


Allegheny County, PA Regional Police Study

August 6, 2020

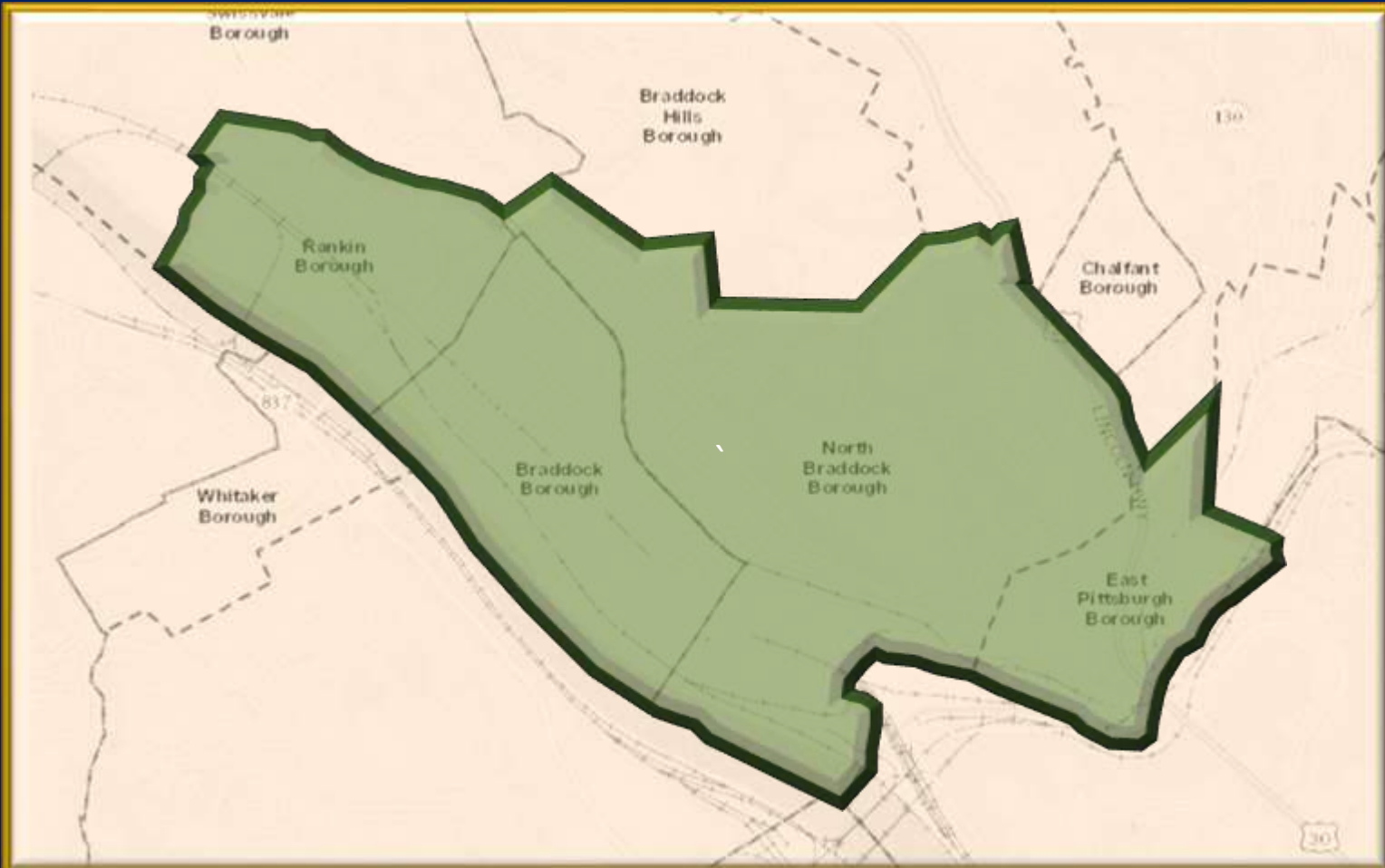


Braddock Borough
East Pittsburgh Borough
North Braddock Borough
Rankin Borough

Current Demographics of the Municipalities

| CATEGORY | Braddock | East Pittsburgh | North Braddock | Rankin | TOTALS |
|---------------------------|----------|-----------------|----------------|--------|---------------|
| Population | 2,114 | 1,763 | 4,696 | 2,041 | 10,614 |
| % of Population | 20% | 17% | 44% | 19% | 100% |
| Population Density per sm | 3,775 | 4,407 | 2,863 | 4,638 | 3,492 |
| Square Miles | .56 | .40 | 1.64 | .44 | 3.04 |
| % of Square Miles | 18% | 13% | 54% | 15% | 100% |
| Housing Units | 1,121 | 1,093 | 2,921 | 1,080 | 6,215 |
| Total Road Miles | 11.47 | 7.53 | 26.61 | 5.71 | 51.32 |
| % of Road Miles | 22% | 15% | 52% | 11% | 100% |
| Full-Time Police Officers | 0 | 0 | 1 | 1 | 2 |
| Part-Time Police Officers | 8.5 | 0 | 13 | 9.5 | 31 (15.5 FTE) |
| Police Clerical Staff | 0 | 0 | 0 | 0 | 0 |
| Police Vehicles | 4 | 0 | 5 | 5 | 14 |

Proposed Allegheny County Regional Police Department Braddock, East Pittsburgh, North Braddock, & Rankin Boroughs



3.04 Square Miles & 10,614 Combined Population
3.1 Miles E to W & 1.7 Miles N to S

Proposed
Regional
Police Costs

Proposed Police Staffing Levels

International Association of Chiefs of Police (IACP) Staffing Formula

| Category | Totals |
|--|------------------|
| Combined Population (2018 from the municipalities & U.S. Census) | 10,614 |
| 1) Number of Estimated Incidents (@ 550 annually per 1,000 residents) | 5,838 |
| 2) Time Spent on Incidents; 45 Minutes Average (Multiply above by .75) | 4,379 |
| 3) Buffer Time for Patrol & Administrative Duties (Multiply above by 3) | 13,137 |
| 4) Staffing Hours (Divide above by 2920) | 4.5 |
| 5) Availability Hours (Multiply above by 1.72) | 7.8 |
| PATROL OFFICERS Required | 8 |
| Additional Officers Recommended (1 Detective & 1 Patrol/Traffic Officer) | 2 |
| Sergeant | 1 |
| Chief of Police | 1 |
| Police Secretary | 1 |
| Total Full-Time Police Officers Recommended | 12 |
| Total Part-Time Police Officers Recommended | 6 (3 FTE) |

Proposed Regional Budget - Personnel Costs

| | |
|---|--------------------|
| Salary of Police Chief | \$63,000 |
| Salary of Sergeant | \$52,000 |
| Salary of Full Time Officers/Detective (10 @ \$50,000 average) | \$500,000 |
| Salary of Staff (1 Secretary @ \$30,000) | \$30,000 |
| Overtime (12 FT Officers @ \$2,500 average; 833 Hours or 16 Hours/Week) | \$30,000 |
| Part Time Officer Salaries (5,333 Hours @ \$18.00/Hour) | \$96,000 |
| SALARIES | \$771,000 |
| BENEFITS (Includes all below items for 13 FT personnel @ \$40,000 average) | \$520,000 |
| • Medical / Dental / Vision Insurance | Included |
| • Social Security / Medicare | Included |
| • Life Insurance / Liability Insurance | Included |
| • Contractual Payments (Longevity, OIC Positions, Educational, Cleaning, etc.) | Included |
| • Workers Comp / Unemployment Insurance | Included |
| • Municipal Pension (MMO / Other) Contributions | Included |
| PERSONNEL COST TOTAL (83% of the Proposed Budget) | \$1,291,000 |

Police Executive Research Forum

Washington, D.C.

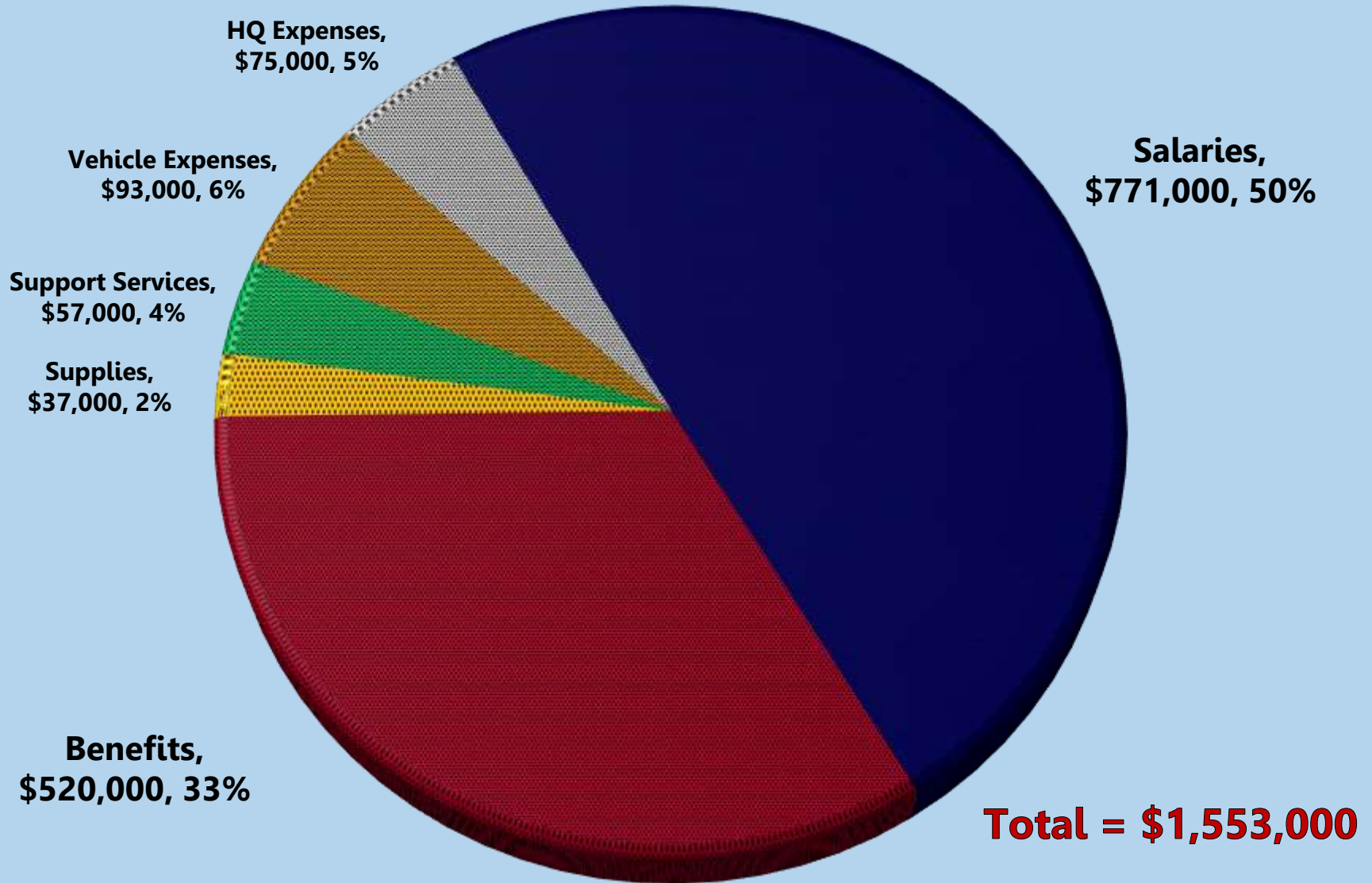
Police Personnel Cost Survey

- PERF conducted a budget survey of 297 various sized Police Departments throughout the U.S.
- On average, it found that those police departments spent 85% of their annual budgets on personnel costs.
- The range of these percentages was from 61% to 98.5%.
- The Allegheny County Regional P.D.'s proposed personnel costs are projected at 83%, or just 2% under the national survey average.

Proposed Regional Budget; Non-Personnel Costs

| | |
|---|------------------|
| Uniforms & Related Equipment (12 FT Officers @ \$1,000 each; 6 PT @ \$500 each) | 15,000 |
| Office Supplies & General Equipment | 12,000 |
| Education & Training (12 Officers @ \$500 average) | 6,000 |
| Dues, Memberships & Legal Publications (12 Officers @ \$100 average) | 1,200 |
| Computers & Related Equipment, Software Updates, RMS & Data Services | 5,000 |
| Police Equipment (New Purchases, Maintenance and Repairs) | 5,000 |
| Vehicle Maintenance & Repairs (\$18,000 - 9 Vehicles @ \$2,000 average / \$10,000 for Tires) | 28,000 |
| Vehicle Gas & Oil (9 Vehicles @ \$4,000 average) | 36,000 |
| Vehicle & Property Insurance | 12,000 |
| Utilities & Building Maintenance | 13,000 |
| Crime Prevention & Public Relations Programs | 2,000 |
| Traffic Enforcement Equipment & Maintenance | 2,000 |
| Capital Vehicle Expenses (Listed Below) | ----- |
| • Vehicles – No New Vehicles Proposed for 2021 / Annual Reserve | 15,000 |
| • Updated Vehicle Painting, Decaling & Equipment (9 Retained Vehicles @ \$1,000 each) | 9,000 |
| Miscellaneous Expenses (First Aid Supplies, Ammo, Other Supplies, etc.) | 5,000 |
| Telephones & Related Service Expenses (Includes Postage) | 5,000 |
| Headquarters Expenses (\$48,000 Annually for 4,800 sf HQ Rental; plus New Signs, etc.) | 50,000 |
| Legal Services (Regional Police Commission Solicitor & Initial Legal Expenses) | 30,800 |
| Accounting, Financial Services & Software (Payroll Processing, Accounts, etc.) | 10,000 |
| NON-PERSONNEL COST TOTAL (17% of the Proposed Budget) | \$262,000 |

Budget Breakdown by Category



Cost
Distribution
by
Municipality

Regional Police Budget Cost Distribution by Municipality

12 FT Officers, 6 PT Officers, & 1 Secretary; \$1,553,000 Total Proposed Budget

| Municipality | Population | Proposed Formula Share of Total Budget | 2018 Municipal Police Budget | 2021 Regional Police Budget & 2018 Difference | 2021 Per Capita Costs & 2018 Difference |
|-----------------|------------|--|------------------------------|--|---|
| Braddock | 2,114 | 22% | \$409,816 | \$341,660 (- \$68,156) | \$162 (- \$32) |
| East Pittsburgh | 1,763 | 21% | \$409,737 | \$326,130 (- \$83,607) | \$185 (- \$47) |
| North Braddock | 4,696 | 37% | \$579,704 | \$526,610 (-\$48,000 Rent Included) (- \$53,094) | \$112 (- \$11) |
| Rankin | 2,041 | 20% | \$326,658 | \$310,600 (- \$16,058) | \$152 (- \$8) |
| Totals | 10,614 | 100% | \$1,725,915 | \$1,505,000 (- \$220,915) | \$142 (- \$25) |

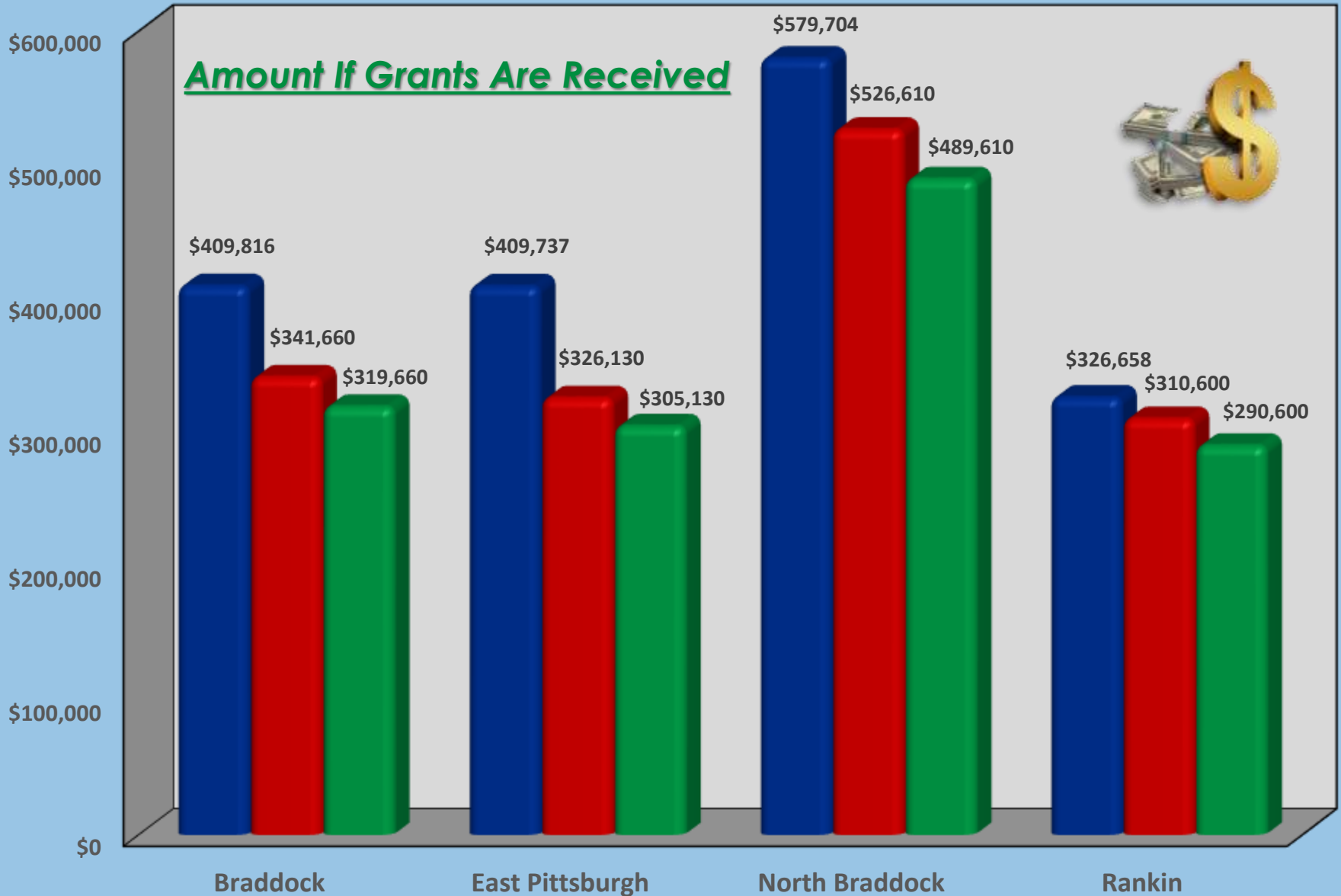
Note – Three DCED studies have shown an average cost reduction of 25%, after the first year, for Regional Police Departments in Pennsylvania

Possible Regional Police Only Grants

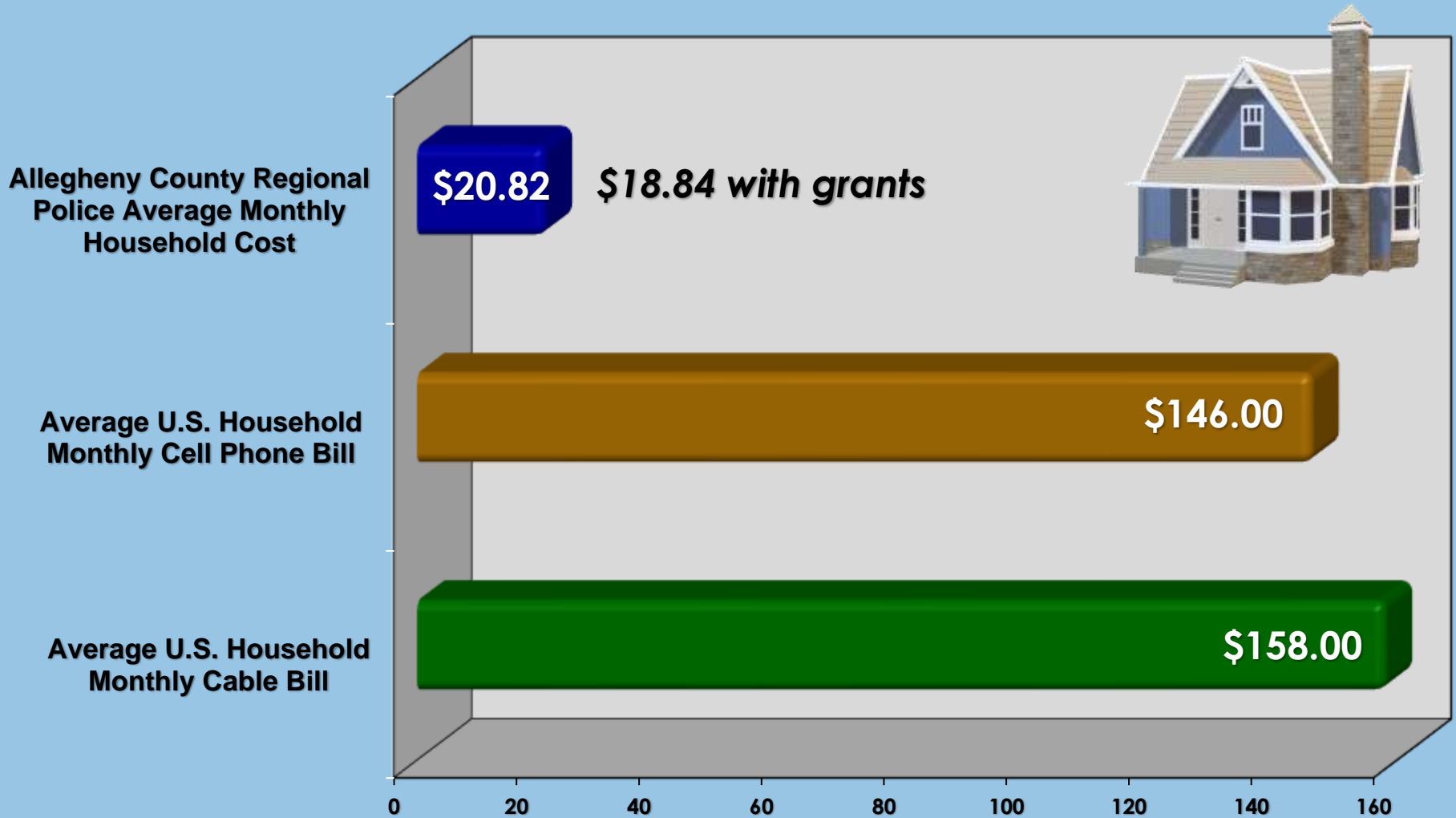
| Borough | % of Grant Money If Grants Rec'd | Possible \$100,000 If Grants Rec'd | New Budget Amount If Grants Rec'd | 2021 Per Capita w/o Grants | 2021 Per Capita If Grants Rec'd |
|--------------|-------------------------------------|--|---|----------------------------------|---------------------------------------|
| Braddock | 22% | \$22,000 | \$319,660 | \$162 | \$151 |
| E Pittsburgh | 21% | \$21,000 | \$305,130 | \$185 | \$173 |
| N Braddock | 37% | \$37,000 | \$489,610 | \$112 | \$104 |
| Rankin | 20% | \$20,000 | \$290,600 | \$153 | \$142 |
| Total | 100% | \$100,000 | \$1,405,000 | \$142 | \$132 |

NOTE – The two possible grant sources would be the DCED Municipal Assistance Program & the PCCD Regional Police Chiefs Salary and Benefit Grant

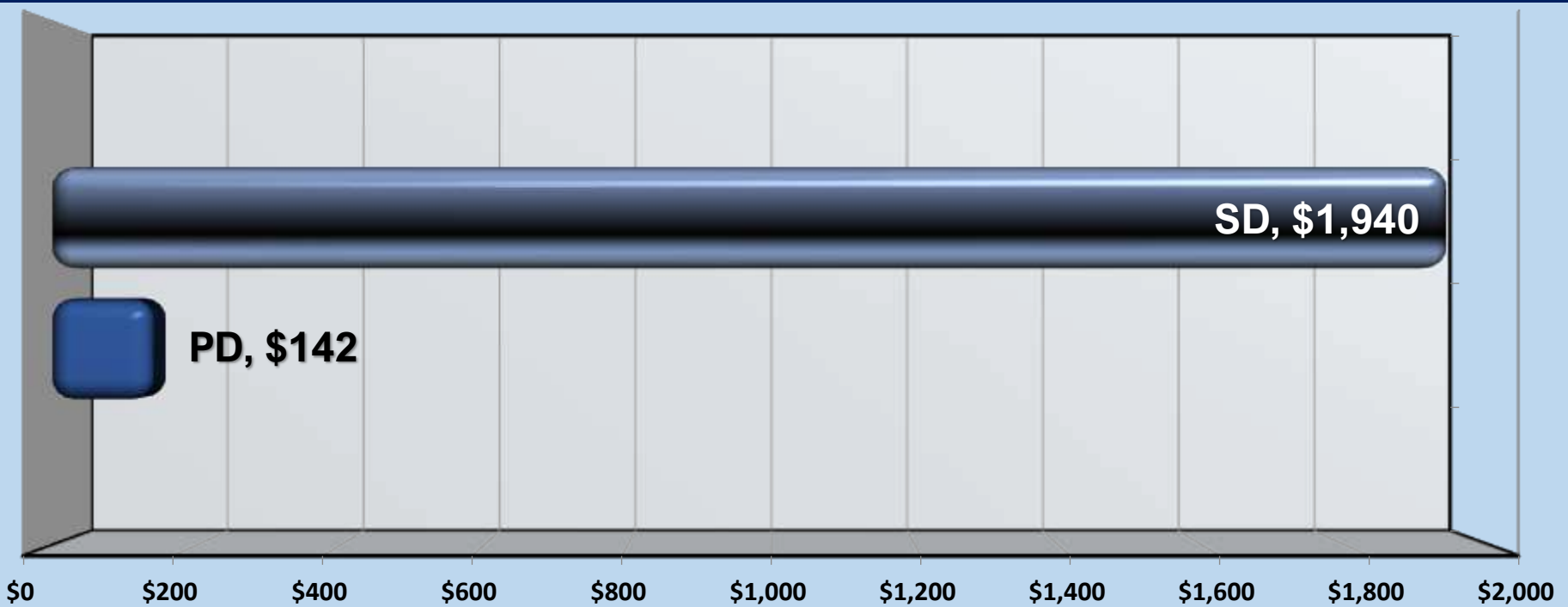
2018 vs 2021 Budget Comparison



Some Monthly Household Costs



Allegheny County Regional Police Department & Woodland Hills School District Per Capita Cost Comparison



2021 Proposed Regional PD Budget (10,614 Pop.) = \$1,553,000


2020 - 21 Woodland Hills SD Budget (52,876 Pop.) = \$102,547,406

Regional
& State
Comparisons

Western PA Regional Police Department Comparison

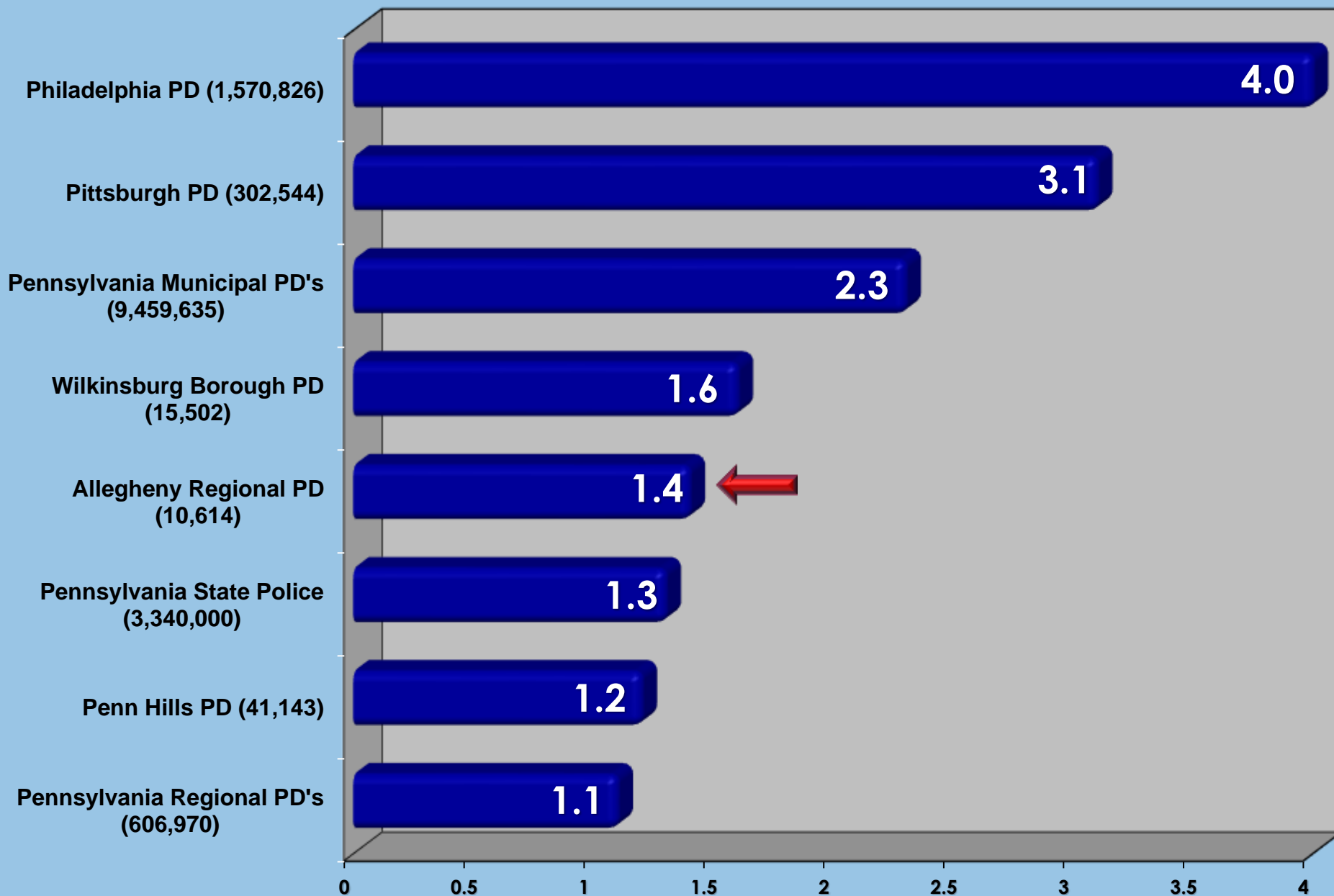
| 3 Current Regional PD's (4,500 – 12,000 Population) (County) | Population | Officers | Square Miles | Towns | 2018 Police Budgets (2021 for AC Regional) | Officers per 1,000 Persons | Cost per Officer | Cost per Capita |
|---|-------------------|---------------------------------|-------------------------|-------------------------|---|---|-----------------------------|----------------------------|
| West Hills Regional (Cambria) | 11,779 | 11 FT 8 PT (15) | 19.9 | 3 Boro 1 Twp | \$1,262,861 | 1.3 | \$84,190 | \$107 |
| Allegheny County Regional (Proposed) | 10,614 | 12 FT 6 PT (15) | 3.0 | 4 Boro | \$1,553,000 | 1.4 | \$103,533 | \$142 |
| Charleroi Regional (Washington) | 7,754 | 8 FT 12 PT (14) | 3.2 | 4 Boro | \$1,012,686 | 1.8 | \$72,335 | \$131 |
| Seven Fields Regional (Butler) | 4,806 | 3 FT 9 PT (7.5) | 2.0 | 2 Boro | \$830,115 | 1.6 | \$110,682 | \$173 |
| AVERAGE | 8,738 | 8.5 FT 9 PT (13) | 7.0 | 3.5 | \$1,164,665 | 1.5 | \$92,685 | \$138 |

PA Borough Police Department Comparison

| 7 Borough Police Departments (9,400 – 11,400 Population & County) | Population | Square Miles | Officers | Clerks | Officers per 1,000 Persons |
|---|---------------|--------------|-----------|----------|-------------------------------|
| Jefferson Hills (Allegheny) | 11,309 | 16.6* | 15 | 1 | 1.3 |
| Darby (Delaware) | 10,702 | .8 | 17 | 1 | 1.6 |
| Lansdowne (Delaware) | 10,650 | 1.2 | 15 | 3 | 1.4 |
|  Allegheny Regional | 10,614 | 3.04 | 15 | 1 | 1.4 |
| Berwick (Columbia) | 10,030 | 3.25 | 16 | 2 | 1.6 |
| Northampton (Northampton) | 9,884 | 2.7 | 12 | 2 | 1.2 |
| Bristol (Bucks) | 9,618 | 1.9 | 14 | 2 | 1.45 |
| Lititz (Lancaster) | 9,448 | 2.3 | 15 | 2 | 1.6 |
| AVERAGE (8) | 10,282 | 2.17 | 15 | 2 | 1.45 |

* Jefferson Hills Borough not included in Square Mile average

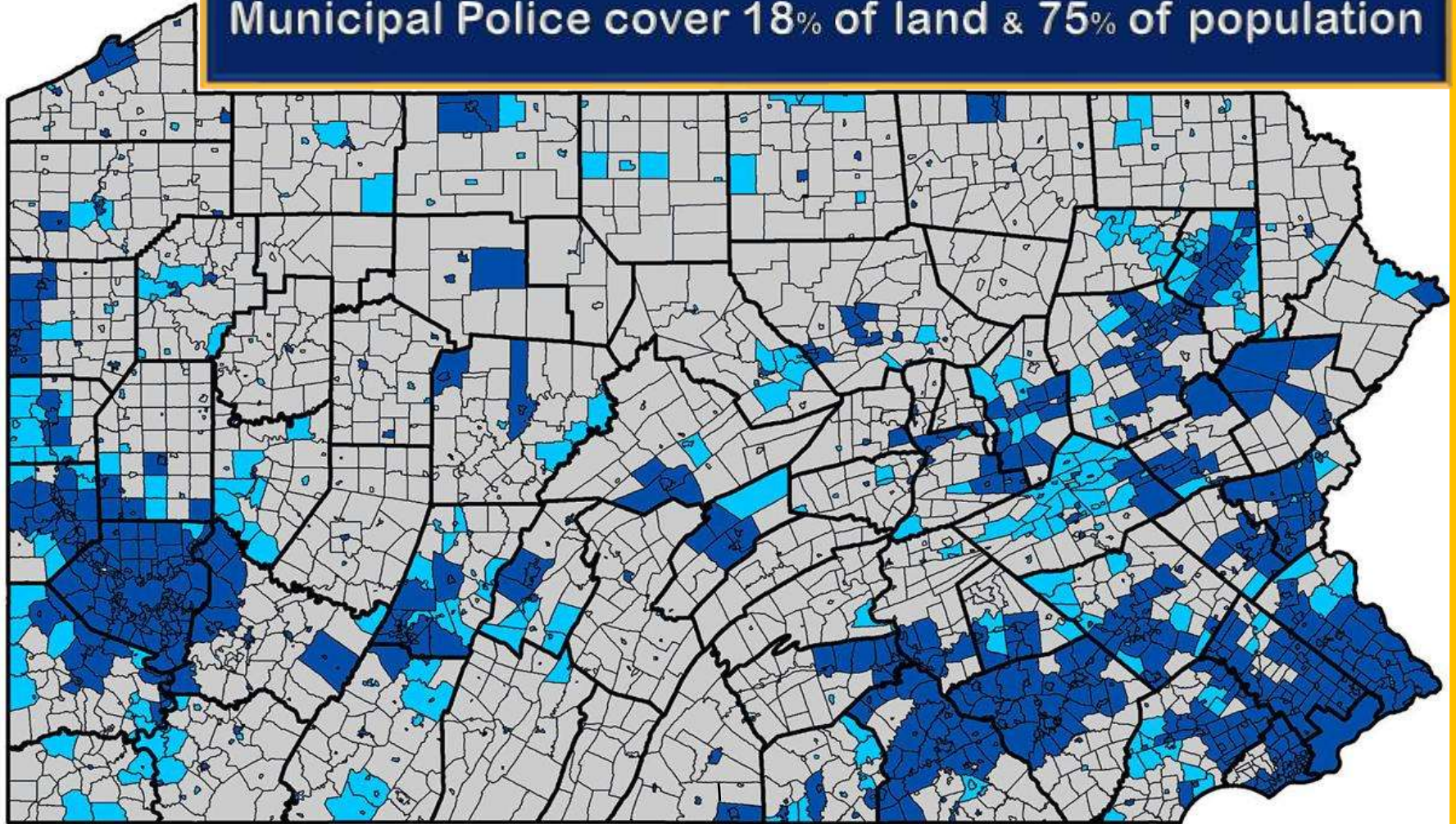
Officers per 1,000 Population in Pennsylvania



Allegheny County Regional Police Departments

- Northern Regional – 3 Municipalities
- Allegheny Valley Regional – 2 Municipalities
- Ohio Township – Contracting Services to 7 bordering Municipalities
- 8 Other Contractual Agreements are currently in effect between 2 Municipalities in Allegheny Co.

PA State Police cover 82% of land & 25% of population
Municipal Police cover 18% of land & 75% of population



Full-time Pennsylvania State Police

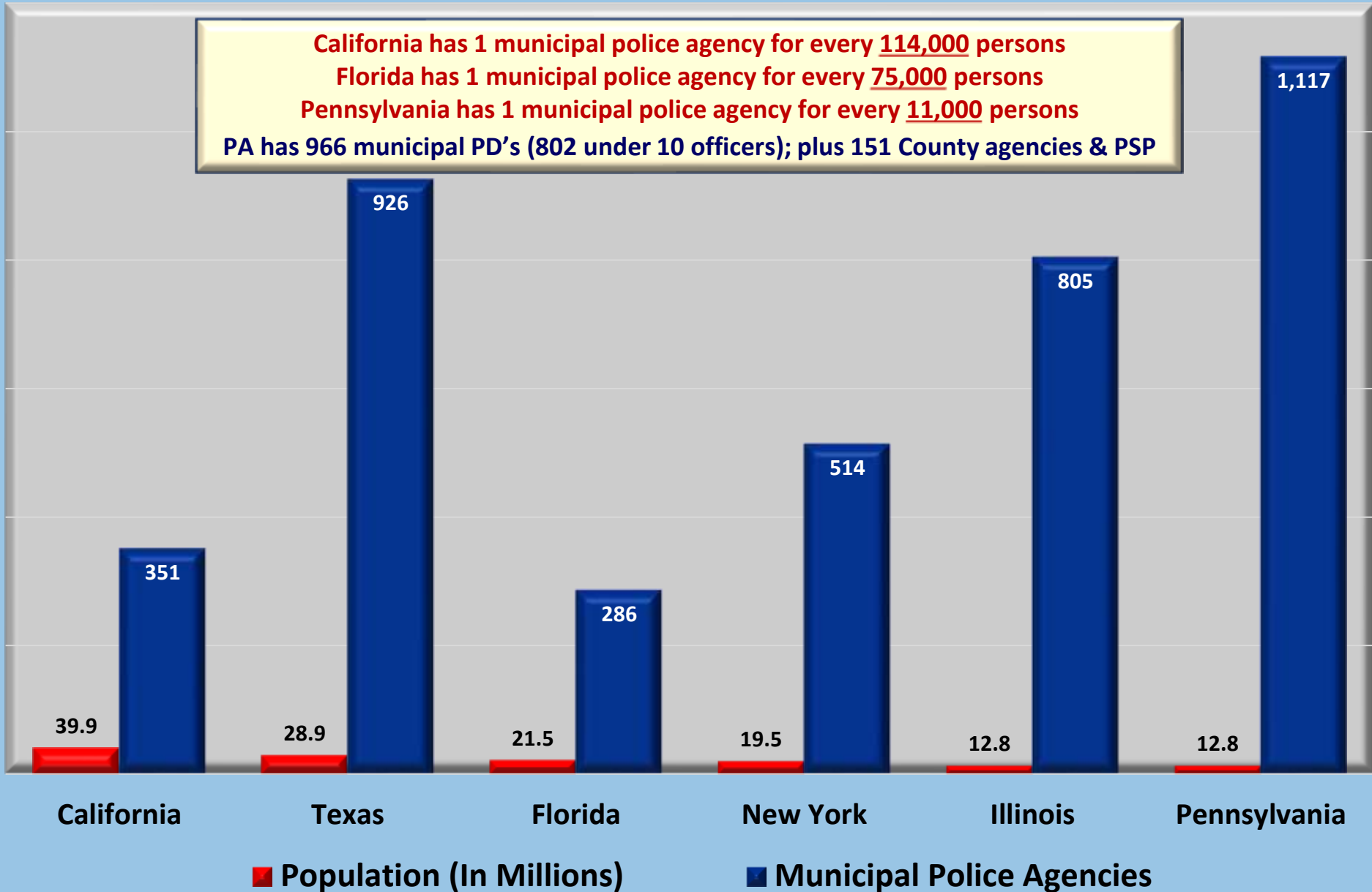
Part-time state police/local police

Full-time local police

Six Largest States; Police Agency Comparisons

Sources: 2018-2019 FBI Uniform Crime Reports (California, Texas, Florida, New York, Illinois, Pennsylvania); 2019 U.S. Census Updates

California has 1 municipal police agency for every 114,000 persons
Florida has 1 municipal police agency for every 75,000 persons
Pennsylvania has 1 municipal police agency for every 11,000 persons
PA has 966 municipal PD's (802 under 10 officers); plus 151 County agencies & PSP



Vehicles &
Headquarters
Recommendations

Proposed Police Vehicles

(IACP Recommended Ratio is 1.5 to 2.0 Officers per Vehicle)



| # Officers | # Vehicles | Ratio |
|--------------------------------------|------------|-------------|
| 12 FT 6 PT (3 FTE) (15) | 9 | 1.67 |

Proposed Police HQ Size & Cost

(IACP Recommended Minimum is 250 SF per Full-time Employee)

| <p>Total Employees Police Officers (15) Secretary (1)</p> | <p>HQ Size @ 300sf per Employee Recommended (16 x 300 sf)</p> | <p>Annual amount for the rental of 4,800 square feet (\$10/sf) at the current North Braddock PD which will become the new Regional PD Headquarters</p> |
|---|---|--|
| <p>16</p> | <p>4,800</p> | <p>\$48,000</p> |

North Braddock PD – Proposed New 4,800 sf Regional Police Headquarters



Regional Police
Cost Savings
&
Grants



Slate Belt Regional Police Department, Northampton County, PA

Established March, 2015 for Pen Argyl Borough, Wind Gap Borough & Plainfield Township

Population 12,453 with 21 Full-Time Officers

- **DCED** (via IACP Formula) estimated the annual incidents to be 6,849
- In 2016, the actual reported incidents were 6,691 (-158 or -2%)
- In 2015, DCED estimated the Cost per Officer to be \$107,700
- In 2017, the actual Cost per Officer was \$114,285 (+6% over 3 years)
- From 2016 thru 2019, the total PD budget has increased only 3.35%
- From 2016 thru 2018, the total grant amounts received was \$391,127

Southern Chester County Regional Police Department

20 Full-Time Officers & 2 Staff Personnel

Current Population 16,395

Established January, 2017 for

New Garden Township, West Grove Borough & Avondale Borough (Joined 2018)

- **DCED** (via IACP Formula) **estimated the incidents at 8,192**
- **In 2017, the actual incidents were 8,472 (+280 or +3%)**
- **2017, DCED estimated the Cost per Officer at \$152,000**
- **2017, Actual Cost per Officer was \$127,213 (-\$25,000)**
- **2017, Grant amounts received were \$138,261**
- **2018, PA Dept. of Education grant for SRO - \$60,000**
- **2018, U.S. DOJ "COPS" grant for new Officer - \$75,000**

Central Bucks Regional Police Department

Budget & Grants for 2017 - 2019

2019 Approved Budget = \$5,729,793

2019 Budget Used = \$5,714,912 (Under by \$22,434)



- Federal: U.S. DOJ - Officer Body Cameras
- State: DCED - Municipal Police Assistance and Start-up Regionalization Expenses
- State: PCCD - Police Chief's Salary & Benefits (3 years)
- State: PA Liquor Control Board - Underage Drinking and Dangerous Drinking Enforcement
- State: PA grant for \$1.5M toward new PD HQ & Municipal Building in Doylestown Borough
- State: PCCD - \$10,000 grant for Technology Upgrades
- Local: Delaware Valley Insurance Trust - Equipment items

Potential Grants for Future Cost Reductions

- PA DCED Grant for start-up costs & equipment – *Regional PD's Only*
- PA Crime & Delinquency Grant for Police Chief's salary & benefits – *Regional PD's Only*
- Various Federal and/or State Grants (Body & Car Cameras, Mobile Technology, etc.)
- PA Liquor Control Board Grants (DUI Patrols & Checkpoints, Underage Drinking, etc.)
- Private or Corporate Grants (MADD, SADD, Insurance Companies, Foundations, etc.)
- PA Department of Education Grants (SRO Positions, School Safety Training Programs)
- Average of the three previously reported Regional PD grants is +/- \$150,000 each year

Operational & Financial Benefits

For Each Participating Borough -

- **New 12 FT Officer PD** (8 Patrol, 1 Traffic, 1 Detective, 1 Sergeant, Chief of Police, 1 Secretary)
- **6 Part-Time Officers** (3 Full-Time Officer Equivalent; for Extra and Substitute Coverage)
- **Reduction of Police Vehicles** from 14 to 9 (Overall savings of approximately \$50,000)
- Percentage return of any State or Federal grant money received (\$100,000 anticipated)
- Expanded 4,800 sf Police Headquarters for a \$48,000 annual rental payment to NBB
- Elimination of all costs for two current Police facilities in Braddock & Rankin Boroughs
- Current PD offices in those two boroughs will become additional Municipal office space
- **Combined overall cost reduction of \$220,915** when compared to the 2018 PD budgets

Organizational Chart

Sample Schedule
& Patrol Zones



Allegheny County Regional Police Commission

(12 FT Officers; 6 PT Officers & 1 Secretary)

Chief of Police

Police
Secretary

Sergeant

Squad # 1
Patrol
Officer

Squad # 2
Patrol
Officer

Squad # 3
Patrol
Officer

Squad # 4
Patrol
Officer

Patrol/Traffic
Officer

Detective

Patrol
Officer

Patrol
Officer

Patrol
Officer

Patrol
Officer

PT Officer

PT Officer

PT Officer

PT Officer

PT Officer

PT Officer

Annual Officer-Hours Worked

| | | |
|---|------------------|--|
| Full Time Officers | 12 x 1,702 Hours | 20,424 |
| Overtime | 12 Officer Total | 833 |
| Part Time Officers | 6 x 888 Average | 5,333 |
| Total Officer-Hours | | 26,590 |
| With 72.8 officer-hours each day there will be an average of <u>3 Officers</u> on duty at all times - 24 hours a day. | | 26,590 / 365 = 72.8 per day |

Sample One Month 8-Hour Schedule

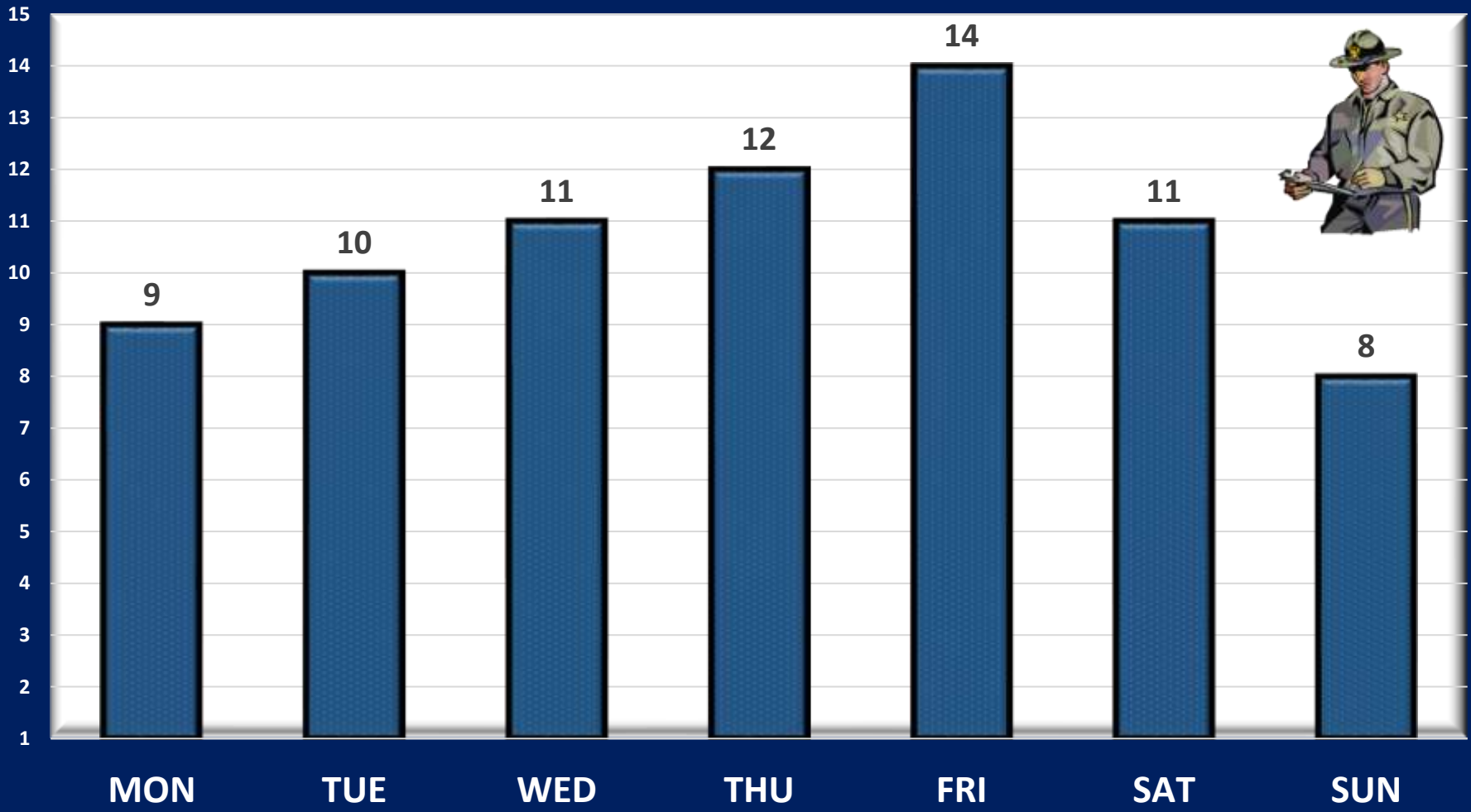
(Shifts = # 1 – 7am x 3pm; # 2 – 3pm x 11pm; # 3 – 11pm x 7am; # 4 – 9am x 5pm; # 5 – 11am x 7pm; # 6 – 8am x 4pm; # 7 – 7pm x 3am)

Full Time = 28 Day Rotation (20 Days On / 8 Days Off) Part Time = 16 Hours/Week Average

| Squad ----- Officer | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | Hrs | |
|---------------------------|----------|-----------|-----------|-----------|-----------|-----------|----------|----------|-----------|-----------|-----------|-----------|-----------|----------|----------|-----------|-----------|-----------|-----------|-----------|----------|----------|-----------|-----------|-----------|-----------|-----------|----------|-------------|-----|
| 1 (2) | -- | -- | 3 | 3 | 3 | 3 | 3 | 3 | -- | -- | 2 | 2 | 2 | 2 | 2 | 2 | -- | -- | 1 | 1 | 1 | 1 | 1 | 1 | -- | -- | 3 | 3 | 320 | |
| 2 (2) | 3 | 3 | -- | -- | 2 | 2 | 2 | 2 | 2 | 2 | -- | -- | 1 | 1 | 1 | 1 | 1 | 1 | -- | -- | 3 | 3 | 3 | 3 | 3 | 3 | 3 | -- | -- | 320 |
| 3 (2) | 2 | 2 | 2 | 2 | -- | -- | 1 | 1 | 1 | 1 | 1 | 1 | -- | -- | 3 | 3 | 3 | 3 | 3 | 3 | -- | -- | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 320 |
| 4 (2) | 1 | 1 | 1 | 1 | 1 | 1 | -- | -- | 3 | 3 | 3 | 3 | 3 | 3 | -- | -- | 2 | 2 | 2 | 2 | 2 | 2 | -- | -- | 1 | 1 | 1 | 1 | 320 | |
| T/O | X | 4 | 4 | 4 | 5 | 5 | -- | -- | 4 | 4 | 4 | 5 | 5 | -- | -- | 4 | 4 | 4 | 5 | 5 | -- | -- | 4 | 4 | 4 | 5 | 5 | -- | 160 | |
| SGT | 4 | 4 | 4 | 2 | 2 | -- | -- | 4 | 4 | 4 | 2 | 2 | -- | -- | 4 | 4 | 4 | 2 | 2 | -- | -- | 4 | 4 | 4 | 2 | 2 | -- | -- | 160 | |
| DET | 6 | 6 | 6 | 6 | 6 | -- | -- | 6 | 6 | 6 | 6 | 6 | -- | -- | 6 | 6 | 6 | 6 | 6 | -- | -- | 6 | 6 | 6 | 6 | 6 | -- | -- | 160 | |
| CHF | 6 | 6 | 6 | 6 | 6 | -- | -- | 6 | 6 | 6 | 6 | 6 | -- | -- | 6 | 6 | 6 | 6 | 6 | -- | -- | 6 | 6 | 6 | 6 | 6 | -- | -- | 160 | |
| PT 1 | | | | | 2 | 2 | | | | | | 7 | 7 | | | | | | 2 | 2 | | | | | | 7 | 7 | | 64 | |
| PT 2 | | | 2 | 2 | | | | | | 7 | 7 | | | | | | 2 | 2 | | | | | | 7 | 7 | | | | 64 | |
| PT 3 | | | | 5 | 5 | | | | | | 5 | 5 | | | | | | 5 | 5 | | | | | | 5 | 5 | | | 64 | |
| PT 4 | | | | | 2 | 2 | 2 | | | | | 7 | 7 | 7 | | | | | 2 | 2 | 2 | | | | | 7 | 7 | 7 | 96 | |
| PT 5 | | | | | 7 | 7 | | | | | | 2 | 2 | | | | | | 7 | 7 | | | | | | 2 | 2 | | 64 | |
| PT 6 | | | | | | 5 | 5 | | | | | | 5 | 5 | | | | | | 5 | 5 | | | | | 5 | 5 | | 64 | |
| TOTAL OFFS | 9 | 10 | 11 | 12 | 14 | 11 | 8 | 9 | 10 | 11 | 12 | 14 | 11 | 8 | 9 | 10 | 11 | 12 | 14 | 11 | 8 | 9 | 10 | 11 | 12 | 14 | 11 | 8 | 2336 | |

Average Officers on Duty per Day with 12 FT & 6 PT Officers

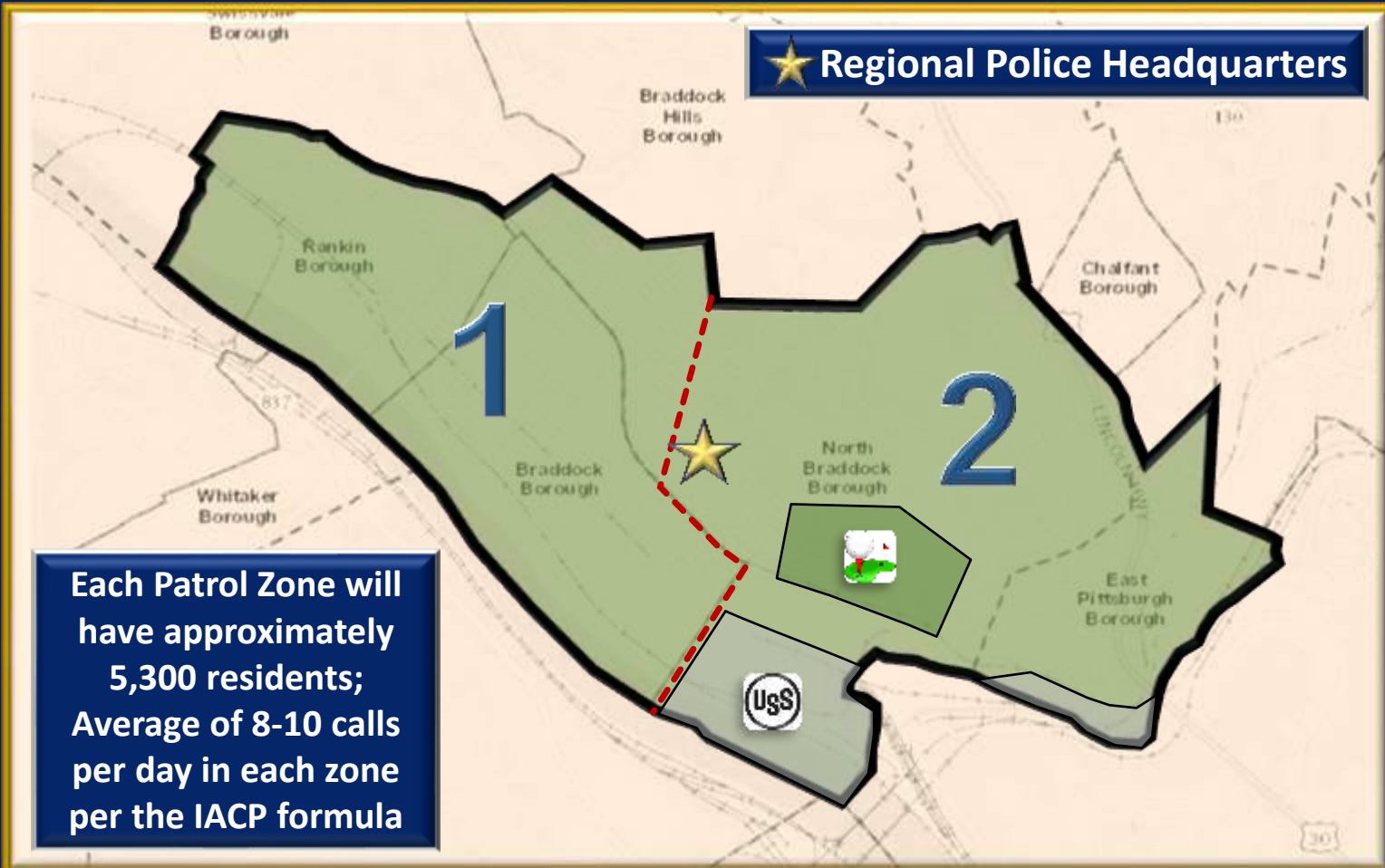
Using a standard 8-Hour Schedule - FT Officers (60 Shifts/Week); PT Officers (14 Shifts/Week Average)



Officers (Average 74 8-Hour Shifts per Week)

Allegheny Regional PD - Proposed Patrol Zones

Braddock, East Pittsburgh, North Braddock, & Rankin Boroughs



3.04 Square Miles & 10,614 Combined Population
3.1 Miles E to W & 1.7 Miles N to S

Zone # 1 – Braddock, Rankin & 25% of North Braddock

24 Hour Daily – One Officer's Coverage Breakdown

- 8 Hours on Responding, Handling & Reporting Incidents/Calls for Service (33%)
- 8 Hours on Administrative Duties: Court, Training, Maintenance, Breaks, etc. (33%)
- 8 Hours on Routine Zone # 1 Patrols (33%)
 - Approximately 5,300 Persons, 1.3 Square Miles and 26 Road Miles in Zone # 1
 - 26 Road Miles & 1.3 Square Miles to be patrolled @ 25 MPH Average = 1.04 Hour

Zone # 1 would be fully patrolled by an officer approximately 8x every 24 hours (26 Road Miles)

Zone # 2 – East Pittsburgh & 75% of North Braddock

24 Hour Daily – One Officer's Coverage Breakdown

- 8 Hours on Responding, Handling & Reporting Incidents/Calls for Service (33%)
- 8 Hours on Administrative Duties: Court, Training, Maintenance, Breaks, etc. (33%)
- 8 Hours on Routine Zone # 2 Patrols (33%)
 - Approximately 5,300 Persons, 1.2 Square Miles and 25 Road Miles in Zone # 2
 - Approximately .5 Square Miles where no patrols are required (USS .3 sm & Golf course .2 sm)
 - 25 Road Miles & 1.2 Square Miles to be patrolled @ 25 MPH Average = 1.0 Hour

Zone # 2 would be fully patrolled by an officer approximately 8x every 24 hours (25 Road Miles)

Summary of the Regional Police Department

- 12 Full-Time & 6 Part-Time Officers including:

- 1 Chief
- 1 Sergeant
- 8 Patrol Officers
- 1 Patrol / Traffic Officer
- 1 Detective
- 1 Secretary
- 6 Part-Time Officers



- Expanded, centrally located 4,800 sf Regional Police HQ
- 2 Patrol Zones with approximately 5,300 residents in each zone
- MINIMUM coverage by no less than 2 Patrol Officers at all times
- Full coverage and emergency response plans for all schools, etc.
- Increased response times to all calls for service
- 9 Police Vehicles (6 Marked & 3 Unmarked recommended)
- Standardized Uniforms, Cars, Equipment, Reports & Policies
- Eligibility for various State and/or Federal Grants
- Daily per Capita Cost of only .39 per person (.37 with grants rec'd)

The Governor's Center for Local Government Services, and the project consultant, Chief Joseph L. Kirschner (Ret.), would like to thank the government and police officials from the participating municipalities for their excellent cooperation and assistance in the timely completion of this regional study.



The Governor's Center for Local Government Services

Richard P. Vilello, Jr., Deputy Secretary
Community Affairs and Development

C. Kim Bracey, Executive Director
Governor's Center for Local Government Services

Madra Clay, Local Government Policy Manager

Chief Joseph L. Kirschner (Ret.), Police Consultant