MUNICIPALITIES SHOULD TAKE INTO ACCOUNT

Clearly the requirement to respond to the demands of the State of New Jersey by the Borough of Sussex and the Township of Wantage will occur prior to the completion of the deliberations of the Joint Municipal Consolidation Commission’s work. As the governing bodies of these two municipalities consider how they should proceed, we offer the following suggestions:

Act based on long term considerations – Define the level of service (LOS) that the residents of the municipalities require and determine the best way to provide this LOS. The alternatives below provide two alternative levels of service and two methods by which this might be obtained.

According to the Pleading Schedule, the Council on Local Mandates should act prior to the declaration deadline of 15 December 2008. However, it would be in the best interests of the State for this not to happen. While a ruling might go against the State, by the time it came down a significant number of municipalities would probably have made a decision to opt out of State Police rural patrols and permitted the State to bank those savings for the next fiscal year. The municipalities should not “bank” on a decision being rendered within the required time frame.

Realize that the current billing of \$69,323 and \$448,074 is just the beginning. – According to the State Treasurer, this amount represents about 15.6% of what the State estimates their costs to be. The State Treasurer has refused to share the formulas and cost calculation elements with the affected municipalities or the general public. Originally, they planned to charge Sussex and Wantage \$123,888 and \$769,138 respectively or \$893,026 for both. At these rates, the billing was allegedly only about 25% of the total costs borne by the State for these services in 2007. This means that eventually, in 2007 dollars, the billing could rise to about \$495,000 and \$3,075,000 respectively or \$3,570,000 for both.

State Police Level of Service Data

Attempts have been made to obtain data from the State Police that would permit a calculation of the current levels of service being received by the Borough and by the Township. The State Police have not provided any data to assist GMA in the development of this report.

ALTERNATIVES FOR POLICE SERVICES

Factors creating demand for police services

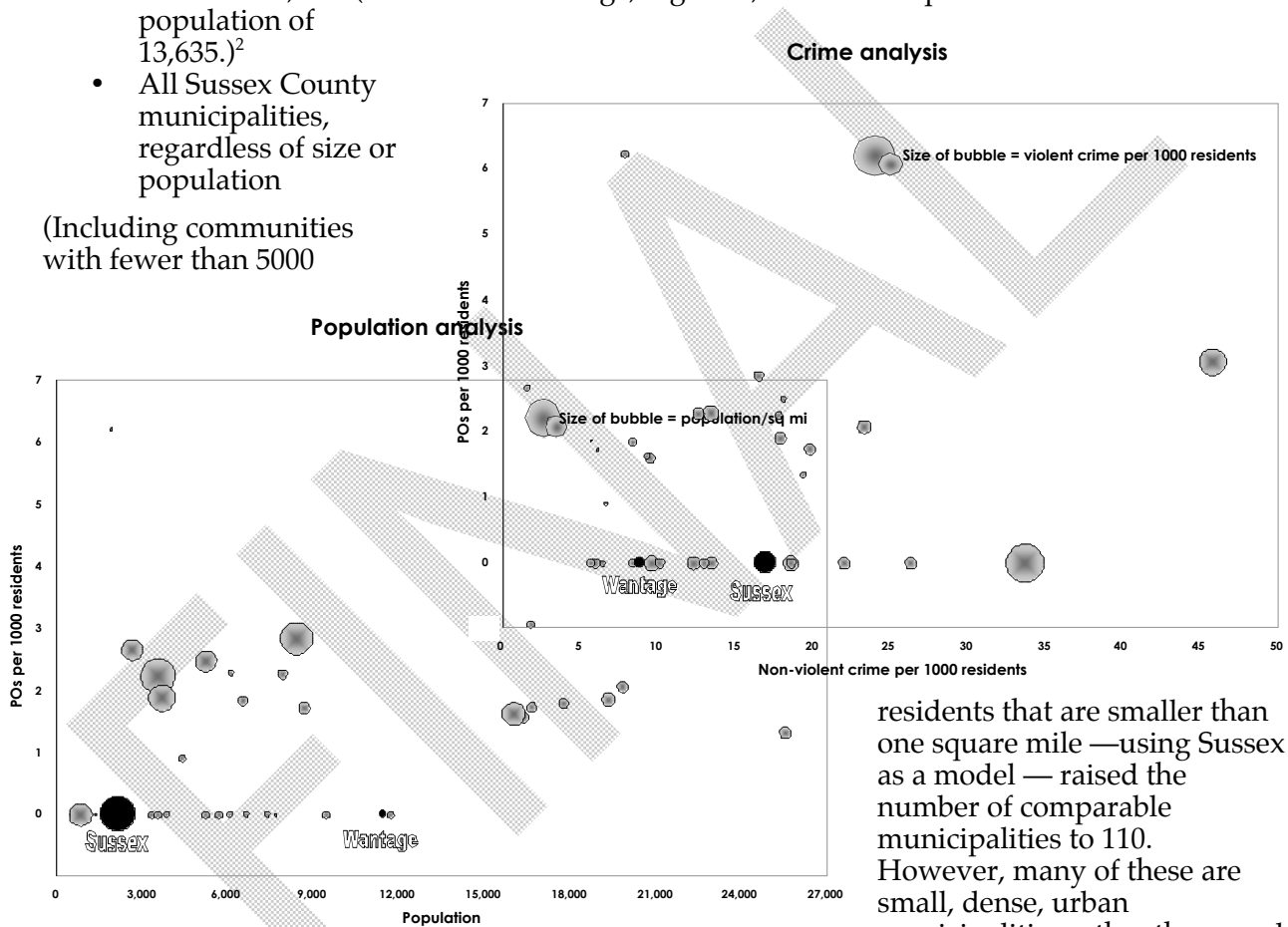
As part of this study, we attempted to examine when and why municipalities create their own police forces. There were two key factors examined: population and crime.

Where informal social processes are no longer able to maintain social discipline and order, people will turn to formal institutions to resolve conflicts.¹ Informal social processes are typical of smaller and more rural communities. As communities grow or develop more complex social relationships, the demand for formal institutions to resolve conflicts will also grow. The “formal institutions” to which they will turn are often local government.

Up to a point, population alone does not predict the existence of a police department in a municipality. For purposes of this study, we looked at the police situation in this group of municipalities:

- All municipalities in New Jersey that are larger than 45 square miles, with a population less than 20,000. (Sussex and Wantage, together, cover 67.8 sq mi with a combined population of 13,635.)²
- All Sussex County municipalities, regardless of size or population

(Including communities with fewer than 5000



residents that are smaller than one square mile —using Sussex as a model — raised the number of comparable municipalities to 110. However, many of these are small, dense, urban municipalities rather than rural

centers. Therefore, including these in the study was not seen as useful.)

Including Wantage and Sussex, 42 municipalities in eleven counties met these criteria. The chart **Population Analysis** shows the number of police officers in each municipality (vertical axis) plotted against population (horizontal axis) and population per square mile (size of bubble).

(On the charts, Sussex and Wantage are shown in black and labeled, for ease of identification. Larger versions of the two charts are included at the end of the report.)

¹ David H. Bayley, *Patterns of Policing: A Comparative International Analysis*, Rutgers University Press, 1990

² 2006 *New Jersey Legislative District Data Book Data on Disk*, Rutgers Center for Government Services, 2007

What emerges is — up to a point — a lack of pattern. Among 34 communities of fewer than 15,000 residents, eleven have their own police departments and the rest do not. Among those communities with their own police, five are dense. Among those smaller communities without their own police, all but two — Sussex being one of them — are low density and rural.

However, once population crosses the 15,000-resident line, a clear pattern emerges: all the towns have their own police, despite the fact that most of them are not densely populated.

CRIME RATE

We might assume that communities with higher crime rates are likely to create their own police departments. To a certain extent, this is true, but the pattern is neither clear nor uniform.

The chart **Crime analysis** compares the number of police officers (vertical) with the crime rate per 1000 residents (horizontal) and the rate of violent crimes per 1000 residents (size of bubble).³ Again, Wantage and Sussex are shown in black and labeled.

As the chart shows, some towns with low crime rates have police departments and some towns with higher crime rates do not.⁴ No clear pattern emerges.

It is clear, however, that Sussex has a higher crime rate than Wantage. However, the violent crime rate in Sussex in 2006 was much higher than in 2005. Again, small numbers produce disproportionate results: There were three aggravated assaults in 2005 and nine in 2006. Along with a single 2006 robbery, this raised the borough's violent crime rate from 1.4 per 1000 residents to 4.6. (Wantage's violent-crime rate remained steady at 1.0 per 1000.)

It is also clear that the two communities' combined crime rates are lower than the average of the 42 communities in the comparability analysis: Sussex and Wantage combined had 1.4 violent crimes per 1000 residents in 2006, versus the comparables' average of 1.6. Non-violent was ten per 1000 against the comparables' average of 14.3.

CONCLUSIONS

Based on this analysis, no pattern emerges that would predict that a consolidated community would decide to form a police department in the near term.

Reaching a population of 15,000 appears to be a key indicator that a police department will be formed. According to the Sussex County Planning Division, the combined population of the township and the borough is not expected to reach that level until 2020.

Therefore, we conclude that providing police services other than the NJ State Police will be a decision based on local demand rather than any predictable indicators such as crime rate or population.

Alternatives

Because the State of New Jersey's decision to charge municipalities for services of the state police has caused budgetary issues, other approaches to providing police services are reviewed in comparison with state-provided services. Five optional approaches are:

- 1 Continued use of the state police.
- 2 Minimal services (similar to current state police), provided locally.
- 3 Minimal services (similar to current state police), provided by contract.

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³ Source on crime rate and number of police officers: *Crime in New Jersey: Uniform Crime Report for the Year Ending December 31, 2006*, Office of the Attorney General, NJ Department of Law & Public Safety, 2007

⁴ One community has no police, a high crime rate, and a high rate of violent crime. That community is very small (<1500) and had a spike in aggravated assaults (from two to seventeen) in 2006. Thus, two small numbers produce a jarring result.

- 4 A full-service police department, provided by contract.
- 5 A full-service local police department.

CALCULATING SERVICE REQUIREMENTS AND COSTS

Determining number of officers

This is the standard calculation for determine how many police officers are needed to staff a position.

Round-the-clock service = 24 hours X 365 days = 8760 hours.

Availability of one police officer =

Nominal annual working hours	2080	Standard number, irrespective of shift schedule
Less (all stated in hours):		
Vacation	120	Assume three weeks
Illness	40	Assume five days
Training	40	Mandatory + elective
Holidays	0	Normally paid as a supplement
Miscellaneous	40	Other assignments, court appearances, etc
Net available	1840	

Officers required to staff one position = 8760 ÷ 1840 = 4.7 ≈ 5.

(As a department ages, the required number of officers increases due to additional vacation, sick leave, etc.)

Cost per officer

Based on the results of a 2006 study done by Summit Collaborative Advisors, using 2005 data from eleven NJ municipalities, the average annual police operating cost per officer was \$103,700. This figure includes all costs covered by the municipalities’ annual police operating budget, including command and supervision, communications, technology, transportation, and office support. It does not include the cost of benefits — required to be shown as a separate, consolidated budget account by state regulations — or non-police support costs such as payroll and capital facilities.

Adding direct costs to this average, this estimated cost per officer emerges for 2009:

2005 cost per officer	\$103,700	per study
Increase to 2009	\$17,614	Assume 4% per year
Projected 2009 cost per officer	\$121,314	
Health benefits	\$14,800	State program/family coverage/prescription
Medicare	\$3,183	3.5% of salary; typically not enrolled in FICA
Pension	\$7,227	3.5% of \$85,000 base salary
TOTAL estimated cost per officer	\$146,527	

Forecasting payroll and capital costs is beyond the scope of this study, because they depend in part on the administrative infrastructure already in place and on the availability of existing space. Also note that start-up costs can be significant and that it can take easily nine months to train a new officer — a time during which the municipality is paying the costs but reaping none of the benefits of the officer.

In the following discussion of alternatives, an annual cost of \$146,500 per police officer will be used.

ALTERNATIVES

1. Continued use of the state police

Interviews with local officials indicated that the current level of state-police service is limited to response to serious situations, with little routine patrol or response to quality-of-life issues. Some exceptions were mentioned — notably a recently increased presence in Sussex — but these were seen as possibly fleeting.

As discussed elsewhere in this report, where the State of New Jersey goes with its attempt to charge municipalities for state-police services is, at best, uncertain. What is certain is that the state has financial problems and wants to charge for these previously free services.

Three key numbers need to be kept in mind: the 2009 final cost billed by the state, the original billing amount, and the 25% of its costs that the state claims the original billing represents.

Using the combined bills for Sussex and Wantage, and the \$146,500 projected average cost-per-officer figure, this is what these three levels of state billing represent:

State bill	Combined Wantage + Sus	Equivalent # officer
Final	\$517,397	3.5
Original	\$893,026	6.1
Potential "full cost"	\$3,572,104	24.4

This calculation can be used to help determine the relative value of continued state police services. Local interviews make clear, however, that the state police cannot possibly have more than twenty troopers assigned to Sussex and Wantage, even allowing for costs that are generally believed to be higher than those of municipal police departments. The state has declined to release the formula on which it bases its calculation of costs

2. Minimal services (similar to current state police), provided locally

For purposes of this report, “minimal services” are defined to include:

- Immediate response to serious incidents
- Reasonable response to quality-of-life incidents
- Occasional patrol

It is possible that this level of service could be provided by a small local police department. Many small communities have forces with four to seven officers. Most of these are designated Rural Centers, similar to Sussex, and so have a much smaller population than a consolidated Wantage and Sussex.

However, given the “startup” nature of this alternative, a force of five officers would provide “24/7” service at an estimated cost of \$732,500. As in some other communities, this small force could be led by a sergeant or lieutenant, rather than a chief. The municipal administrator could be designated as director of public safety.

There are drawbacks to this approach:

- There is no automatic backup for the local force, necessitating an agreement with the state police or some other municipality to provide backup. Given the two communities’ comparatively low crime rate, backup might be needed perhaps 125-150 times a year.
- It is also possible that no other nearby municipality — Franklin, Hamburg, Hardyston, or Vernon — will be willing to commit its police department to backup response in Wantage and Sussex, or that the cost would be unappealing.
- It requires a contract for dispatch services.
 - (NOTE: The cost for dispatch is included in the estimated total cost, because the model (see Page 8) includes the cost of dispatch.)

- Residents' appetite for police service is likely to grow, once they have "their own" police department. Expectations will grow that police will respond — effectively — to incidents of minor theft, speeding, and so forth. This will increase pressure on a governing body to grow the department. But, as with all other issues of public policy and allocation of resources, the governing body will need to determine if additional service is worth additional cost.
- It might be wise to have a contract in place with another department — presumably the "backup" department — for consulting on command and supervision issues.
- Inevitably, it introduces a new union labor agreement into the mix.

3. Minimal services (similar to current state police), provided by contract

Buying police service from another municipality is a possible alternative. At this minimal level, an established department would probably have to dedicate six officers, rather than the five suggested above. This is because both newly hired officers and senior officers would be assigned, and senior officers are more likely to have additional time off. (Established departments are also more likely to have adopted one of the popular, but less efficient, long-day shift schedules.)

With six officers assigned, the projected cost of this alternative is \$879,000. This could actually be cheaper than creating a small local department because of the unknown costs of contracts for command and supervision consulting, dispatch, and backup services.

This alternative would address some of the drawbacks cited above. However, it would also depend on another police department's willingness to undertake not only the primary services, but also the backup. A department that has only one or two cars on patrol would be hard pressed to divert a second officer as backup under this scenario.

4. A full-service police department

Two alternative approaches are reviewed: contracting with another municipality, and forming a local department.

Defining "full service"

Before examining those options, it is useful to define "full service". It means a force that is self-sufficient, with its own command and supervisory structure, detectives and other specialists on staff, and support employees for back-office functions. In this analysis, it does not include in-house dispatchers because those four, five, or six employees would be very expensive overhead compared with contracted services.

The same 2006 study that helped establish the per-officer cost of \$146,500 also yields other figures of interest, based on eleven "full-service" departments:

- In the eleven study communities, the average number of police officers per 1000 residents is 2.5.
- The average segment of police officers at supervisory or command rank is 31%.
- There is one civilian for every five sworn officers, performing services such as dispatch, technology management, and office support.
- The ratio between crimes and police officers is 11.25 to 1.

Using these results, we can predict the structure of a police department serving a consolidated Wantage and Sussex, with 13,635 residents:

- Based solely on population: $2.5 \text{ officers} \times 13.6 = 34$ sworn officers, of whom 11 are sergeants and above, plus seven civilians. (This approximates the size of the Vernon and Sparta departments, each of which serves a much larger population.)
- Based on number of crimes in 2006: $182 \text{ crimes} \div 11.25 = 16$ sworn officers, of whom five would be sergeants and above, plus three civilians.

ALTERNATIVE 1: Contracting with another municipality

Buying full-service police services from another town has many advantages relative to creating a full local department. The physical and management infrastructure are already in place, and so startup costs are minimized. The “corporate culture” of the provider can be assessed and taken into account.⁵ At least on a limited basis — pending hiring and training of new officers — service can begin immediately, whereas a new local department can take many months to gear up.⁶

In determining which model to use — population based or crime (activity) based — the new municipality is likely to opt for the one that yields the smaller and less expensive department.

In negotiating with another municipality for service, the new municipality would note that the command and support structures are already in place. Existing shift sergeants could supervise the additional patrol zones. (“Span of control” is the number of officers reporting to a single supervisor. In the Seattle police department, the average span of control was 6.7 officers in 2005.⁷ Although the current trend is to increase span of control, in smaller departments it is generally a lower number, and the shift sergeant may be on patrol and rendering services personally.⁸)

The consolidated community could negotiate for two patrol zones, requiring twelve officers for 24/7 staffing. This option is likely to cost about \$1,758,000, assuming that the provider police department concurs that two zones are enough.

ALTERNATIVE 2: Traditional local police department

Creating a police department for a new consolidated municipality, sixteen sworn officers plus civilian support is the more likely size. This would be enough to staff two patrol zones, provide a small command cadre, a few sergeants (some of whom would patrol), and office support.

With another department providing dispatch services under contract, the estimated annual operating cost is \$2,344,000. This is a third higher than the contract option because it requires command, supervisory, and support employees in addition to the twelve officers needed to staff the two shifts. The supervisory and command structure would have a small span of control, increasing the relative costs of managing the department when compared with a contracted service.

Other costs

These estimates do not include startup costs or capital costs.

If space suitable for a police headquarters — including adequate secure parking — exists and can be converted, those costs will be reduced. Otherwise, new construction will add considerably to the cost of this alternative.

In any scenario, radio and computer communications are an unknown factor. Whether buying police services or only dispatch services, the provider agency’s radio and computer-based systems must be extended to serve the new area.

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⁵ Some police departments are very service oriented, welcoming the opportunity to help people who are locked out of their cars or homes, and other quality-of-life situations. Others are strictly law-enforcement agencies that do not care to become involved in “unimportant” or “trivial” situations.

⁶ The process of recruiting, screening, hiring, and training a new police officer can easily take a year, salary and other costs are being paid during training, when no service is being rendered.

⁷ City of Seattle auditor’s report, September 2005. www.seattle.gov/audit/report_files/2005-13_Span_of_Control_In_City_Govt_Increases_Overall.pdf (Downloaded 9/18/2008, 3:43PM)

⁸ *Span of Control for Law Enforcement Agencies*, The Police Chief magazine, International Association of Chiefs of Police, October 2006

SUMMARY

The various approaches to police services and their estimated annual operating costs are:

Continued use of the state police: \$893,026, up to a theoretical "full cost" figure of \$3,572,104 (2009 dollars). (Please note that the state has not indicated any intent to increase its billings to the "full-cost" level. This is included as the dreaded "worst case" scenario.)

"Minimal service" local department: \$732,500 + startup + training + capital costs + backup + specialized services when needed.

"Minimal" contracted service: \$879,000 + startup + capital costs.

"Full service" contract: \$1,758,000 + startup + capital costs.

"Full service" local department: \$2,344,000 + startup + training + capital costs.

CONFIDENTIAL

POs per 1000 residents



POs per 1000 residents

