

**Police Department Consolidation
Feasibility Study**

**MONTVALE, PARK RIDGE AND WOODCLIFF
LAKE, NEW JERSEY**



June 3, 2013

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1. EXECUTIVE SUMMARY

In October 2012 the Matrix Consulting Group began the project to study the feasibility of consolidating the Police Departments for the Boroughs of Montvale, Park Ridge and Woodcliff Lake. Introductory meetings, interviews, data collection, analysis, and review of interim deliverables occurred from October through December 2012. The project team conducted interviews of Police Department staff and collected data relevant to this study to analyze the police services provided to the three communities.

This report first reviews the current services being provided to each community, the performance of the Departments, and the resources used to provide the services. A comparison of Department practices is made to existing best management practices for law enforcement agencies. This report presents the resources needed to provide the same, or higher, level of service with a consolidated Police Department and evaluates the potential benefits and the potential drawbacks to consolidation of the Departments. Additionally, where appropriate, this report includes recommendations where a change should be made to improve function, practice or efficiency (either cost efficiency or process efficiency) in one or more of the Departments.

This report is divided into the following chapters:

- Executive Summary
- Profile of Current Law Enforcement Services
- Analysis of Current Services provided by the three Police Departments – this includes workload and performance review.
- Analysis of the Options to Provide Police Services in a Consolidated Tri-Borough Police Department – evaluating the current costs and service level with the cost and services that could be provided by consolidation.

In this feasibility study the project team obtained, evaluated and analyzed the operations of each Police Department, operations, practices, workload, performance, resources and funding, and the “culture” of each organization. This data was used to develop a “Profile” of the three organizations which formed the basis for the project team’s analysis, evaluation and recommendations in this report.

In subsequent chapters the workload, staffing, performance of the PD will be evaluated in detail. The project team’s analysis and evaluation focused on two areas: the current Department’s provision of services and performance, the Options and the related costs of providing consolidated services, the estimated savings of each of the three Options of a consolidated Police Department, and the positives and negative aspects of consolidation.

The report presents three Options for providing consolidated police services:

- Option 1 uses the current Patrol Officer staffing level in the three Borough Police Departments in a consolidated PD and only reduces supervisory and management staffing positions where appropriate.
- Option 2 targets the current approaches and levels of services being provided by the three Borough Police Departments, using the project teams ‘benchmark’ time elements to appropriately staff a consolidated Police Department.
- Option 3 targets the current approaches and levels of services being provided by the three Borough Police Departments, using the project teams ‘benchmark’ time elements but also “invests” in new services in the form of Traffic Safety and Community Safety services.

The table on the following page summarizes the personnel costs and savings for each of the three Options presented in this report.

BOROUGHES OF MONTVALE, PARK RIDGE AND WOODCLIFF LAKE, NEW JERSEY
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Comparison of 2011 Estimated Personnel Costs and Savings with a Consolidated Department

	2011 Actual	2012	Option 1		Option 2		Option 3	
	Staff and Expense	Estimated Salary	#	Total	#	Total	#	Total
Police Chief	3	165,925	1	165,925	1	165,925	1	165,925
Captain	3	151,641	2	303,283	2	303,283	3	454,925
Lieutenant	4	128,711	1	137,961	1	137,961	1	137,961
Sergeant	12	119,683	7	882,005	7	882,005	7	882,005
Officer	35	95,184	35	3,331,444	31	2,950,707	35	3,331,444
Admin. Asst.	3	52,000	3	156,000	4	208,000	4	208,000
Total Staff	60		49		46		51	
Total Salary	5,766,845			4,976,617		4,647,880		5,180,258
Overtime	308,270			348,363		325,352		362,618
Total	6,075,115			5,324,980		4,973,232		5,542,876
Salary Cost Savings				(750,135)		(1,101,883)		(532,239)
Benefits Cost Savings				(534,155)		(679,833)		(437,036)
Personnel Savings				(1,284,290)		(1,781,716)		(969,275)
Vehicle Savings			(8)	(128,000)	(9)	(144,000)	(4)	(64,000)
Gross Annual Savings				(1,412,290)		(1,925,716)		(1,033,275)

The total estimated personnel savings for all three Boroughs is approximately:

- \$1.4 million in operating costs for Option 1
- \$1.9 million in operating costs for Option 2
- \$1.0 million in operating costs for Option 3

The primary cost savings is realized due to the fewer number of employees, principally management positions, of a consolidated agency. Although the overall staffing level is lower than the current combined total of the three Police Departments, the Patrol workforce fielded by the consolidated PD is equal to or greater than is currently being provided to each community, due to the greater efficiency of a combined workforce patrolling a smaller community with a relatively low workload.

It is important to note that any reductions in staff should be accomplished through attrition during the several years it may take for a transition to be fully implemented. At the historical average annual rate of approximately 5% this equals approximately three positions each year, four positions in the first year due to the vacant Captain's position in Montvale. At the average historical rate of attrition, it will take three years to realize a reduction of 11 positions (Option 1), five years to realize a reduction of 15 sworn positions (Option 2) and three years to realize a reduction of 9 positions (Option 3). The three Options provide a choice to continue to utilize the current Patrol staffing level (Option 1), continue to provide a high level of service in Option 2, or adding new services for the communities (e.g. Traffic Safety Officers and School Resources Officers) in Option 3.

The overall savings are significant in any of the three Options analyzed in this report – the details for each Option are provided in Chapter 4. Additional savings can be anticipated from a reduction in the costs of the fleet associated with fewer management / supervisory positions: approximately \$128,000 in Option 1, \$144,000 in Option 2 and \$64,000 in Option 3.

There are costs associated with a transition to a consolidated Police Department, including staff and legal costs associated with developing a shared services agreement under New Jersey law, uniforms and equipment, re-marking of patrol vehicles, integration of Records Management and computer systems. The project team estimates the transition costs at \$632,500. However, some of these costs can be mitigated (e.g. only marking new patrol vehicles when they are put into service) and

also the costs will be spread over several years. These costs are summarized in the table below:

Item	Summary Description of Service / Activity	Est. Cost
JPA Consultant	Assist with navigating the JPA process to include developing marketing strategies to the three communities.	20,000
Attorney Fees	Estimated cost associated with Police Service and establish JPA and Review for compliance	30,000
Human Resources Analyst	Human Resources Analyst to assist with the personnel process issues of transitioning employees to be employees of the JPA.	25,000
Information System Analyst	Information Technology systems analyst to evaluate current RMS and computer systems to ensure information systems necessary to operations is functional	15,000
Borough Staff	Staff cost to establish a consolidated Department	75,000
Uniforms	New uniforms, patches and necessary related personal items	49,000
Vehicles	Changing door shields and markings on vehicles with longer than 2 years service life	20,000
Weapons & Equipment	Necessary replacement of weapons or other equipment to ensure same equipment is used by all employees	41,000
Computer Systems (RMS)	Records Management System and other computer systems interface	100,000
Facility	Facility Changes (e.g. lockers, furniture for additional personnel)	120,000
PD Policy, Procedures, Accreditation	Staff to review and integrate policy and procedures from the three Boroughs into one manual	80,000
Contingency @ 10%	Contingency funds for unanticipated administrative support costs associated with transition, (vehicles, office equip. supplies)	57,500
Total		632,500

The table, below, summarizes the estimated total impacts of all of these factors over a five year period:

NET SAVINGS ANALYSIS OF CONSOLIDATION OVER 5 YEARS¹

Option	Year 1	Year 2	Year 3	Year 4	Year 5
Option 1					
Ops. Savings	(1,412,290)	(1,412,290)	(1,412,290)	(1,412,290)	(1,412,290)
Transitional²	126,500	126,500	126,500	126,500	126,500
“Attrition”³	1,388,083	949,741	511,399	73,057	0
Net Costs / (Savings)	102,293	(336,049)	(774,391)	(1,212,733)	(1,285,790)
Option 2					
Ops. Savings	(1,925,716)	(1,925,716)	(1,925,716)	(1,925,716)	(1,925,716)
Transitional	126,500	126,500	126,500	126,500	126,500
“Attrition”	1,826,425	1,388,083	949,741	511,399	73,057
Net Costs / (Savings)	27,209	(411,133)	(849,475)	(1,287,817)	(1,726,159)
Option 3					
Ops. Savings	(1,033,275)	(1,033,275)	(1,033,275)	(1,033,275)	(1,033,275)
Transitional	126,500	126,500	126,500	126,500	126,500
“Attrition”	1,095,855	657,513	219,171	0	0
Net Costs / (Savings)	189,080	(249,262)	(687,604)	(906,775)	(906,775)

As the table above shows, all options show overall net savings by Year 2 and reach maximum savings by Year 5.

Each agency serves communities that in many ways are similar (e.g. population, geographic area, demographic makeup) but the agencies have developed individual policies, practices and organizational cultures over the years. The policies and procedures are similar as all operate under and enforce New Jersey laws. However, organizational cultures can be significantly divergent, often because of the influence of the Chief and management team and historic practices. If a consolidation does occur, all of these individual agency factors will be influences in the process of consolidation and the culture, management and operations of a new Police Department. There are

¹ Costs and savings are shown in ‘constant dollars’ (i.e., not adjusted for inflation).

² Transition and capital costs incurred in Year 1 are spread over 5 years.

³ Adding back the cost of positions not needed in full consolidation until attrition gets to that point. Assumes a 5% turnover rate. Costs shown are mid year.

opportunities and risks involved in this process and having the proper person in the lead role to manage the transition is a significant factor in its success that cannot be overstated.

There are always unknowns in making any change and also many reasons that may be offered of why it “can’t be done” but with a reasonable mindset a consolidation such as the subject of this study for Montvale, Park Ridge and Woodcliff Lake can be accomplished without any significant negative consequences. During the transition years adjustments must be made for the additional work, inconveniences and changes that will occur. However, and after evaluating the three Options presented in this report and the significant future cost savings for the Boroughs and taxpayers it is a low risk decision to consolidate police services in the Boroughs of Montvale, Park Ridge and Woodcliff Lake.

The consolidation of the police services of three small Police Departments in similar communities with a low crime rate and low workloads is a low risk and logical change. There are communities in New Jersey and the other states where one agency very successfully provides police services to a population of 20,000-25,000 people and a geographical area of 10 square miles – these agencies are still considered relatively small Departments and ones that can provide high quality services.

There are reasons to maintain the status quo of three police agencies but the project team will present information in this report that shows the benefits of consolidation significantly outweigh the benefits of the status quo, and that the issues related to consolidation can be reasonably addressed and solved.

If consolidation does not occur there are several service sharing options that should be evaluated. These, too, are presented in the report.

The recommendations made in this report are summarized in the table below.

Recommendations
Chapter 3 – Analysis of Current Police Services
Track response to calls for service by priority (e.g. Priority 1, 2, 3) to determine response times to emergency, urgent and non-urgent calls for service.
Adopt a process to enhance delivery of patrol services during the periods when proactive time is available. Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when proactive time is available during a shift.
Each Borough should target an effective use for proactive time; and in consolidation an overall target of 50% proactive time level as a service level goal.
Each Borough should formally assign and track the criminal investigations assigned and the results of the investigation (e.g. arrest, unfounded, no further leads, etc.) for each case to provide data on the performance of investigative services (i.e. the clearance rate).
Establish a goal to meet or exceed the national average clearance rate for property crimes.
A minimum of one Sergeant should be assigned to provide supervision on Patrol 24/7.
Chapter 4 – Analysis of a Consolidated Police Department
The three Boroughs begin the process to form a consolidated Police Department.
The three Boroughs should meet and develop a list of possible services that may be shared and review other potential cost savings opportunities.

2. PROFILE OF CURRENT LAW ENFORCEMENT SERVICES

This chapter provides information regarding the current organization and operations of these organizations using information collected between October and December 2012. It summarizes staffing in the Departments, job responsibilities, functions and statistical information about Police Department functions.

The first section provides a brief introduction and basic overview of the Montvale, Park Ridge and Woodcliff Lake Police Departments.

1. OVERVIEW OF BOROUGHES AND POLICE DEPARTMENT BUDGETS.

The Montvale, Park Ridge and Woodcliff Lake Police Departments provide a wide range of law enforcement services for the residents of their communities, including patrol, investigative, traffic safety and other community services. The number of authorized employee positions in each Borough varies from 17.5 in Park Ridge to 23.5 in Montvale. The following table shows basic information about the three Boroughs and the number and type of employees:

Borough	Population⁴	Square Miles	Sworn	Vacant	Civilian	Total Authorized
Montvale	7,844	4.0	22	1	1.5	23.5
Park Ridge	8,645	2.6	17	0	.5	17.5
Woodcliff Lake	5,730	3.4	18	1	1	19.0
Total			57	2	3	60.0

The vacant position in Montvale is a Captain and in Woodcliff Lake it is a Sergeant.

⁴ Based on 2010 U.S. Census Bureau figures.

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The following tables show the adopted budgets and actual expenditures for Montvale, Park Ridge and Woodcliff Lake for 2009-2011.

Montvale	2009		2010		2011	
	Budgeted	Expended	Budgeted	Expended	Budgeted	Expended
Salary	2,554,447	2,530,447	2,500,954	2,506,938	2,351,450	1,921,491
Overtime	143,865	183,865	130,000	137,016	135,000	103,260
Police Vehicle(s)					37,000	37,000
Operating	119,900	127,077	104,750	88,750	94,481	88,725
Total	2,818,212	2,841,389	2,735,704	2,732,704	2,617,931	2,150,476
Change from Prior Yr.			-2.9%	-3.8%	-4.3%	-21.3%

The following table shows the budget for Park Ridge.

Park Ridge	2009		2010		2011	
	Budgeted	Expended	Budgeted	Expended	Budgeted	Expended
Salary	1,936,505	1,928,188	1,978,305	1,923,364	1,904,700	1,928,800
Overtime	65,000	55,156	95,300	142,501	131,000	104,826
Police Vehicle(s)	31,750	31,697	31,750	30,474	39,000	39,469
Operating	90,550	77,485	93,550	97,819	81,300	83,308
Total	2,123,805	2,092,526	2,198,905	2,194,158	2,156,000	2,156,403
Change from Prior Yr.			3.5%	4.9%	-2.0%	-1.7%

The following table shows the budget for Woodcliff Lake

Woodcliff Lake	2009		2010		2011	
	Budgeted	Expended	Budgeted	Expended	Budgeted	Expended
Salary	2,149,076	2,095,343	1,979,226	1,897,401	2,105,700	1,916,554
Overtime	136,377	125,822	171,868	251,689	136,377	100,184
Police Vehicle(s)	50,500	54,329	27,000	27,742	54,000	26,893
Operating	67,610	63,562	69,335	48,480	53,150	45,258
Total	2,403,563	2,339,056	2,247,429	2,225,312	2,349,227	2,088,889
Change from Prior Yr.			-6.5%	-4.9%	4.5%	-6.1%

The following summarizes the above 2011 actual expenditures:

- Montvale spent a total of \$2.02 million on personnel costs (salary and benefits) and \$125,725 on operating costs.
- Park Ridge spent a total of \$2.03 million on personnel costs (salary and benefits) and \$122,777 on operating costs.

- Woodcliff Lake spent a total of \$2.01 million on personnel costs (salary and benefits) and \$72,151 on operating costs.

All three Boroughs spent a total of \$6,075,115 million on personnel costs and \$320,653 on operating costs in 2011 for a total expense of approximately \$6.4 million.

The per capita cost was \$274 per resident for Montvale, \$249 for Park Ridge and \$365 for Woodcliff Lake.

Each Borough receives revenue from the Court resulting from traffic summons issued, ordinance citations issued and arrests made. The Boroughs received the following revenue for the 12 months from April 2011 through March 2012: Montvale – \$164,113, Park Ridge – \$113,883 and Woodcliff Lake – \$64,229.

2. POLICE DEPARTMENT SALARY AND PERSONNEL BENEFIT COSTS.

This section provides a summary of the Police Department personnel costs using the data provided by PD or Borough staff.

This section provides other information regarding operating costs for the Police departments. The following two tables show the employees' salaries, benefits and Borough cost of benefits for each Department.

Employee Salary

Position	Montvale	Park Ridge	Woodcliff Lake
Chief	172,083	161,048	161,062
Captain	approx 142,000	150,672	152,610
Lieutenant	127,637	133,815	124,681
Sergeant	118,774	123,582	116,692
Officer - top step	109,785	113,580	109,090
Officer - entry level ⁵	41,445	48,736	53,180

The 2010 salary for the Montvale Captain is given as the position is vacant.

⁵ The Park Ridge Officer salary shown is for an Officer position; the starting salary for a Park Ridge Probationary Officer is approximately \$36,000.

The salaries listed in the table below are the average actual salaries for the Police Officer position in 2012 (including longevity pay, educational incentive, etc. but not overtime); for the other positions either the actual salary paid or the highest salary figures were used.

Actual Salary Cost

Personnel Classification	Montvale	Park Ridge	Woodcliff Lake	Average Salary
Chief	172,083	161,048	164,643	165,925
Captain	na	150,672	152,610	151,641
Lieutenant	127,637	133,815	124,681	128,711
Sergeant	118,774	123,582	116,692	119,683
Officer	87,947	97,764	99,841	95,184

The average salaries listed above will be used when calculating the personnel costs of a consolidated Police Department.

The following two tables show the benefits provided to employees:

Employee Benefits

	Montvale	Park Ridge	Woodcliff Lake
Vacation Hours @ 5 Year	108	96	80
Vacation Hours @ 10 Years	144	128	136
Vacation Hours @ 15 Years	168	160	160
Sick Leave Days / Year	14	15	12
Holiday Leave Days / Year	13	13	13
Personal Leave Days / Year	3	0	3
Educational Incentive	\$1300 - \$1950	\$500 - \$1000	\$1000 - \$1800
Longevity Pay	at 8 yrs.	at 5 yrs.	at 13 yrs.
Uniform Allowance	\$850	\$925	None

The following table shows what insurance benefits are provided to employees.

Insurance Benefits

	Montvale	Park Ridge	Woodcliff Lake
Health Insurance	Yes	Yes	Yes
Dental Insurance	Yes	Yes	Yes
Vision Insurance	Yes	No	No
Life Insurance Policy	\$15,000	\$10 - 15,000	\$20,000
Retiree Health Insurance*	No	Yes	Yes

Park Ridge and Woodcliff Lake provides retiree health insurance benefits only for employees with a minimum of 25 years of service. Additionally, in Park Ridge, employees retiring after 2009 pay 65% of the employee cost of medical insurance coverage (currently an active Police Officer pays \$40 monthly and would pay 65% of that amount, or \$26 monthly as a retiree)⁶.

The following table shows the actual cost of benefits paid by the Boroughs.

Benefits Cost

Benefit	Montvale	Park Ridge	Woodcliff Lake	Average Cost
Pension (2013)	24,043	25,160	16,003	21,735
Health Insurance & Rx (2012)	37,881	26,268	20,143	28,097
Dental Insurance (2012)	1,872	2,340	1,319	1,844
Vision Insurance (2012)	300	NA	NA	300
Life Insurance (2012)	59	93	111	88
Disability Insurance	self insured	723	self insured	723
Educational Incentive	1,625	750	1,400	1,258
Uniform Allowance	850	925	None	888
Total Cost	\$66,630	\$56,260	\$38,976	\$53,955

The cost of the benefits package varies significantly between the Boroughs with an average cost of \$53,955 per employee. The cost of the benefits package provided by Montvale and Park Ridge is significantly higher than Woodcliff Lake. If a consolidation of the Police Departments were to occur, it is likely that it would result in an increase to the average cost of the benefits package – estimated at 10% more (\$5,395) – for a total cost of \$59,351 per employee.

⁶ Employees retiring after January 1, 2013 and with less than 20 years of service credit (as of June 28, 2011) will pay a higher contribution rate, not less than 1.5% of their annual pension allowance, for their medical insurance as mandated by Chapter 78 Public Law, 2011.

Later in this report this figure will be used as a *reduction* to the estimated benefit cost savings which would result from a reduced workforce in a consolidated Police Department.

The following section lists the job responsibilities and tasks for each position in the organization.

3. PERSONNEL ROLES AND RESPONSIBILITIES.

The table below provides a summary of the primary roles and responsibilities of the personnel in each of the three Boroughs. This summary is not intended to be inclusive of all tasks performed, which vary from Borough to Borough, but rather the significant functions of the respective positions. The functions are grouped together to provide a comparison of positions and responsibilities for the three Boroughs.

Function	Staffing	Key Roles and Responsibilities
Police Administration	<u>Montvale</u> Chief (1) Captain (1 - vacant) Lieutenant (1) <u>Park Ridge</u> Chief (1) Captain (1) <u>Woodcliff Lake</u> Chief (1) Captain (1)	<ul style="list-style-type: none"> • Provides leadership, guidance, management and administration of the Police Department personnel and police services. • Manages and coordinates all police services for the Borough to meet established objectives. • Develops Department policies and procedures, annual budget, monitors expenditures. • Directly oversee activities and provide assistance as appropriate, responds to major incidents and emergencies. • Responsible for overall management of risk in the Department. • Develops and maintains good working relationships with other managers in the Borough and peers in the regional and state law enforcement community. • Develops and maintains good working relationships with local business leaders, community leaders and school officials. • Performs routine administrative functions in the day to day management of the Department.

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Function	Staffing	Key Roles and Responsibilities
Patrol	<u>Montvale, Park Ridge and Woodcliff Lake</u> Lieutenant (1 each)	<ul style="list-style-type: none"> • Serves as the Watch Commander during the work shift; ensures there is adequate staffing to handle calls in the field and dispatch center. • Responsible for and supervises Sergeants during their shift, ensure field resources are being utilized properly to address problems in the Borough. • Responds to major incidents and coordinates field responses as appropriate; mitigates complaints from members of the public. • Keeps Chief and Captain informed of significant or newsworthy incidents. • Directly oversee activities and provide assistance as appropriate, responds to major incidents and emergencies. • Reviews written work of Sergeants and Officers. • Trains, counsels, mentors and audits Sergeants performance; takes corrective or disciplinary action as necessary. • Receives and handles complaints from members of the public. • Conducts special projects as assigned.

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Function	Staffing	Key Roles and Responsibilities
Patrol Services	<p><u>Montvale</u> Sergeant (4) Officer (12)</p> <p><u>Park Ridge</u> Sergeant (3) Officer (10)</p> <p><u>Woodcliff Lake</u> Sergeant (4, 1 vacant) Officer (10)</p>	<ul style="list-style-type: none"> • Respond to calls for service in the Borough, including crimes against persons, property crimes, domestic disputes, traffic collisions, disturbances. • Provide direct field enforcement of all applicable laws and ordinances. • Write reports; conduct preliminary investigations of crime, conducts follow-up investigations as appropriate, book prisoners, transport prisoners. • Engage in neighborhood patrols, directed patrol, traffic enforcement and other proactive activities to reduce crime and/or enhance community safety. • Performs traffic control at assigned posts at schools • Respond to questions, concerns and requests from the general public and provides information and problem resolution as necessary. • Identify and address both criminal and quality of life issues on their beat. <p>Sergeants have additional responsibilities:</p> <ul style="list-style-type: none"> • Watch Commander for their shift; ensure there is adequate staffing to handle calls in the field. • Responsible for and supervise personnel, ensure field resources are being utilized properly to address problems in the Borough. • Coordinates field responses, supervises and conducts field investigations, mitigates complaints from members of the public. • Keeps Lieutenant and Captain informed of significant or newsworthy incidents. • Reviews written work and reports of Officers. • Trains, counsels, mentors and audits Officers' performance; takes corrective or disciplinary action as necessary.
Investigations	<p><u>Montvale</u> Detective (2)</p> <p><u>Park Ridge</u> Detective (1)</p> <p><u>Woodcliff Lake</u> Detective Sergeant (1)</p>	<ul style="list-style-type: none"> • Review crime reports and assigns cases to investigators for follow-up. • Detectives conduct follow-up investigations for all assigned cases. • Coordinate case management, resource needs and coordination of effort. • Tracks investigations assigned to detectives, reviews their written reports; tracks their caseloads and other assignments. • Detectives conduct follow-up investigations for all assigned cases. • • Responsible for receiving, logging, classifying, storing, and maintaining the custody of property and evidence so that it can be presented in court; returned to its rightful owner; auctioned, or properly destroyed.

The three Boroughs perform the same policing functions and generally do it with personnel of the same classification. The total staffing level varies from 17.5 people in Park Ridge, to 20 personnel in Woodcliff Lake, to 23.5 personnel in Montvale.

The next two sections provide descriptive information regarding the patrol and workloads for the other service areas of the three Police Departments.

4. PATROL OPERATIONS STAFFING AND WORKLOAD.

The following information was obtained through interviews with PD personnel, electronic data via the CAD, RMS, and relevant documents associated with patrol (i.e., statistical reports, training records, leave time records, budgets, etc.).

The project team collected extensive information regarding workload activities relating to field patrol personnel (i.e., regular Patrol Officers and Sergeants). Specifically, this involved the raw data set that captured all dispatch communication activity for the Montvale, Park Ridge and Woodcliff Lake Police Departments in calendar year (CY) 2011 and included the following types of information:

- Call or Event Number
- Date and Time of Initial Creation of the CAD Case
- Location of Call
- Type of Call
- Time of Unit(s) Dispatch
- Time of Unit(s) On-Scene Arrival
- Time of Unit(s) Clearance from the Call
- Beat Unit Identifiers (e.g., unit numbers) for all responding units

This information serves as the context for analyzing patrol's staffing needs and estimating workload activity, including the identification of community-generated calls for service, as well as Officer initiated activity. This summary description of patrol services is organized as follows:

- Patrol scheduled (authorized) staffing and actual staffing
- Patrol unit availability
- Total calls for service
- Calls for service response and handling time
- Officer initiated activity and handling time

The first section provides the current patrol unit deployment, showing by time of day the number of patrol units scheduled.

(1) Montvale, Park Ridge and Woodcliff Lake Police Departments Patrol Schedule and Officer Availability.

Patrol personnel in Montvale, beginning in July 2011, changed from an 8 hour Patrol schedule to a 12 hour shift schedule (0630-1830 or 1830-0630) with rotating days on and days off. This schedule is known as the "Pitman Schedule". The following is an example of the schedule for a 14 day period:

- Monday and Tuesday – work day shift
- Wednesday and Thursday – off
- Friday, Saturday and Sunday – work day shift
- Monday and Tuesday – off
- Wednesday and Thursday – work day shift
- Friday, Saturday and Sunday – off

This schedule cycle repeats with the same work days/days off for the next 14 days but the officer will work the night shift, and then return to day shift for the subsequent 14 day cycle. This schedule results in 84 hours every two weeks, or 2,184 hours annually. However, Montvale officers are allowed 224 hours off during the year, referred to as “Kelly Days” or “Kelly Time”. This reduces the annual work hours to 1,960 work hours annually Montvale personnel assigned to Patrol work an average of approximately 37.7 hours weekly.

Park Ridge and Woodcliff Lake Police Departments work an 8 hour shift schedule – four days on followed by two days off. Both Departments have similar shift times as listed below:

- Day Shift –0630-1430 (Park Ridge) and 0800-1600 (Woodcliff Lake)
- Afternoon Shift – 1430-2230 hours and 1600-2400 hours
- Midnight Shift – 2230-0630 hours and 0000-0800

This schedule results in approximately 1,940 hours of shift work annually, or approximately 37.3 hours per week.

The following three tables show the authorized number of personnel assigned to patrol services and the average number of Sergeants/Officers working over a 24 hour day (using the October 2012 authorized level). Because there are typically only one to three beat Officers on duty at any one time, Sergeants commonly respond to calls for service and sometimes handle calls for service as the primary unit, notwithstanding their primary role as a supervisor. Because of this necessary role in small boroughs, both Sergeants and Officers are counted as primary responders in these staffing tables.

Authorized Patrol Staffing – Montvale

Hour	Days 0630-1830	Midnights 1830-0630	Staffing
0000		4.0	4.0
0100		4.0	4.0
0200		4.0	4.0
0300		4.0	4.0
0400		4.0	4.0
0500		4.0	4.0
0600	4.0		4.0
0700	4.0		4.0
0800	4.0		4.0
0900	4.0		4.0
1000	4.0		4.0
1100	4.0		4.0
1200	4.0		4.0
1300	4.0		4.0
1400	4.0		4.0
1500	4.0		4.0
1600	4.0		4.0
1700	4.0		4.0
1800		4.0	4.0
1900		4.0	4.0
2000		4.0	4.0
2100		4.0	4.0
2200		4.0	4.0
2300		4.0	4.0

Montvale assigns four Sergeants and 12 Officers to Patrol, or one Sergeant and three Officers on each tour of duty. The average authorized staffing level is 4.0 personnel 24/7.

Authorized Patrol Staffing – Park Ridge

Hour	Days 0630-1430	Afternoons 1430-2230	Midnights 2230-0630	Staffing
0000			2.3	2.3
0100			2.3	2.3
0200			2.3	2.3
0300			2.3	2.3
0400			2.3	2.3
0500			2.3	2.3
0600	2.7			2.7
0700	2.7			2.7
0800	2.7			2.7
0900	2.7			2.7
1000	2.7			2.7
1100	2.7			2.7
1200	2.7			2.7
1300	2.7			2.7
1400		2.4		2.4
1500		2.4		2.4
1600		2.4		2.4
1700		2.4		2.4
1800		2.4		2.4
1900		2.4		2.4
2000		2.4		2.4
2100		2.4		2.4
2200			2.3	2.3
2300			2.3	2.3

Park Ridge assigns three Sergeants and 10 Officers to their three Patrol shifts.

The average authorized staffing level is 2.5 personnel hourly.

Authorized Patrol Staffing – Woodcliff Lake

Hour	Days 0800-1600	Afternoons 1600-2400	Midnights 0000-0800	Staffing
0000			2.9	2.9
0100			2.9	2.9
0200			2.9	2.9
0300			2.9	2.9
0400			2.9	2.9
0500			2.9	2.9
0600			2.9	2.9
0700			2.9	2.9
0800	3.6			3.6
0900	3.6			3.6
1000	3.6			3.6
1100	3.6			3.6
1200	3.6			3.6
1300	3.6			3.6
1400	3.6			3.6
1500	3.6			3.6
1600		2.9		2.9
1700		2.9		2.9
1800		2.9		2.9
1900		2.9		2.9
2000		2.9		2.9
2100		2.9		2.9
2200		2.9		2.9
2300		2.9		2.9

Woodcliff Lake assigns four Sergeants and 10 Officers to their three Patrol shifts (this includes one Officer who works M-F 0800-1600). The average authorized staffing level is 3.1 personnel hourly.

The above tables depict the authorized number of personnel assigned to Patrol services. The average number of Officers per hour varies from 2.5 in Park Ridge to 3.1 in Woodcliff Lake and 4.0 in Montvale. It equates to a total of approximately 60 hours per day of patrol staffing in Park Ridge, 74 hours in Woodcliff Lake and 96 hours in Montvale.

However, the actual staffing level is often lower than the authorized level due to Officers off on leave, on a training assignment or other reasons. The following section shows the number of leave hours and training hours taken by Officers in 2011 and the resulting actual staffing level.

(2) Leave Hours for Patrol Division Officers and Patrol's Actual Staffing Level.

In Park Ridge and Woodcliff Lake, a police employee assigned to Patrol is scheduled to work 1,944 hours in a year and in Montvale Officers are schedule to work 1960 hours annually. The total number of hours actually worked is reduced due to sick leave, comp time used, in-service training and other reasons. The project team used personnel leave data obtained from each Borough to determine the number of leave hours for patrol personnel for calendar year 2011. The following table shows the types of leave taken by employees and the estimated number of hours.

Calendar Year 2011	Montvale	Park Ridge	Woodcliff Lake
Injured on Duty	40.7	1.6	7.0
Long Term Injury or Sick Leave	67.6	44.3	38.5
Holiday	35.9	NA	15.0
Vacation	119.8	110.4	152.0
Comp Time Off	65.4	53.3	101.1
Personal Day Off	NA	NA	23.0
Bereavement	0	4.3	2.0
Total Average Leave Hours	329.4	213.9	338.6

Although the number of leave hours for Montvale and Woodcliff Lake employees is over 300 hours the Comp Time Off hours result from overtime worked and may only be used when it does not result in backfill overtime.

The following table summarizes the estimated availability of Patrol Officers, after deducting leaves taken (including comp time used) and training courses taken during their normal work shift. Officers also perform a variety of administrative tasks during

their work shifts – such as shift briefing, meal breaks, meetings during the shift, etc. that are counted as part of the work shift.

Calendar Year 2011	Montvale	Park Ridge	Woodcliff Lake
Type of Work Schedule			
Total Paid Annual Work Hours	1,960	1,944	1,944
Average Leave Usage	329	214	339
Average In-Service / Special Skills Training	75	60	40
Total Unavailable Hours	404	274	379
Net Work Hours	1,556	1,670	1,565
% Annual Availability	79.4%	85.9%	80.5%

The following points summarize the data above:

- Patrol personnel in the three Boroughs averaged 214 – 339 hours of leave usage in 2011 – this includes all leaves, sick, long term injury, workers comp, vacation, comp time used.
- Personnel attended between 40 and 75 hours of “on duty” – either as part of their regular work schedule or adjusted straight time hours.
- The net time that a patrol Officer is present at work and working a patrol shift is a total of 1,556 for Montvale personnel, 1,670 for Park Ridge and 1,565 for Woodcliff Lake.
- The leave hours for Montvale Officers do not include the 224 hours of “Kelly Days” off that result from the current 12 hour Patrol work schedule (schedule equals 2,184 work hours in a year but each Officer is scheduled for 224 hours off, approximately 18 shifts during the year, called “Kelly Days” off)

In total, the net time that patrol personnel are present at work “on shift” and available to provide patrol services is approximately 1,556 hours (79.4%) for Montvale personnel, 1,670 hours (85.9%) for Park Ridge and 1,565 hours (80.5%) for Woodcliff Lake. Police departments throughout the United States evaluated by the project team have a net work hour average of approximately 80% – Montvale and Woodcliff Lake are

at the 80% average and Park Ridge is approximately six percentage points above the net work hour average.

Overtime to backfill Patrol positions is sometimes required when the staffing level is below two people (a 24/7 minimum standard). In 2011 the Montvale paid a total of 417 hours of overtime for the purpose of backfilling Patrol positions, Park Ridge paid a total of 499 hours and Woodcliff Lake paid a total of 1,035 hours.

These hours are included as additional Patrol work hours in the following tables that show the “actual” Patrol staffing level. The actual staffing level is obtained by comparing the “authorized” or budgeted staffing level (hours worked) with the “net” staffing level (deduct the average number of leave and training hours, and add the average backfill OT hours). The table below shows the average actual Patrol personnel staffing level for each Borough in 2011.

Actual Patrol Staffing – Montvale

Hour	Days 0630-1830	Midnights 1830-0630	Staffing
0000		3.2	3.2
0100		3.2	3.2
0200		3.2	3.2
0300		3.2	3.2
0400		3.2	3.2
0500		3.2	3.2
0600	3.2		3.2
0700	3.2		3.2
0800	3.2		3.2
0900	3.2		3.2
1000	3.2		3.2
1100	3.2		3.2
1200	3.2		3.2
1300	3.2		3.2
1400	3.2		3.2
1500	3.2		3.2
1600	3.2		3.2
1700	3.2		3.2
1800		3.2	3.2
1900		3.2	3.2
2000		3.2	3.2
2100		3.2	3.2
2200		3.2	3.2
2300		3.2	3.2

Montvale’s average actual staffing level is 3.2 personnel 24/7 (the authorized level shown in a prior table is 4.0).

Actual Patrol Staffing – Park Ridge

Hour	Days 0630-1430	Afternoons 1430-2230	Midnights 2230-0630	Staffing
0000			2.0	2.0
0100			2.0	2.0
0200			2.0	2.0
0300			2.0	2.0
0400			2.0	2.0
0500			2.0	2.0
0600	2.4			2.4
0700	2.4			2.4
0800	2.4			2.4
0900	2.4			2.4
1000	2.4			2.4
1100	2.4			2.4
1200	2.4			2.4
1300	2.4			2.4
1400		2.1		2.1
1500		2.1		2.1
1600		2.1		2.1
1700		2.1		2.1
1800		2.1		2.1
1900		2.1		2.1
2000		2.1		2.1
2100		2.1		2.1
2200			2.0	2.0
2300			2.0	2.0

Park Ridge’s average actual staffing level varies between 2.0 and 2.4 personnel hourly (the authorized level shown in the prior table varies between 2.3 and 2.7).

Actual Patrol Staffing – Woodcliff Lake

Hour	Days 0800-1600	Afternoons 1600-2400	Midnights 0000-0800	Staffing
0000			2.4	2.4
0100			2.4	2.4
0200			2.4	2.4
0300			2.4	2.4
0400			2.4	2.4
0500			2.4	2.4
0600			2.4	2.4
0700			2.4	2.4
0800	3.0			3.0
0900	3.0			3.0
1000	3.0			3.0
1100	3.0			3.0
1200	3.0			3.0
1300	3.0			3.0
1400	3.0			3.0
1500	3.0			3.0
1600		2.4		2.4
1700		2.4		2.4
1800		2.4		2.4
1900		2.4		2.4
2000		2.4		2.4
2100		2.4		2.4
2200		2.4		2.4
2300		2.4		2.4

Woodcliff Lake average actual staffing level is between 2.4 and 3.0 personnel hourly (the authorized level shown in a prior table varies between 2.9 and 3.6).

As is true for all organizations, fewer Officers worked their shifts than the authorized number. These tables depict the average number of Patrol personnel who actually worked an assigned shift on the streets in 2011.

(3) Employee Attrition Rate.

The following table shows the number of sworn employees who have separated from the police departments for any reason (retirement, resignation, and termination) over the last five years (2007 – 2011).

Department	Number (5 Years)	Annual %
Montvale	6	5.5%
Park Ridge	5	5.9%
Woodcliff Lake	3	3.3%

The numbers above are the total number of sworn employees who separated from the Departments over the last five years. The annual average attrition, or turnover rate, for Woodcliff Lake is low at 3.3% annually; and for Montvale and Park Ridge it is slightly under a 5% range, which is a good target rate for law enforcement agencies.

(4) Calls for Service Workload and Types of Calls Handled.

The table on the following page shows the total number of community generated calls for service (CFS) by time of day and day of week for 2011. The CAD system data provided by Northwest Bergen Central Dispatch Center was used to determine the number of CFS. The project team defines a community generated call for service as a call where at least one Officer provided the primary response to an incident. It does not include the incidents of Officer initiated activity.

Montvale Calls for Service by Day and Hour – Calendar Year 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Hourly Average
0000	21	11	14	12	15	13	17	103	0.3
0100	17	4	6	13	7	11	9	67	0.2
0200	12	7	4	4	8	12	16	63	0.2
0300	8	11	6	9	4	6	3	47	0.1
0400	7	4	1	3	7	3	6	31	0.1
0500	5	9	8	7	5	12	6	52	0.1
0600	8	10	7	5	2	10	8	50	0.1
0700	17	20	21	27	17	19	13	134	0.4
0800	14	31	29	20	38	30	18	180	0.5
0900	28	42	41	29	34	20	22	216	0.6
1000	27	30	30	29	32	39	28	215	0.6
1100	28	30	32	25	27	27	35	204	0.6
1200	22	28	37	30	39	36	25	217	0.6
1300	20	30	28	33	30	34	38	213	0.6
1400	31	28	30	23	36	31	26	205	0.6
1500	23	30	36	46	42	27	21	225	0.6
1600	32	32	32	44	25	33	36	234	0.6
1700	26	34	42	29	32	38	38	239	0.7
1800	30	34	40	31	31	29	21	216	0.6
1900	23	28	33	37	37	35	27	220	0.6
2000	21	21	26	25	23	31	31	178	0.5
2100	23	23	26	28	17	38	30	185	0.5
2200	18	13	9	19	18	13	14	104	0.3
2300	15	9	13	12	10	17	16	92	0.3
Total	476	519	551	540	536	564	504	3,690	
Ave/day	9	10	11	10	10	11	10	10	

Montvale PD responded to 3,690 community generated calls for service, approximately calls 10 per day. During the average 24 hour day, 45% of the calls occurred during the daytime (0800-1600), 40% occurred between 1600 and midnight, and 15% of the calls occurred during the nighttime hours (midnight to 0800) – averaging less than 2 calls for this 8 hour period.

This distribution of calls for service is similar to the CFS pattern seen by the project team in other police departments throughout the United States.

Park Ridge Calls for Service by Day and Hour – Calendar Year 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Hourly Average
0000	19	13	9	9	9	11	15	85	0.2
0100	17	12	9	8	4	6	10	66	0.2
0200	14	5	4	3	10	5	11	52	0.1
0300	9	5	5	6	6	6	11	48	0.1
0400	6	3	10	5	9	8	8	49	0.1
0500	13	15	7	6	9	5	7	62	0.2
0600	10	8	10	12	10	7	6	63	0.2
0700	9	16	11	19	20	19	15	109	0.3
0800	14	36	26	29	27	29	22	183	0.5
0900	18	35	34	22	39	25	29	202	0.6
1000	21	42	33	34	28	33	29	220	0.6
1100	34	28	24	30	36	28	32	212	0.6
1200	30	28	35	38	24	29	28	212	0.6
1300	27	28	37	33	28	41	43	237	0.6
1400	29	39	33	37	28	25	26	217	0.6
1500	21	38	34	36	35	34	35	233	0.6
1600	24	28	24	43	29	27	32	207	0.6
1700	24	43	35	39	37	39	36	253	0.7
1800	32	29	25	29	30	30	38	213	0.6
1900	21	24	22	23	29	30	18	167	0.5
2000	25	28	18	18	31	29	37	186	0.5
2100	12	21	20	21	20	26	20	140	0.4
2200	22	16	18	20	12	22	17	127	0.3
2300	15	15	16	14	16	17	21	114	0.3
Total	466	555	499	534	526	531	546	3,657	
Ave/day	9	11	10	10	10	10	11	10	

Park Ridge PD responded to 3,657 community generated calls for service, approximately 10 calls per day. During the average 24 hour day, 47% of the calls occurred during the daytime (0800-1600), 38% occurred between 1600 and midnight, and 15% of the calls occurred during the nighttime hours (midnight to 0800) – averaging less than 2 calls for this 8 hour period.

This distribution of calls for service is similar to the CFS pattern seen by the project team in other police departments throughout the United States.

Woodcliff Lake Calls for Service by Day and Hour – Calendar Year 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Hourly Average
0000	13	13	10	11	10	8	11	76	0.2
0100	11	7	2	12	8	3	11	54	0.1
0200	11	11	5	3	6	4	10	50	0.1
0300	3	7	7	3	6	4	6	36	0.1
0400	6	3	9	3	9	4	3	37	0.1
0500	8	7	4	5	2	8	5	39	0.1
0600	8	8	9	5	6	10	9	55	0.2
0700	8	15	16	12	12	16	8	87	0.2
0800	17	23	28	18	19	19	17	141	0.4
0900	16	32	22	24	24	18	16	152	0.4
1000	25	25	27	36	30	25	25	193	0.5
1100	20	26	27	23	31	25	26	178	0.5
1200	24	24	24	33	24	32	21	182	0.5
1300	23	27	24	26	32	26	24	182	0.5
1400	28	36	35	24	31	44	35	233	0.6
1500	23	31	27	24	27	22	32	186	0.5
1600	25	32	26	34	27	33	24	201	0.6
1700	24	24	35	25	27	34	28	197	0.5
1800	23	26	28	31	34	30	28	200	0.5
1900	16	26	28	16	27	25	27	165	0.5
2000	28	16	17	16	22	20	31	150	0.4
2100	16	18	18	19	21	23	26	141	0.4
2200	24	14	17	10	18	15	19	117	0.3
2300	11	11	16	8	13	14	24	97	0.3
Total	411	462	461	421	466	462	466	3,149	
Ave/day	8	9	9	8	9	9	9	9	

Woodcliff Lake PD responded to 3,149 community generated calls for service, approximately 10 per day. During the average 24 hour day, 46% of the calls occurred during the daytime (0800-1600), 40% occurred between 1600 and midnight, and 14% of the calls occurred during the nighttime hours (midnight to 0800) – averaging approximately 1 call during this 8 hour period.

This distribution of calls for service is similar to the CFS pattern seen by the project team in other police departments throughout the United States.

The following tables show the most frequent calls for service in each of the three communities. The number was determined from the “call type” as listed in the CAD record. The table on the following page lists the most frequent 15 types of calls for service during 2011 and the percent of the total number of calls during the year:

Montvale - Most Frequent Call Types	# of Calls	% of Total
Alarm – Burglar	486	19.9%
Medical Emergency	290	11.9%
MVA - No Injury	281	11.5%
Disabled Vehicle	191	7.8%
Assistance	181	7.4%
Assist Other Agency	131	5.4%
Fire – Alarm	130	5.3%
Hazardous Condition	119	4.9%
Suspicious Vehicle	109	4.5%
Animal Call	99	4.1%
Suspicious Acts	91	3.7%
Dispute - In Progress	89	3.6%
Lockout - Non Emergency	89	3.6%
Injury / Trauma Call	82	3.4%
Abandoned 911 Call	72	3.0%
Total	2,440	66.1%

As shown above, the most frequent types of calls for service in Montvale account for over 66% of the total number of calls during the year.

The following table shows the most frequent calls for service in Park Ridge:

Park Ridge - Most Frequent Call Types	# of Calls	% of Total
Medical Emergency	485	20.7%
Alarm – Burglar	278	11.9%
Assistance	241	10.3%
Assist Other Agency	191	8.2%
Suspicious Acts	156	6.7%
MVA - No Injury	126	5.4%
Parking Complaint	115	4.9%
Hazardous Condition	114	4.9%
Injury / Trauma Call	110	4.7%
Juvenile	104	4.4%
Fire – Alarm	97	4.1%
Animal Call	96	4.1%
Welfare Check	84	3.6%
Lockout - Non Emergency	71	3.0%
Property Damage	71	3.0%
Total	2,339	62.8%

As shown above, the most frequent types of calls for service account for almost 63% of the total number of calls during the year.

The following table shows the most frequent calls for service in Woodcliff Lake.

Woodcliff Lake - Most Frequent Call Types	# of Calls	% of Total
Alarm – Burglar	635	27.6%
Medical Emergency	317	13.8%
Assistance	163	7.1%
Assist Other Agency	156	6.8%
MVA - No Injury	141	6.1%
Fire – Alarm	139	6.1%
Suspicious Person	131	5.7%
Animal Call	119	5.2%
Hazardous Condition	104	4.5%
Suspicious Acts	96	4.2%
Disabled Vehicle	80	3.5%
Injury / Trauma Call	66	2.9%
Utility Emergency	57	2.5%
Lockout - Non Emergency	50	2.2%
Matter of Record	43	1.9%
Total	2,297	73.1%

As shown above, the most frequent types of calls for service account for over 73% of the total number of calls during the year.

(5) Additional Workload – Report Writing and Bookings.

In addition to the time required to handle CFS, Officers perform tasks associated with the calls such as report writing and booking persons arrested at the incident. The following table lists the number and types of reports written in 2011:

Reports Written - 2011

Type of Report	Montvale	Park Ridge	Woodcliff Lake
Crime / Incident	2,162	1,912	1,630
Traffic Accident	401	231	182
Total	2,563	2,143	1,812
Total Report Writing Hours	1,922	1,607	1,359

The project team uses an average of 45 minutes to calculate committed work hours due to report writing.

Officers' time is also committed due to arrests made during the year. The table below lists the number of arrests made by each agency in 2011.

Arrests - 2011

Type of Report	Montvale	Park Ridge	Woodcliff Lake
Arrests	124	98	48
Total Arrest / Booking Hours	186	147	72

Some of the arrested persons are released in the field (on a promise to appear), some are transported to Department headquarters for processing and release, and others are transported to County Jail. The project team used an average of 1.5 hours per arrest to calculate the committed work hours.

(6) Officer Initiated Activity

In addition to responding to community generated calls for service, Patrol Officers engage in a number of Officer initiated activities during their work hours, such as traffic stops, pedestrian stops, security checks, etc. The number of Officer initiated activities was determined by identifying the number of self-initiated events from the CAD record. The table on the following page shows the number of Officer initiated incidents.

Montvale Officer Initiated Activity by Day and Hour – Calendar Year 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Hourly Average
0000	34	14	20	12	24	34	29	167	0.5
0100	20	16	19	10	17	21	22	125	0.3
0200	20	3	5	6	11	12	15	72	0.2
0300	5	1	1	3	2	5	6	23	0.1
0400	4	1	4	2	1	1	5	18	0.0
0500	3	3	2	4	6	3	3	24	0.1
0600	2	3	2	1	1	1		10	0.0
0700		47	57	45	36	40	4	229	0.6
0800	13	66	71	70	53	64	17	354	1.0
0900	12	29	33	31	33	31	27	196	0.5
1000	21	18	42	27	20	21	22	171	0.5
1100	16	32	38	31	20	36	29	202	0.6
1200	19	21	29	31	30	24	27	181	0.5
1300	23	48	42	34	26	26	19	218	0.6
1400	16	35	48	35	28	41	18	221	0.6
1500	25	39	31	37	26	33	26	217	0.6
1600	25	23	40	24	32	23	32	199	0.5
1700	19	55	36	33	36	44	27	250	0.7
1800	16	13	28	16	22	21	15	131	0.4
1900	12	13	20	14	21	21	14	115	0.3
2000	14	31	22	23	26	29	26	171	0.5
2100	27	33	24	20	41	22	22	189	0.5
2200	15	13	8	19	16	22	5	98	0.3
2300	15	11	11	20	15	33	28	133	0.4
Total	376	568	633	548	543	608	438	3,714	
Ave/day	7	11	12	11	10	12	8	10	

As shown above, Montvale Officers initiated 3,714 on-view incidents, an average of 10 per day. Approximately 47% of these incidents occurred during the day (0800-

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1600), 35% during the evening hours (1600-midnight) and 18% during the nighttime hours, an average of about 2 per shift. Most frequently these events were vehicle stops but also included follow-up, assisting a person or disabled vehicles, investigating a suspicious person/vehicle, and property damage traffic accidents. This number of Officer initiated incidents is approximately 101% of the community generated calls for service total.

Park Officer Initiated Activity by Day and Hour – Calendar Year 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Hourly Average
0000	41	16	25	17	24	27	53	203	0.6
0100	23	5	7	8	17	21	22	103	0.3
0200	13	8	9	5	13	8	21	77	0.2
0300	12	10	7	6	4	13	13	65	0.2
0400	8	3	5	3	5	4	14	42	0.1
0500	3	5	4	3	6	5	3	29	0.1
0600				1	2		1	4	0.0
0700	3	49	58	50	60	55	2	277	0.8
0800	9	57	49	46	60	42	17	280	0.8
0900	20	37	31	35	36	42	17	218	0.6
1000	18	25	33	28	32	31	26	193	0.5
1100	14	45	47	33	46	34	38	257	0.7
1200	14	27	30	27	17	13	30	158	0.4
1300	16	26	29	23	28	22	36	180	0.5
1400	3	37	46	48	44	48	6	232	0.6
1500	19	54	38	41	62	49	23	286	0.8
1600	26	47	45	30	51	56	36	291	0.8
1700	29	37	30	43	55	28	35	257	0.7
1800	14	26	15	16	11	14	13	109	0.3
1900	10	14	22	21	22	20	12	121	0.3
2000	20	13	15	17	28	31	19	143	0.4
2100	19	21	14	24	29	31	22	160	0.4
2200	3	7	6	6	12	16	12	62	0.2
2300	15	17	27	24	26	48	32	189	0.5
Total	352	586	592	555	690	658	503	3,936	
Ave/day	7	11	11	11	13	13	10	11	

Park Ridge Officers initiated 3,936 on-view incidents, an average of 11 per day. Approximately 46% of these incidents occurred during the day (0800-1600), 34% during

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the evening hours (1600-midnight) and 20% during the nighttime hours, an average of about 2 per shift. Most frequently these events were vehicle stops but also included follow-up, assisting a person or disabled vehicles, investigating a suspicious person/vehicle, and property damage traffic accidents. This number of Officer initiated incidents is approximately 108% of the community generated calls for service total.

Woodcliff Lake Officer Initiated Activity by Day and Hour – Calendar Year 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Hourly Average
0000	7	1	1	1	5	4	4	23	0.1
0100	4	3	3	2	5	3	10	30	0.1
0200	4		1	2	2	3	9	21	0.1
0300	2			2		2		6	0.0
0400	2		1					3	0.0
0500		3	3		2	2		10	0.0
0600		35	35	26	24	24	1	145	0.4
0700		20	20	23	30	16	4	113	0.3
0800	2	13	17	17	24	27	10	110	0.3
0900	5	13	12	9	10	18	10	77	0.2
1000	9	10	19	10	6	11	15	80	0.2
1100	1	8	11	11	8	7	3	49	0.1
1200	8	10	9	12	6	16	13	74	0.2
1300	4	31	39	46	47	38	8	213	0.6
1400	1	1	3	2	1	1	1	10	0.0
1500	6	8	10	5	10	14	1	54	0.1
1600	4	19	13	14	12	16	10	88	0.2
1700	5	9	8	5	9	10	4	50	0.1
1800	4	5	6	10	3	7	7	42	0.1
1900	3	7	7	6	5	8	5	41	0.1
2000	1	3	6	7	4	6	5	32	0.1
2100	3	4		2	4	5	2	20	0.1
2200		1	1	1	2	1		6	0.0
2300								0	0.0
Total	75	204	225	213	219	239	122	1,297	
Ave/day	1	4	4	4	4	5	2	4	

Woodcliff Lake Officers initiated 1,297 on-view incidents, an average of 4 per day. Approximately 51% of these incidents occurred during the day (0800-1600), 22% during the evening hours (1600-midnight) and 27% during the nighttime hours, an

average of about 1 per shift. Most frequently these events were vehicle stops but also included follow-up, assisting a person or disabled vehicles, investigating a suspicious person/vehicle, and property damage traffic accidents. This number of Officer initiated incidents is approximately 41% of the community generated calls for service total.

The chart below shows the eight most frequent types of self-initiated activity and number of incidents for the initiating Officer in each of the three Boroughs.

Montvale - Officer Initiated Incidents

Type of Incident	Number	Percent
Motor Vehicle Stop	2,895	77.9%
School / Traffic Post	523	14.1%
Special Assignment	79	2.1%
Administrative	53	1.4%
Follow Up Investigation	52	1.4%
Warrant Service	29	0.8%
D.A.R.E. Detail	25	0.7%
Traffic Detail	25	0.7%
Total	3,681	99.1%

Park Ridge - Officer Initiated Incidents

Type of Incident	Number	Percent
Motor Vehicle Stop	2,806	71.3%
School / Traffic Post	433	11.0%
Follow Up Investigation	86	2.2%
Firearms	77	2.0%
Administrative	70	1.8%
Unsecured Premises	68	1.7%
Business District Check	61	1.5%
Traffic Detail	54	1.4%
Total	3,655	92.9%

Woodcliff Lake - Officer Initiated Incidents

Type of Incident	Number	Percent
Motor Vehicle Stop	786	60.6%
School / Traffic Post	343	26.4%
Administrative	48	3.7%
Special Assignment	20	1.5%
Community Policing	17	1.3%
Security Check	16	1.2%
Follow Up Investigation	15	1.2%
Warrant Service	13	1.0%
Total	1,258	97.0%

Traffic stops were the most frequent events initiated by Officers in all three Departments, accounting for over 60% of self-initiated incidents in 2011.

The tables below show the average number of minutes spend on Officer-initiated incidents and the total number of hours spent for both the initiating Officer and back-up Officers.

Officer Initiated Activity – Committed Hours

Initiating Officer	Montvale	Park Ridge	Woodcliff Lake
Number of Events	3,714	3,936	1,297
On Scene Time (Avg.)	32.6	22.1	27.6
Average Handling Time	2,018	1,450	597

Back-up Officer Hours for Officer Initiated Activity

All Back-up Officers	Montvale	Park Ridge	Woodcliff Lake
Number of Responses	4,135	4,706	1,450
Average Call Handling Time (Min.)	31.9	21.2	29.2
Total Call Handling Hours	2,199	1,666	705

Montvale PD spent a total of 4,217 hours on self initiated incidents, Park Ridge PD spent 3,116 hours and Woodcliff Lake PD personnel spent a total of 1,302 hours.

5. CRIMINAL INVESTIGATIONS AND OTHER WORKLOAD TASKS.

Each Department assigns personnel to provide follow-up investigative and other related services. Park Ridge and Woodcliff Lake have one Detective and Montvale assigns two Detectives.

The work units keep some statistics regarding their case investigations and provide them to the project team. Montvale reports follow-ups were done on 2,158 cases (essentially all incident reports written) but the great majority of these would only involve a review of the written report; they do not have the number of cases where a complete follow-up investigation was conducted. Park Ridge tracks the number of “cases closed” and “cases outstanding” each month – the “cases closed” statistic is similar to a “case investigated” and totaled 141 cases in 2011. Woodcliff Lake tracks cases investigated and in 2011 it was 119 cases. Each Borough reports only approximately 50 Part I crimes annually and these crimes, in addition to some “Part II” crimes (e.g. simple assaults, bad checks), are the crimes Detectives typically are assigned to conduct a follow-up investigation. In small agencies Detectives are also assigned a variety of other non-criminal investigations (e.g. firearms permits, background investigations for new employees, administrative inquiries and reports, maintaining statistical information) as the criminal investigative workload is not sufficient to require a full time Detective(s).

Each Borough should formally assign and track the criminal investigations assigned and the results of the investigation (e.g. arrest, unfounded, no further leads, etc.) for each case to provide data on the performance of investigative services (i.e. the clearance rate).

The project team obtained Uniform Crime Report (UCR) information on the number of Part I offenses for calendar years 2009, 2010 and 2011 and it is shown in the tables below. The numbers of each type of crime are listed and at the bottom of each table the violent crime and property crime totals are given as well as the crime rate, which is the number of crimes per 100,000 population (the standard measure used by the FBI).

UCR Part I Crimes – 2009

Crime	Montvale	Park Ridge	Woodcliff Lake
Homicide	0	0	0
Rape	0	1	0
Robbery	1	0	0
Aggravated Assault	1	2	2
Burglary	6	7	8
Larceny	44	21	30
Auto Theft	5	1	3
Arson	0	0	0
Total	57	32	43
Violent Crime	2	3	2
Prop. Crime	55	29	41
Population	7,625	8,940	5,962
Crime Rate	748	358	721

UCR Part I Crimes – 2010

Crime	Montvale	Park Ridge	Woodcliff Lake
Homicide	0	0	0
Rape	0	0	0
Robbery	1	1	1
Aggravated Assault	1	6	0
Burglary	2	8	4
Larceny	51	27	38
Auto Theft	1	1	1
Arson	0	0	0
Total	56	43	44
Violent Crime	2	7	1
Prop. Crime	54	36	43
Population	7,746	9,013	6,020
Crime Rate	723	477	731

UCR Part I Crimes – 2011

Crime	Montvale	Park Ridge	Woodcliff Lake
Homicide	0	0	0
Rape	1	0	1
Robbery	1	0	0
Aggravated Assault	4	2	1
Burglary	4	8	9
Larceny	29	33	37
Auto Theft	3	0	0
Arson	0	0	0
Total	42	43	48
Violent Crime	6	2	2
Prop. Crime	36	41	46
Population	7,870	8,674	5,749
Crime Rate	534	496	835

All three of the Boroughs have a low crime rate, averaging less than one Part I crime per week. The clearance rates for these crimes will be evaluated in the next Chapter.

3. ANALYSIS OF CURRENT SERVICES

This chapter provides a summary diagnostic assessment of the police departments, evaluating operational strengths and improvement opportunities (best management practices), an analysis of workload and performance and the resources required to perform these services.

1. BEST MANAGEMENT PRACTICES ANALYSIS.

In order to assist in assessing the policing services, the project team used several performance targets, or “best management practices”, as an evaluation instrument. The measures utilized have been derived from the project team's collective experience and represent benchmarks to identify departmental strengths as well as improvement opportunities. The following format was used:

- Statements of performance targets based on the study team's experience in evaluating operations in other agencies.
- Identification of whether and how the police departments meet the performance target.
- A brief description of potential improvements, if any.

SUMMARY DIAGNOSTIC ASSESSMENT

Performance Target	Do the Departments Meet the Target?	Potential Improvements
Travel times to calls for service: <ul style="list-style-type: none"> • Emergency calls: 3-5 minutes • Urgent calls: 5-15 minutes • Routine calls: 15-30 minutes • Is there a policy for prioritizing calls? 	MPD: Call priorities are not tracked by the communications center. Average overall response time, however, of 6.3 minutes indicates rapid response to all calls for service. 61% of calls have a response time of less than 5 minutes.	MPD: The communications center (Northwest Bergen Central Dispatch Center) and the Department should track and evaluate call response times by priority of call.
	PRPD: Call priorities are not tracked by the communications center. Average overall response time, however, of 6.1 minutes indicates rapid response to all calls for service. 71% of calls have a response time of less than 5 minutes.	PRPD: The communications center and the Department should track and evaluate call response times by priority of call.
	WLPD: Call priorities are not tracked by the communications center. Average overall response time, however, of 6.3 minutes indicates rapid response to all calls for service. 60% of calls have a response time of less than 5 minutes.	WLPD: The communications center and the Department should track and evaluate call response times by priority of call.
Given call for service workloads and patrol staffing/deployment, does preventive field time equal at least 50% of available time?	MPD: In a small community like Montvale, proactive time is higher than a larger city because coverage and officer safety needs exceed workload requirements. At 73%, proactive time as a percent of total available time is extremely high and should afford the Department the opportunity to deliver extraordinarily proactive services.	MPD: Use of proactivity is informally assigned and tracked in the Department.

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Performance Target	Do the Departments Meet the Target?	Potential Improvements
	<p>PRPD: In a small community like Park Ridge, proactive time is higher than a larger city because coverage and officer safety needs exceed workload requirements. At 57%, proactive time as a percent of total available time is extremely high and should afford the Department the opportunity to deliver extraordinarily proactive services.</p>	<p>PRPD:</p>
	<p>WLPD: In a small community like Woodcliff Lake, proactive time is higher than a larger city because coverage and officer safety needs exceed workload requirements. At 80%, proactive time as a percent of total available time is extremely high and should afford the Department the opportunity to deliver extraordinarily proactive services.</p>	<p>WLPD: Use of proactivity is informally tracked in the Department.</p>
<p>Do field units operate with a proper mix of supervisory and line positions (with a ratio of 1:6 to 1:9)?</p>	<p>MPD: A Sergeant or designated supervisor is on duty 24/7.</p>	<p>MPD: As a small Department field supervisory spans of control in Montvale are very narrow – there are 4 Sergeants and 12 Officers authorized resulting in a span of control ratio of 1:3. However, the need for shift supervision cannot improve this ratio.</p>
	<p>PRPD: A Sergeant or designated supervisor is on duty 24/7.</p>	<p>PRPD: As a small Department field supervisory spans of control in Park Ridge are very narrow – there are 3 Sergeants and 10 Officers authorized resulting in a span of control ratio of 1:3.3. However, the need for shift supervision cannot improve this ratio.</p>

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Performance Target	Do the Departments Meet the Target?	Potential Improvements
	<p>WLPD: A Sergeant or designated supervisor is on duty 24/7.</p>	<p>WLPD: As a small Department field supervisory spans of control in Woodcliff Lake are very narrow – there are 3 Sergeants (one position is not funded at present) and 10 Officers authorized resulting in a span of control ratio of 1:3.3. However, the need for shift supervision cannot improve this ratio.</p>
<p>Is patrol staff deployed consistently with call for service demands by time of day and day of week? Are current shift schedules appropriate considering the factors of calls for service, deployment, etc.?</p>	<p>MPD: Shift staffing levels in Montvale are constant. This is a consequence of changing to the Pitman 12 hour shift schedule. Differences in assignments by hour are minor.</p>	<p>MPD:</p>
	<p>PRPD: Additional staff is available during day and evening hours than in late night / early morning hours. Differences in assignments by hour are minor but well accommodated in the 8 hour shift schedule.</p>	<p>PRPD:</p>
	<p>WLPD: Additional staff is available during day and evening hours than in late night / early morning hours. Differences in assignments by hour are minor but well accommodated in the 8 hour shift schedule.</p>	<p>WLPD:</p>
<p>Do field patrol personnel handle preliminary and follow-up investigations of minor crimes?</p>	<p>MPD: This is an expectation of patrol personnel in Montvale.</p>	<p>MPD:</p>
	<p>PRPD: This is an expectation of patrol personnel in Park Ridge.</p>	<p>PRPD:</p>
	<p>WLPD: This is an expectation of patrol personnel in Woodcliff Lake.</p>	<p>WLPD:</p>

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Performance Target	Do the Departments Meet the Target?	Potential Improvements
Does the Department have a critical incident tactical response team?	MPD: As a collateral duty.	MPD:
	PRPD: As a collateral duty.	PRPD:
	WLPD: As a collateral duty.	WLPD:
Do unit supervisors utilize a formal case management system that involves screening cases for solvability, assigning cases based on workloads, reviewing cases once assigned, and making decisions about proceeding based on case progress criteria?	MPD: Cases are informally assigned and tracked.	MPD: Cases should be formally assigned and tracked.
	PRPD: Cases are informally assigned and tracked.	PRPD: Cases should be formally assigned and tracked.
	WLPD: Cases are informally assigned and tracked.	WLPD: Cases should be formally assigned and tracked.
A case management automated system exists to support unit supervisors in making decisions and monitoring caseloads (not as significant in small agencies).	MPD: Cases are manually tracked. Two Detectives are assigned criminal case follow-up and assists with patrol retained cases.	MPD:
	PRPD: Cases are manually tracked. One investigator is assigned criminal case follow-up and assists with patrol retained cases.	PRPD:
	WLPD: Cases are manually tracked	WLPD:
Field supervisors assist in making recommendations about assigning cases.	MPD: Field Sergeants are involved in decisions regarding what is followed up and by whom.	MPD:
	PRPD: Field Sergeants are involved in decisions regarding what is followed up and by whom.	PRPD:
	WLPD: Field Sergeants are involved in decisions regarding what is followed up and by whom.	WLPD:

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Are School Resources Officers (SROs) involved in multi-faceted roles (e.g. enforcement, education)?	MPD: A wide variety school related activities and programs are special assignments of police officers in the MPD.	MPD:
	PRPD: A wide variety school related activities and programs are special assignments of police officers in the PRPD.	PRPD:
	WLPD: A wide variety school related activities and programs are special assignments of police officers in the MPD.	WLPD:
Does the crime prevention program provide services tailored to the community, utilizing a range of traditional and customized programs?	MPD: A wide variety of crime prevention activities and programs are special assignments of police officers in the MPD.	MPD:
	PRPD: A wide variety of crime prevention activities and programs are special assignments of police officers in the PRPD.	PRPD:
	WLPD: A wide variety of crime prevention activities and programs are special assignments of police officers in the WLPD.	WLPD:
Are volunteers used to assist with the delivery of crime prevention services?	MPD: Volunteer program to assist with internal functions.	MPD:
	PRPD: Active volunteer program to assist with internal functions; active reserves with 22 participants assist with ceremonial functions and special events.	PRPD:
	WLPD: Volunteer program to assist with internal functions.	WLPD:

This evaluation of major functions of the Department provides a summary assessment useful for evaluating the current services provided and improvement opportunities within the existing police departments, and also to establish performance targets to be used of a possible consolidated police department.

2. ANALYSIS OF PATROL SERVICES AND PERFORMANCE.

This section contains analysis of the response times to calls for service, the workload level, the staffing level required to handle the workload and Department management and supervisory support. A significant component of police services is the response performance to community generated calls for service, analyzed in the next section.

(1) Response and Handling of Calls for Service.

The analysis is based on review of the community generated calls for service and officer initiated activities recorded in the CAD (Computer Aided Dispatch) system of the Northwest Bergen Central Dispatch Center, which dispatches for all three Departments. In calendar year 2011 there were 3,690 community generated calls for service in Montvale, 3,657 in Park Ridge and 3,149 in Woodcliff Lake. Community generated calls are initiated when a citizen requests service in person or by calling 911 or a non-emergency number.

Field response times are another component for evaluating Field Services staffing and deployment. As reflected in the opening section of this Chapter (“Best Management Practices”), industry norms for response to calls for service were identified. They are displayed in the following table.

Response Priority	Response Definition	Target Travel or Response Time
Emergency Priority	Incidents that require an immediate response in order to preserve life or apprehension of a felony suspect.	3 to 5 Minutes
Urgent Calls	Incidents that require an immediate response that are less than 15 minutes old where apprehension would be imminent or misdemeanor property crimes	5 to 15 Minutes
Routine Calls	Incidents that require response in a timely manner, where there is not an immediate or expected threat to public safety.	15 to 30 Minutes
Low Priority	Incidents where a timely response is not needed (e.g. abandoned vehicle). Response should be within one day.	Within One Day

The three agencies do not formally classify calls with a “priority” number but field supervisors and units handle the highest priority calls first, and will prioritize their response whenever multiple calls for service are received. The response to and handling of community generated calls for service is one of the primary tasks of any municipal police agency and one that frequently is the subject of inquiry from elected officials and members of the community.

The project team calculated the number of calls where the travel time was less than 5 minutes, between 5 and 7 minutes, between 7 and 10 minutes, and over 10 minutes, to show the percentage of calls that fall within these travel time increments. There is no established standard for travel time but generally a time of less than 5 minutes is considered a “good” travel time. The following table shows the percentage of calls for service that were responded to within various travel time increments.

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Travel Time (Min.)	Montvale	% of CFS	Park Ridge	% of CFS	Woodcliff Lake	% of CFS
0:00–4:59	2,234	60.5%	2,611	71.4%	1,891	60.1%
5:00–6:59	313	8.5%	247	6.8%	323	10.3%
7:00–9:59	289	7.8%	206	5.6%	255	8.1%
Above 10:00	440	11.9%	309	8.4%	317	10.1%
No Time Stamps	414	11.2%	284	7.8%	363	11.5%
Total	3,690	100%	3,657	100%	3,149	100%

As the above table shows, all three Boroughs had a high percentage of calls where the travel time was less than five minutes – a very positive factor and showing that a high response time service level is provided in all three communities. The calls listed as “no time stamps” are the calls that either a dispatch time or arrival time was not listed in the CAD record. The most common reason for this is for Officers who are dispatched to a call but cancelled while “in route” to the call – an “arrival” time stamp is appropriately not entered for his/her response. There are also additional reasons for missing CAD data that include Officer, Dispatcher or equipment error in not recording it.

The project team also calculated the average response times to the calls for service in 2011. The following table shows three individual time components and two overall time components for the handling of the community generated calls for service:

- Travel time – from the time the call was dispatched to an Officer until the arrival of the first police unit.
- On scene time – from the time of arrival to the time the Officer cleared the call.
- Call handling time – the sum of the travel time and on scene time.

The times shown are for all of the calls responded to as the three Departments do not formally prioritize the different types of calls for service.

1st Officer Response Times and Call for Service Handling - 2011

1st Officer	Montvale	Park Ridge	Woodcliff Lake
CFS	3,690	3,657	3,149
Travel Time	6.3	6.1	6.3
On Scene	25.3	29.8	22.3
Average Call Handling Time	31.6	35.9	28.6
Total Call Handling Hours	1,943	2,188	1,501

As shown above, the average “travel” time for all three Boroughs is approximately 6 minutes – it is the average time it takes the Officer to arrive at the scene after he/she has been dispatched to the incident. This is a very good overall response time to calls and indicates that all three Borough’s response to the higher priority calls (e.g. medical emergency, burglar alarm) is likely five minutes or under. The average “on scene” time varies from 22 minutes in Woodcliff Lake to 30 minutes in Park Ridge. The overall average “call handling” time varies from 29 minutes in Woodcliff Lake to approximately 36 minutes in Park Ridge. These times are within the range of 30-40 minutes per call for service commonly seen by the project team in other police department studies throughout the United States.

The total Officer time (for the first arriving Officer only) spent handling community generated calls for service in 2011 was 1,943 hours in Montvale, 2,188 hours in Park Ridge and 1,501 hours in Woodcliff Lake.

Additional Officer(s) may also respond as backup units to assist the primary Officer on many calls for service. The CAD system provides the total number of calls that Officer(s) responded to in a back-up capacity and the amount of time spend on the call. The CAD data showed that one or more back-up Officers responded to assist the primary Officer on almost all calls for service. The table below shows the number of

back-up Officer responses to the calls for service and the amount of time spent on the calls in 2011.

Back-up Officer Hours Required to Handle Calls for Service - 2011

All Back-up Officers	Montvale	Park Ridge	Woodcliff Lake
Number of Responses	6,132	6,330	5,373
Average Call Handling Time (Min.)	29.2	29.3	25.5
Total Call Handling Hours	2,984	3,091	2,284

The total call handling hours (the primary Officer and the backup Officers) totals 4,928 hours for Montvale Officers, 5,279 hours in Park Ridge and 3,785 hours in Woodcliff Lake.

It is important to note that CAD data will not capture all of the incidents handled, other duties and tasks performed by Officers during their shifts. This is due to human error and incomplete data in the CAD call for service records, such as missing time stamps, the fact that sometimes Officers do not report a task they are doing to Dispatch (so it is not logged) and sometimes Dispatchers do not track all patrol tasks. These types of errors are particularly common the first time a CAD record is analyzed to evaluate Officer workload and will be true in subsequent years unless the agency makes concerted and consistent efforts to improve accuracy. This is not unique to these three Police Departments; it is common in other law enforcement agencies' data evaluated by the project team in other studies. The project team, based on several hundred patrol staffing studies conducted throughout the United States, estimates that approximately 20% of an Officer's time that he/she is doing job related tasks is not tracked in the CAD record (this is a general number for all police departments that is applicable to Montvale, Park Ridge and Woodcliff Lake but it was not specifically derived from the three Borough's CAD data).

Recommendation: Track response to calls for service by priority (e.g. Priority 1, 2, 3) to determine response times to emergency, urgent and non-urgent calls for service.

(2) Patrol Services is Staffed to Provide a High Level of Service.

This section provides the project team's assessment of current patrol services and needs. The Matrix Consulting Group employs an analytical approach to determine the staffing level required in urban and suburban areas. Our approach is characterized by several key factors that provide the basis for conducting an objective evaluation of a Department's patrol force:

- Staffing should be examined based on the ability of current staff to handle the calls for service generated by the community (and the related work such as report writing and processing arrestees); as well as providing sufficient time for proactive activities such as directed patrol, traffic enforcement and addressing on-going issues/problems in a neighborhood.
- Staffing is dependent on the time officers are actually available to perform the work required of the patrol function.
- The project team's analysis does not include the utilization of ratios such as "Officers per thousand" because they do not account for the unique characteristics of communities (e.g. demographics, workload, unique community needs, deployment, etc.). Although these ratios are interesting, they do not provide a comprehensive measure of staffing needs for a specific community, nor should policy makers use them as a basis to make decisions regarding patrol staffing. The Matrix Consulting Group's approach is supported by the International Association of Chiefs of Police (IACP) that view Officer per thousand ratios as "totally inappropriate as a basis for staffing decisions".

There are other significant factors for policy makers to consider when determining staffing levels. These factors include, but are not limited to, the following:

- The type, severity and volume of crime in a community.
- The ability of the police department to meet response time goals to calls for service and solve crime (taken as a performance measure and not as a crime prevention/reduction measure).

- The level of police department involvement in providing non-traditional police services such as neighborhood problem solving, graffiti removal, community meetings and events and teaching/role modeling in the schools.
- The level of proactive efforts such as traffic safety and parking enforcement, narcotics enforcement, enforcement of vice crimes such as prostitution and liquor laws.
- Providing for basic officer safety and risk management of a patrol force. In small police agencies the proactive time level should not be the primary measure to determine the minimum number of Patrol Officer positions required – it may be driven by officer safety concerns during certain hours of the day. For example, a staffing level of at least two Officers, one of which must be a supervisor, is needed to meet basic officer safety concerns, but even a staffing level of two may actually produce a proactive time level that is above 50%.

The above factors should be used by policy makers in determining appropriate staffing levels for all functions within the police department. The goal of a patrol staffing analysis is to ensure sufficient patrol resources on duty 24 hours a day to provide the desired level of service to the community. The ability of the three Borough Police Departments to do this depends on knowing and evaluating the community demand workload – the number of community generated calls for service, reports and bookings of arrested persons. These are the factors used by the project team to evaluate the number of patrol officers needed in a community to achieve a Patrol Officer staffing level that will provide the level of proactive time and resulting work tasks that are desired by policy makers and the community.

The Matrix Consulting Group calculates proactive time in law enforcement agencies using a mixture of known data combined with a series of assumptions. The table below provides a brief description of a *typical* basis for this calculation:

Factor	Basis
Calls for Service	Data
Call Handling Time	Data
Back-Up Frequency / Number of Units per Call	Data
Duration of Time on Scene by Back-Up	Data
Number of Reports	Data
Time to Complete a Report	Estimated
Number of Arrests	Data
Time to Complete an Arrest / Booking	Estimated
Available Time of Officers / Officers on Duty	Data

Using these data and estimates, the project team can then perform the calculation of proactive time for any discreet unit of time. The calculation that is performed to determine proactive time is as follows:

$$\text{Proactive Time \%} = \frac{(\text{Total Available Time} - \text{Reactive Workload Time})}{(\text{Total Available Time})}$$

The following points summarize the formula above:

- “Total Available Time” is defined as the number of Officer hours actually available in a year.
- “Reactive Workload Time” is defined as the average total committed time per call for service, multiplied by the number of calls for service (for the same year).

This approach provides managers and policy makers with an easily understood (and easy to calculate) measure of the capability of the patrol force for providing directed law enforcement activities to address crime and community concerns (using the Officer’s proactive time).

The following table shows the various target percentages for patrol units engaging in proactive time, and provides brief description of each.

Target	Description
40%	<ul style="list-style-type: none"> • Minimal level that should be targeted. • Below this level, response time performance could be impacted, lower priority calls may have to be held or interrupted for higher priority calls. • Does not facilitate high levels of “community policing” activities beyond basic proactive efforts by field patrol units (this is not to exclude special proactive units being involved in these activities and programs).
45%	<ul style="list-style-type: none"> • Allows for higher service levels that enable the patrol personnel to focus on proactive efforts. • At this level, patrol personnel can be frequently involved in targeted and directed “community policing” activities.
50%	<ul style="list-style-type: none"> • A high service level. • Patrol staff will often have time on shift to be involved in community policing functions and problem oriented policing tasks. • Need for specialized / dedicated “community policing” units is diminished as patrol personnel will generally have time for these efforts.
60% and above	<ul style="list-style-type: none"> • A very high service level; significant levels of time available for proactive activities. • Typically low call for service communities where staffing is based on the minimum number of Officers required to provide for Officer safety concerns. • A challenge for supervisors to keep Officers engaged in their job and policing functions due to the low call for service workload. • Patrol staff can be involved in a wide variety of community policing functions. • Need for specialized / dedicated “community policing” units is diminished as patrol personnel should have time for these efforts.

This approach avoids the potential trap of evaluating or determining staffing by the community’s permanent or daytime population (i.e. Officers per 1,000).

As displayed in the previous “Best Management Practices” section, the proactive time levels exceeded 60% for all hours of the day in 2011, with the exception of 1200-2400 hours in Park Ridge. The following table displays a summary of the project team’s analysis⁷.

⁷ See the tables in Appendix A for the complete analysis of staffing, workload and the resulting committed and proactive time levels.

Patrol Proactive Time 2011

Hours of the Day	Montvale	Park Ridge	Woodcliff Lake
0000-0400	88%	81%	91%
0400-0800	88%	80%	91%
0800-1200	64%	48%	78%
1200-1600	63%	39%	74%
1600-2000	60%	38%	68%
2000-2400	76%	58%	79%
Overall Daily	73%	57%	80%

Although the level of proactive time for all three agencies is high throughout the day (with the exception of Park Ridge from 1200-2000 hours) not all work is captured by the CAD system; the project team estimates, based on experience in conducting police department studies throughout the United States, that approximately 20% of workload tasks are not captured by CAD and therefore the proactive time percentages listed above should be to provide a more accurate proactive time level – this equates to overall proactive time levels of 53% for Montvale, 37% for Park Ridge and 60% for Woodcliff Lake.

Notwithstanding the workload levels, each Department should have a minimum number of staff on duty (1 Sergeant and 1 Officer) 24/7 to maintain officer safety and responded to calls for service and also conduct proactive tasks (e.g. drunk driving enforcement, commercial burglary prevention patrol).

One of the benefits of a relatively high amount of proactive time is that it allows Departments the opportunity to provide a significant amount of proactive patrol, positive student interaction during school hours, traffic safety patrol and enforcement, foot patrol in the downtown or shopping areas, attendance a neighborhood or community meetings, and addressing “quality of life” issues/concerns of residents. For example, Park Ridge PD recently engaged in an Officer “baseball card” community program

where if school age children collect all of the Park Ridge Police Officers' cards they become eligible to participate in a drawing for an Apple iPad computer. This program provides motivation for the Officers and children to meet and positively interact with each other when the Officers are out on patrol or at the police station. It is an excellent example of a very positive use of proactive time in a small community that fosters good relationships between the Police Department and residents. Other uses of proactive time include the Woodcliff Lake community policing program where the Borough is divided into nine Sectors and assigned to an Officer. During the year Officers contact households, businesses and houses of worship to ensure their service needs are being meet the people they serve.

Recommendation: Adopt a process to enhance delivery of patrol services during the periods when proactive time is available. Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when proactive time is available during a shift.

3. PERSONNEL STAFFING REQUIREMENTS FOR PATROL.

The table on the next page uses current number of community generated calls for service to calculate the number of Officers required for the call for service workload in 2011. The Patrol staffing level required in the Boroughs is driven by workload level, the need to build in a sufficient amount of "proactive" time for Officers in the field and the minimum staffing needed to provide for the safety of Officers. This analysis utilizes our model with 'benchmark' time elements rather than ones which describe what the Borough Police Departments are doing today.

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Staffing Projections	Montvale	Park Ridge	WC Lake
1. Community Generated Workloads			
Calls for service (one year)	3,690	3,657	3,149
Handling Time – 1 st Unit from Dispatch until Officer clears call	1,943	2,188	1,501
Backup Officers	2,984	3,091	2,284
Number of Reports Written	2,563	2,143	1,812
Total Time for Report Writing @ 45 minutes each	1,922	1,607	1,359
Number of Bookings	124	98	48
Time to Process Bookings @ 1.25 hours each	155	123	60
Total Time Needed to Handle Workload	7,004	7,009	5,204
2. Additional Hours for Preventive Patrol & Officer Initiated Activity			
To Provide 50% Proactive Time Level	7,004	7,009	5,204
To Provide 40% Proactive Time Level	4,670	4,673	3,469
3. Total Time Required for Reactive & Proactive Work			
To Provide a 50% Proactive Time Level	14,009	14,018	10,408
To Provide a 40% Proactive Time Level	11,674	11,681	8,673
4. Availability of Staff			
Annual Paid Work Hours	1,960	1,944	1,944
Leave Hours (vacation, sick, WC, etc.)	329	214	339
Training Hours (on duty only)	75	60	40
Administrative Tasks – 90 min per shift (briefing, breaks, etc.)	130	209	196
Net Hours Worked	1,426	1,461	1,369
5. Officers Required to Handle Workload			
To Provide a 50% Proactive Time Level	9.8	9.6	7.6
To Provide a 40% Proactive Time Level	8.2	8.0	6.3
6. Additional Staff to Account for Attrition & Recruiting/Training			
To Provide a 50% Proactive Time Level	10.3	10.1	8.0
To Provide a 40% Proactive Time Level	8.6	8.4	6.7
7. Additional Staff if a 10 Hour Shift is Used			
To Provide a 50% Proactive Time Level	12.4	12.1	9.6
To Provide a 40% Proactive Time Level	10.3	10.1	8.0

To provide an overall average proactive time level of 50% in 2011, Montvale and Park Ridge needed 10 Officers and Woodcliff Lake needed 8 Officers (this proactive time level will be used later in this report as a recommended target for a consolidated police department). This is a total of 28 Officers – the three separate Departments had a total of 32 Officers assigned to Patrol in 2011, resulting in the higher levels of proactive time (especially during the nighttime hours) noted in the previous section.

Additional staffing was added to account for an average 5% attrition rate

This patrol workload analysis provides police managers with valuable information regarding workload demand when making staffing decisions but these calculations are only one of the items of information needed when determining the total number of staff needed and allocating staff to the different shifts – and, as pointed out in the previous section, these figures should be reviewed and calculated for several years to develop a consistent pattern and a higher level of reliability. Additionally, other factors must also be evaluated by management when determining the number of Patrol Officers needed to effectively and safely provide patrol services. These factors include Officer safety considerations, size and geography of patrol areas (beats), frequency of critical incidents, availability of mutual aid, crime activity, additional (new) tasks required of Patrol, number of new Officers in FTO training, frequency of sending Patrol Officers out of the Borough, additional development planned for the Borough.

An example of this is determining a minimum staffing level for nighttime hours: although the workload level is low and the proactive time level from midnight through 8:00 AM is very high, in the 80% range, a minimum number of two Officers are required (one should be a Sergeant) during these hours, as it is the minimum number to meet

Officer safety needs and to handle the calls that do occur. Any significant calls or critical incidents will require mutual aid.

Targeting a 50% proactive time level is recommended for the three Boroughs as it is sufficient to provide a high level of service to the community. This service level will allow a significant amount of proactive time during the daytime hours and a very high level during the nighttime hours. However, without the consolidation of police services the proactive time during the nighttime hours will not be able to be reduced from the 80% range to 50% as the workload level is very low and will only utilize about 20% of staff time (minimum staffing level of two Officers).

One of the benefits of a consolidated Department is that the nighttime staffing level could be reduced while still providing a high level of service and meeting officer safety needs. Several staff could be redeployed to the daytime hours where the workload is higher and/or provide additional services desired by the community (e.g. additional School Resource Officers, a Traffic Safety Unit).

Recommendation: Each Borough should target an effective use of proactive capability and in consolidation an overall target of 50% proactive time as an important service level goal.

2. REVIEW OF CRIMINAL INVESTIGATIONS PERFORMANCE.

Unlike the calls for service workload performed by patrol services, there is no single quantitative or qualitative approach that can be employed to evaluate investigative workload and staffing requirements. As a result a number of broad indicators to determine the extent to which core investigative staffing and general workload in the Department compares to ranges observed in other departments to determine if the Department is significantly “out of range” as measured by those

indicators. However, the number and depth of follow-up investigations conducted by an agency is also a factor in determining the number of investigators needed by that agency. Additionally, personnel assigned to “Investigations”, particularly in small police agencies, also perform other job tasks in addition to investigation of crimes.

The clearance rate data is shown in the tables below documents the number of crimes that the police departments reported as “cleared by arrest” to the State of New Jersey. The number of violent” crimes (murder, rape, robbery, aggravated assault) is so low the clearance percentage is not meaningful as it will vary significantly from year to year; because of this only the overall percentage of “property” crimes cleared is provided in the following three tables.

UCR Part I Crime Clearances – 2009

Crime	Montvale	Park Ridge	Woodcliff Lake
Homicide	NA	NA	NA
Rape	NA	1	NA
Robbery	1	NA	NA
Aggravated Assault	1	2	2
Burglary	0	4	0
Larceny	4	9	4
Auto Theft	0	1	1
Arson	NA	NA	NA
Total	6	17	7
Property Crimes Cleared %	7.3%	48.3%	12.2%

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UCR Part I Crime Clearances – 2010

Crime	Montvale	Park Ridge	Woodcliff Lake
Homicide	NA	NA	NA
Rape	NA	NA	NA
Robbery	NA	1	1
Aggravated Assault	1	5	NA
Burglary	0	1	0
Larceny	10	5	4
Auto Theft	0	0	0
Arson	NA	NA	NA
Total	11	12	5
Property Crimes Cleared %	18.5%	16.7%	9.3%

UCR Part I Crime Clearances – 2011

Crime	Montvale	Park Ridge	Woodcliff Lake
Homicide	NA	NA	NA
Rape	0	NA	0
Robbery	1	NA	NA
Aggravated Assault	2	1	0
Burglary	0	2	2
Larceny	9	7	3
Auto Theft	0	NA	NA
Arson	NA	NA	NA
Total	12	10	5
Property Crimes Cleared %	25.0%	22.0%	10.9%

The FBI reports that the average national clearance rate for towns with a population under 10,000 is 22.3% for property crimes; this is a reasonable measure that police agencies commonly use to evaluate their performance. As mentioned above, significant conclusions for any one year regarding effectiveness of a police department in clearing crimes cannot be made due to the relatively low number of total crimes committed, however, three or more years of data is generally sufficient to show a trend or a one year anomaly.

In one of the above three years both Montvale and Park Ridge had one year where the property crimes clearance rate varied significantly from the other two years but in 2011 both agencies were close to the national average clearance rate. Woodcliff Lake's clearance rate was near 10% for all three years, about half of the national average. All agencies should establish a goal of meeting or exceeding the average national clearance rate for property crimes each year.

One evaluation measure used by the project team to determine required Investigations staffing in medium to large agencies is one Detective for approximately 450 Part I Offenses. However, small agencies with a low number of crimes committed

still have a need for investigative services. Management should assign responsibilities (investigative follow-up and other tasks) to ensure that the personnel have sufficient work to occupy their time and still perform well in their primary investigative functions. The number of staff assigned should correspond to the investigative workload and other specific duties assigned by management. If one Detective is assigned he/she will need assistance when performing some criminal case follow-up tasks.

Recommendations: Each Borough should formally assign and track the criminal investigations assigned and the results of the investigation (e.g. arrest, unfounded, no further leads, etc.) for each case to provide data on the performance of investigative services (i.e. the clearance rate).

Establish a goal to meet or exceed the national average clearance rate for property crimes.

3. MANAGEMENT AND SUPERVISORY COVERAGE.

The Chief, Captain and Lieutenants provide a proper level of Department leadership, oversight and management of Department operations.

The supervisory ratio for field services is approximately 1 to 1-4, providing a good, but high, level of supervision (a benchmark field Sergeant / Officer ratio is 1 to 6-8). Typically there will be a high Sergeant to Officer ratio in small police departments as sound risk management principles make it imperative that a supervisor be on duty 24/7. Supervisors have collateral duties that require a percentage of their available time for office tasks and administrative duties; this is a normal function of patrol operations in all police departments.

If needed in the future, additional line staff can be added to the agencies without increasing the number of field supervisors.

Recommendation: A minimum of one Sergeant should be assigned to provide supervision on Patrol 24/7.

4. ANALYSIS OF A CONSOLIDATED POLICE DEPARTMENT

This chapter evaluates the resources required, services provided and governance of a consolidated police department. The first step in the process was the development of a series of assumptions to be used in this process.

1. ASSUMPTIONS TO BE USED IN ANALYSIS OF A CONSOLIDATED POLICE DEPARTMENT.

The following table provides the project team’s assumptions regarding the various organizational and operational aspects of a consolidate police department. These assumptions serve as the overall basis to evaluate and analyze the operational structure and costs.

Service Area or Item	Assumption
Overall Assumption	The Boroughs will receive a similar level of service, or higher, as the service level currently provided by the individual police departments.
Service Level Indicators	The current service level indicators will be maintained, some of these are: <ul style="list-style-type: none"> • Respond to emergency calls for service within 3 minutes (travel time only) • Respond to urgent calls for service within 9 minutes (travel time only) • Maintain a clearance rate for crimes that is significantly higher than the National averages. • Maintain up to date disaster response plans. • School resources staff work closely with other Borough, school and community organizations to address issues facing today’s young people.
Sworn Management	One Police Chief and three Captain positions.
Patrol Staffing	The level of sworn patrol coverage will increase by two positions; Officers will continue to work the current schedule – a combined schedule of 10 hour and 12.5 hour shifts. At least one supervisor will be on duty 24/7.
Traffic Enforcement	Maintain current level of service; or provide a higher level of service by creating a Traffic Safety Unit whose primary tasks will be to increase vehicle and pedestrian safety in the Boroughs; work M-F and staffed with 2 Officers.
Investigations	Maintain the current level of investigative services of 1 Sergeant and 3 Detectives.

Service Area or Item	Assumption
School Services	Maintain the current level of school services; or provide a higher level of service by staffing 2 School Resource Officer positions.
Borough Headquarters	Each Borough will keep a headquarters facility in the Borough and staff it with a civilian employee M-F 0800-1700 hours.
Records / Information	The Records Units of the three Boroughs will be consolidated and staffed with existing personnel.
Administrative / Technical Support	There will be a sufficient number of administrative personnel (human resources, finance / payroll, information systems, analysts, legal) based on the number of sworn personnel and necessary administrative work tasks.
Dispatch and Communications	Continuing to contract with the Northwest Bergen Central Dispatch Center for emergency call dispatching and communications services
New Employees	Will be hired as employees of the consolidated police department. Hiring procedures similar to State Civil Service hiring procedures will be adopted by each Borough.
Salary Costs	The average Officer salary of the three Boroughs will be used for new employees.
Benefits Costs	The Boroughs will continue to pay the benefit costs of their current employees, including retiree health benefits, if applicable.
Facility	Evaluate using the Montvale headquarters facility for the consolidated police department; close the other two Borough facilities.
Vehicle, Information Systems and New Equipment Costs	Existing costs associated with vehicle operation (fuel), maintenance and established replacement protocols will be used as well as those same costs associated with information systems equipment.
Any Position Reductions Accomplished Through Attrition	It is important to note that no employees would be laid off and any reductions / changes to staffing will be accomplished through the attrition of personnel. It is likely that the consolidation of the three Police Departments will take several years to implement.

The primary intent of these assumptions is to maintain the current services provided to the Boroughs or increase the level of service.

2. ISSUES RELATED TO THE CONSOLIDATION OF POLICE SERVICES.

This section provides the analysis for establishing a Tri-Borough Police Department, and is organized as follows.

- Current statistics of each community

- Positive and negative aspects of this alternative
- Organizational structure and staffing

The information utilized to design a Police Department was based upon the project team’s experience working with law enforcement agencies and the current structure, organization and services of the three Police Departments.

To provide overall context of the service environment, the following table reflects the resident population, police call for service workload and the 2011 cost of providing police services for each of the three communities.

Demographic and Cost Information

Borough	Population	Square Miles	Sworn Staff	Calls for Service	2011 Police Expenditures	Cost per Resident
Montvale	7,844	4.0	22	3,690	2,150,476	\$ 274
Park Ridge	8,645	2.6	17	3,657	2,156,403	\$ 249
Woodcliff Lake	5,730	3.4	18	3,149	2,088,889	\$ 365
Totals	22,219	10.0	57	10,496	6,395,768	\$ 288

As shown above, the Borough of Montvale represents approximately 35% of total calls for service and crime activity, followed by the Park Ridge at 38%, and the Woodcliff Lake representing 27% of total workload activity. The cost of police services, using the 2011 actual expenditures figure, expressed on a “per resident” basis varies from a low of \$249 in Park Ridge, to \$274 in Montvale, to \$365 in Woodcliff Lake.

(1) Positive Aspects of Consolidation.

- Local control of all law enforcement related services through a Joint Powers Agreement. Each participating agency has equal input and control over the particular entity formed, consolidation of police services.
- Leveraging the combined resources of the three Boroughs to provide residents with the same or higher level of service at a lower cost.
- Lower overall salary cost due to a reduced number of sworn staff.

- Increasing the level of traffic safety services by staffing a dedicated Traffic Safety Unit (if desired by policymakers).
- Montvale, Park Ridge and Woodcliff Lake are adjacent to each other making response time to other which will not result in increases in response time to calls for service.
- Existing partnerships with other law enforcement agencies (e.g., mutual aid) remain intact.
- Cost of dispatch and communications services should remain the same.

(2) Negative Aspects of Consolidation.

- Increased Borough administrative costs associated with the management of a JPA to provide police service. This would not only include a shared resource for recruiting, hiring, labor relations; increased legal costs, but also creates another level of administration to conduct the function of “Borough business” as it applies to the JPA.
- Once agencies enter into a JPA for consolidated police services, termination of that agreement and the re-creation of separate organization can be a time consuming and costly venture.
- Significant staff work would be required at the political and Borough executive level to migrate from a Borough PD to JPA or similar governance model of the combined police department.
- Costs associated with uniform and personal equipment for Department personnel, Department general accessory equipment, and training equipment is a cost factor.
- Future costs associated with merging or establishing a combined Records Management System (RMS).
- For this Tri-Borough model additional facility space might be necessary to support administrative and central support services. Existing police facilities can be used as sub-stations for customer service during normal business hours.

The following sections show two consolidation service delivery options for consideration by policy makers:

- **Option 1** shows the estimated resources and costs required for a consolidated Department using the same Officer staffing level (32 Officers) and the necessary supervisory and command staffing level to provide services, and passes all net

consolidation cost reductions back to the communities for other uses or to reduce taxes.

- **Option 2** shows the estimated resources and costs required to provide the current level of service, using the project teams' benchmark' time elements, and passes all net consolidation cost reductions back to the communities for other uses or to reduce taxes.
- **Option 3** shows the estimated resources and costs required to provide a higher level of service – by investing some net consolidation cost reductions into additional services in the form of traffic safety and schools, and also passes some of the consolidation cost reductions back to the communities for other uses or to reduce taxes.

Following these sections, the estimated transition and operating costs of forming a consolidated Police Department will be discussed.

3. OPTION 1 – USING THE SAME PATROL OFFICER STAFFING LEVEL TO PROVIDE POLICE SERVICES IN A CONSOLIDATED POLICE DEPARTMENT.

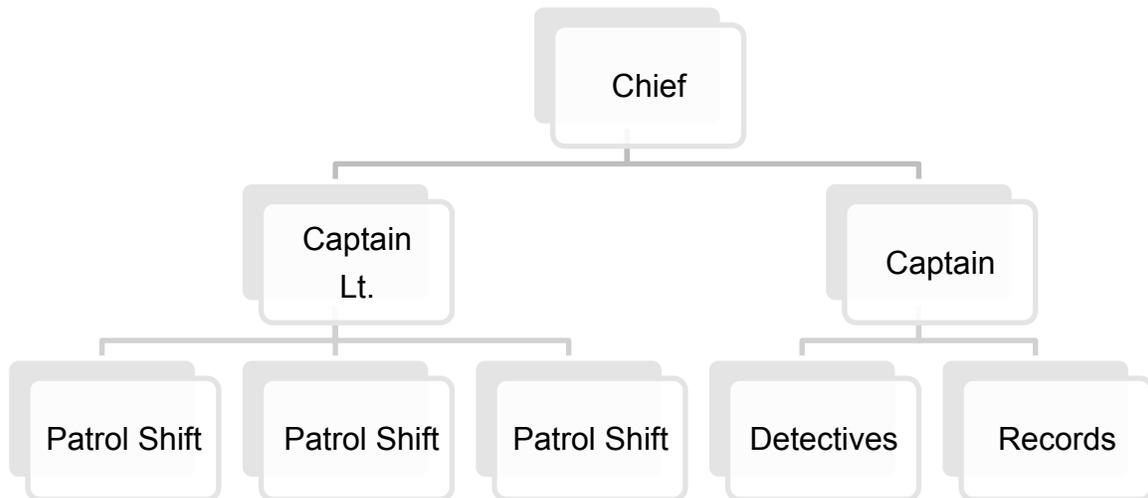
This Option uses the current Patrol Officer staffing level of the three Borough PDs in a consolidated PD and only reduces supervisory and management staffing positions where appropriate. This Option will provide, at a minimum, the same level of service but very likely a higher level of service to the communities – due to the greater efficiency of a combined workforce and being able to effectively respond to multiple calls for service that occur anywhere in the three Boroughs.

As mentioned above, this Option passes all net consolidation cost reductions back to the communities for other uses or to reduce taxes.

(1) Organizational Structure and Staffing.

The following table shows the basic organization of a consolidated Police Department of 49 staff – 46 sworn and 3 civilians.

The chart shown below is for a Department with 8 hour patrol shifts but 12 hour shifts are optional. Detailed work schedules for both shifts (the same one as currently used) are also provided to show a sample monthly work schedule of Patrol Staff.



The recommended Police Department organization and staffing for the major work units is as follows:

- **Office of the Chief – 1 Sworn Staff**
- **Administration – 5 Sworn Staff, 3 Civilian Staff**
 - Captain (1)
 - Detective Sergeant (1)
 - Detectives (3)
 - Records, Civilian Support Staff (3)
- **Patrol Services – 40 Sworn Staff**
 - Captain (1)
 - Lieutenant (1)
 - 8 Hour Shifts:
 - Day / Afternoon Shifts: 2 Sergeants, 12 Officers (per shift)
 - Midnight Shift: 2 Sergeants, 8 Officers
 - 12 Hour Shifts:
 - Day Shift - 3 Sergeants, 20 Officers
 - Midnight Shift: 3 Sergeants, 12 Officers

The project team created sample work schedules for both the 8 hour and 12 hour work schedules currently used by Montvale (12 hour), Park Ridge (8 hour) and Woodcliff Lake (8 hour), using the current Patrol staffing level. These schedules can be found on the following pages.

The first table shows the authorized and actual staffing levels for the 8 hour schedule (4 days on followed by 2 days off) for 2 Sergeants and 12 Officers, applicable for both dayshift (0800-1600 hours) and swing shift (1600-2400 hours).

This first deployment schedule has an authorized staffing level of 9 to 10 each shift and an average actual staffing level of 7.4 to 8.2 staff per shift (based on the actual average leave hours usage in 2011). Training, enforcement projects or targeted tasks could be scheduled on the days when a higher number of staff are working while still providing sufficient coverage for the average workload.

The second table illustrates the 8 hour night shift of 2 Sergeants and 8 Officers. This deployment schedule has between 6 and 8 staff scheduled for each shift and an average actual staffing level of 4.9 to 6.6 staff working each shift.

The third and fourth tables show 12 Hour Shift deployment schedules for dayshift (0630-1830 hours) and night shift (1830-0630 hours). The third schedule illustrates the 12 hour day shift schedule for 3 Sergeants and 18 Officers.

The fourth schedule is for the 12 hour night shift schedule for 3 Sergeants and 14 Officers. This deployment schedule has 8-9 staff scheduled each shift and an average actual staffing level of 6.6 to 7.4 staff working each shift.

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Dayshift (-800-1600) and Evening Shift (1600-2400) Deployment Schedule – Authorized Staffing and Actual Staffing Levels

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Sergeant 1	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Sergeant 2				1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1
Officer 1	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 2	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 3	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 4	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 5			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 6			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 7			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 8			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 9	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Officer 10	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Officer 11	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Officer 12	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Authorized	9	9	9	10																											
Actual	7.4	7.4	7.4	8.2	7.4	7.4	8.2	7.4	7.4	8.2	7.4	7.4	8.2	7.4	7.4	8.2	7.4	7.4	8.2	7.4	7.4	8.2	7.4	7.4	8.2	7.4	7.4	8.2	7.4	7.4	8.2

BOROUGHES OF MONTVALE, PARK RIDGE AND WOODCLIFF LAKE, NEW JERSEY
Police Department Consolidation Feasibility Study

Night Shift Deployment Schedule (2400-0800) – Authorized Staffing and Actual Staffing Levels

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Sergeant 1	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Sergeant 2				1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1
Officer 1	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 2	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 3	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 4			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 5			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 6			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 7	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Officer 8	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Authorized	6	6	7	8	6	6	7	6	7	8	6	6	7	6	7	8	6	6	7	6	7	8	6	6	7	6	7	8	6	6	7
Actual	4.9	4.9	5.7	6.6	4.9	4.9	5.7	4.9	5.7	6.6	4.9	4.9	5.7	4.9	5.7	6.6	4.9	4.9	5.7	4.9	5.7	6.6	4.9	4.9	5.7	4.9	5.7	6.6	4.9	4.9	5.7

BOROUGHES OF MONTVALE, PARK RIDGE AND WOODCLIFF LAKE, NEW JERSEY
Police Department Consolidation Feasibility Study

Dayshift Deployment Schedule (0630-1830) – Authorized Staffing and Actual Staffing Levels

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Sergeant 1	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Sergeant 2		1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Sergeant 3			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 1	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 2	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 3	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 4	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 5	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 6	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 7	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 8	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 9	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 10			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 11			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 12			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 13			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 14			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 15			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 16			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 17			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 18			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Authorized	10	11	11	10	10	10	11	11	10	10	11	11	11	10	10	11	11	10	10	10	11	11	10	10	11	11	11	10	10	11	10
Actual	8.2	9.0	9.0	8.2	8.2	8.2	9.0	9.0	8.2	8.2	9.0	9.0	9.0	8.2	8.2	9.0	9.0	8.2	8.2	8.2	9.0	9.0	8.2	8.2	9.0	9.0	9.0	8.2	8.2	9.0	8.2

BOROUGHES OF MONTVALE, PARK RIDGE AND WOODCLIFF LAKE, NEW JERSEY
Police Department Consolidation Feasibility Study

Night Shift Deployment Schedule (1830-0630) – Authorized Staffing and Actual Staffing Levels

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
Sergeant 1	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Sergeant 2		1	1				1	1			1	1	1			1	1				1	1			1	1	1			1		
Sergeant 3			1	1				1	1			1	1	1			1	1					1	1			1	1	1			1
Officer 1	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 2	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 3	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 4	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 5	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 6	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 7	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 8			1	1				1	1			1	1	1			1	1					1	1			1	1	1			1
Officer 9			1	1				1	1			1	1	1			1	1					1	1			1	1	1			1
Officer 10			1	1				1	1			1	1	1			1	1					1	1			1	1	1			1
Officer 11			1	1				1	1			1	1	1			1	1					1	1			1	1	1			1
Officer 12			1	1				1	1			1	1	1			1	1					1	1			1	1	1			1
Officer 13			1	1				1	1			1	1	1			1	1					1	1			1	1	1			1
Officer 14			1	1				1	1			1	1	1			1	1					1	1			1	1	1			1
Authorized	8	9	9	8	8	8	9	9	8	8	9	9	9	8	8	9	9	8	8	8	9	9	8	8	9	9	9	9	8	8	9	8
Actual	6.6	7.4	7.4	6.6	6.6	6.6	7.4	7.4	6.6	6.6	7.4	7.4	7.4	6.6	6.6	7.4	7.4	6.6	6.6	6.6	7.4	7.4	6.6	6.6	7.4	7.4	7.4	6.6	6.6	7.4	6.6	

Civilian support staff will be needed to initially staff each of the three police facilities during normal business hours during the transition period to a consolidated Department. After this transition is complete the Tri-Borough Police Department should operate out of one police facility. The current Departments fund 3.0 civilian positions (two full time and two ½ time positions) and this staffing level was used in this Option.

The following table provides a list of staff positions for the combined Police Department and a summary of their job tasks.

Service Area	# of Personnel	Staffing Approach / General Functions
Sworn Management Staffing	1 Chief 2 Captains 1 Lieutenant	The Chief provides overall leadership, direction and management of the Department and has a significant role in daily operations; the Captains are assigned to manage a major work unit and provide general support to the Chief. One Lieutenant assists the Patrol Captain in daily operations (working afternoon shift hours) and has direct oversight of the afternoon shift and midnight shift.
Patrol Staffing	6 Sergeants 32 Officers	Based on the needed staffing to handle community generated calls for service as well as the time requirements necessary for proactive duties (i.e., directed patrol, quality of life issues, etc.) and a targeted overall average 50% proactive time level.
Investigations	1 Sergeant 3 Detectives	Tasks include investigation of cases referred to investigations, persons and property; investigate all of the cases that are related to juvenile offenders (both person and property crimes) child abuse, sexual assault crimes; sex/drug registrant audits; liaison with Prosecutor on criminal cases, conduct crime trend analysis to provide information for proactive approach to preventing and reducing crime.
Records / Information	3 Civilian Staff	Tasks include: provide front counter services to the public M-F 8-5, data entry of reports, citations, other information into RMS and other records and information systems, process Department warrants, process/distribute subpoenas to Officers, provide fingerprinting services to the public, respond to requests for information/reports and other miscellaneous clerical/records related tasks.
Total	49 Full Time	

As shown above, the number of staffing in this Option for a combined Tri-Borough Police Department is 49 full-time positions (including 46 sworn positions). This is a reduction of 11 authorized sworn positions (2 of the positions are currently vacant) – 2 Chiefs, 1 Captain, 3 Lieutenants and 5 Sergeants. Any reduction in positions should be accomplished through attrition during the several years it may take for a transition to be fully implemented. At the historical average annual rate of approximately 5% this equals approximately three positions each year, four positions in the first year due to the vacant Captain’s position in Montvale. It would take five years to realize a reduction of 16 positions – a projected attrition table is provided later in this report.

The following section shows the estimated personnel and employee benefit costs in a consolidated Tri-Borough Police Department.

(3) Personnel Salaries and Benefit Costs.

Based upon the organizational structure and personnel requirements described above, the following table shows the estimated annual salary cost of each position as well as the total estimated cost for all positions in a consolidated Police Department. The salaries are taken from the table earlier in this report.

Estimated Salary Cost in a Consolidated Department

Personnel Classification	Estimated Annual Cost	# of Positions	Total Salary
Police Chief	165,925	1	165,925
Captain	151,641	2	303,283
Lieutenant	128,711	1	137,961
Sergeant	119,683	7	882,005
Officer	95,184	35	3,331,444
Civilian Admin. Assistant	52,000	3	156,000
Sub-Total		49	4,976,617
Overtime (7% of salary)			348,363
Total			5,324,980

As shown above, the annual salary and overtime cost for 49 full-time personnel is approximately \$5.3 million annually.

The 2011 the actual cost of overtime was \$308,270, approximately 5.5% of regular salary. It is likely that overtime costs would be reduced in a consolidated Department as the number of staff on duty each shift is higher than the minimum required, reducing the need for backfill OT when an Officer is off on leave. However, to provide a conservative estimate for the costs of a consolidated PD an OT cost of 7% of regular salary was used as 5.5% of salary is at the lower end of the range commonly seen by the project team in other studies of law enforcement agencies throughout the United States.

Although the benefits cost for employees is not included in the PD budget, the Boroughs would realize savings in benefit costs as there would be 11 fewer employees in a consolidated Department. The current average benefit cost is \$53,955 for a sworn employee, but as mentioned earlier in this report the savings in benefit costs will be reduced by \$5,396, or 10%, per employee (because the estimated benefit costs of employees in a consolidated PD will be higher). This calculation is shown in the table below.

	Benefits Cost	Fewer Sworn Employees	Savings
Current Cost	53,955	11	593,505
Deduct from Savings (higher estimated cost in a consolidated PD)	(5,396)	11	(59,351)
Net Estimated Savings for Boroughs	48,560	11	534,155

The three Boroughs will save an estimated \$534,155 in benefits cost in this staffing Option.

The following table shows the total estimated annual savings in personnel cost compared to the current three separate Police Departments.

Estimated Salary and Benefit Cost Savings of Option 1

	2011 Budgeted Expense	2011 Actual Expense
3 Police Departments Salary Cost	6,361,850	5,766,845
3 Police Departments OT	402,377	308,270
Total Personnel Cost	6,764,227	6,075,115
		2012 Expenditures
Tri-Borough Police Department Salary Cost		4,976,617
Tri-Borough Police Departments OT		348,363
Total Personnel Cost		5,324,980
Personnel Salary Savings		750,135
Average Benefit Cost Savings		534,155
Total Cost Savings		1,284,289

The above table presents a conservative estimate as it is comparing 2011 (the most recent year available) actual expenditures to 2012 salary and benefits cost (the savings would be increased assuming the actual expenditures in 2012 were higher than 2011).

The estimated salary and benefits cost savings of a consolidated Tri-Borough Police Department in this Option is approximately \$1.28 million.

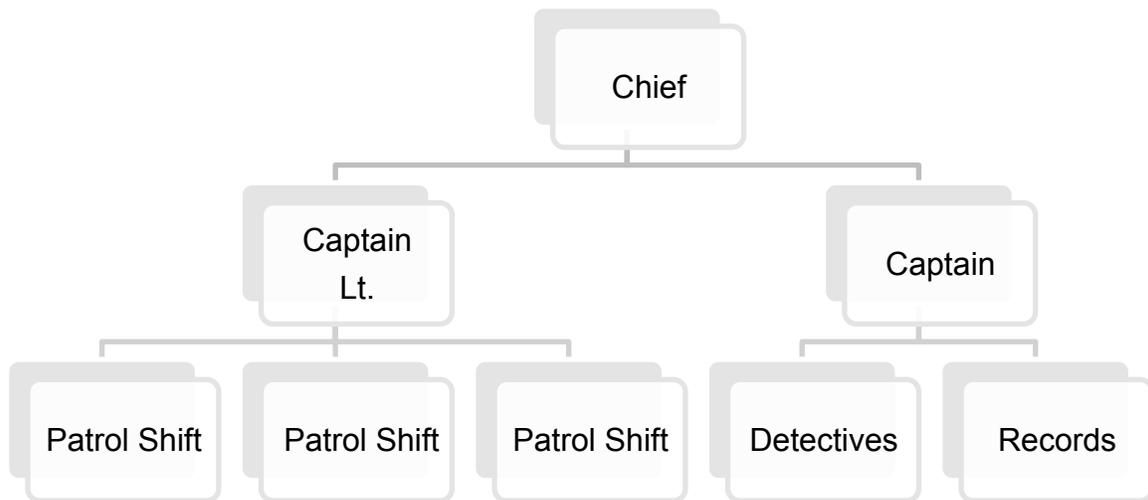
4. OPTION 2 – PROVIDING THE CURRENT LEVEL OF SERVICE WITH A CONSOLIDATED POLICE DEPARTMENT.

This Option shows the estimated resources and costs required to provide the current level of service using the project teams’ benchmark’ time elements, and passes all net consolidation cost reductions back to the communities for other uses or to reduce taxes. This requires a total of 46 employees – 42 sworn and 4 civilians.

(1) Organizational Structure and Staffing.

The following shows the basic organization chart for a combined Police Department of 46 staff – 42 sworn and 4 civilians. Although the overall staffing level is lower than the current combined total of the three Police Departments the Patrol workforce fielded by the consolidated entity is equal to or greater than is currently being provided to each community due to the greater efficiency of a combined workforce patrolling a smaller community with a relatively low workload.

The chart shown below is for a Department with 8 hour patrol shifts but 12 hour shifts are optional. Detailed work schedules for both shifts (the same one as currently used) are also provided to show a sample monthly work schedule of Patrol Staff.



The recommended Police Department organization and staffing for the major work units is as follows:

- **Office of the Chief – 1 Sworn Staff**
- **Administration – 5 Sworn Staff, 4 Civilian Staff**
Captain (1)

Detective Sergeant (1)
 Detectives (3)
 Records, Civilian Support Staff (4)

- **Patrol Services – 36 Sworn Staff**

Captain (1)
 Lieutenant (1)
 8 Hour Shifts: Day / Afternoon Shifts: 2 Sergeants, 10 Officers (per shift)
 Midnight Shift: 2 Sergeants, 8 Officers

 12 Hour Shifts: Day Shift - 3 Sergeants, 16 Officers
 Midnight Shift: 3 Sergeants, 12 Officers

Patrol calculations are based on targeting an overall average 50% proactive time level. The methodology to determine the number of Patrol staff is listed in the following tables. The first table calculates the number of Officers needed to staff 4 Officer positions each hour of the day.

Patrol Officer Staffing Part I – 4 Officers 24 / 7

Officer Positions 24/7	Hours	# of Positions
Hours Required to Fill One 24 Hour Shift (24 x 365)	8,760	
Leave Hours /employee	330	
Training Hours / Employee	50	
1,944 Net Hours / Employee	1,564	
Staff Required to Fill One 24 Hour Position	5.6	
Number of Positions to Staff		4
Sub-Total Staff		22.4
Attrition @ 5% (additional staff needed)		1.1
Officer Positions		23.5

A total of 23 Officer positions are needed to staff 4 positions each hour of the day to provide patrol services in the three communities. Due to additional workload and opportunities for community policing projects that can be accomplished during the daytime hours, the project team recommends one additional Officer position be staffed

for 16 hours of the day (dayshift and afternoon shift). The following table shows the calculation for this additional position.

Patrol Officer Staffing Part II – Additional Staff for Dayshift and Afternoon Shift (16 Hours)

Additional Officer Position	Hours	# of Positions
Hours Required to Fill One Position 16 Hours / Day	5,840	
Leave Hours /employee (66% of regular)	218	
Training Hours / Employee	50	
1,944 Net Hours / Employee	1,676	
Staff Required to Fill One Position	3.5	
Number of Positions to Staff		1
Sub-Total Staff		3.5
Attrition @ 5% (additional staff needed)		0.2
Officer Positions		3.7

A total of 28 Officer positions (rounding up) are needed to staff the three Patrol shifts. A reasonable deployment would have 10 Officers each on dayshift and afternoon shift and 8 Officers on midnight shift.

The project team recommends one Sergeant be on duty 24/7 to provide shift supervision also respond to calls for service as needed.

Patrol Sergeant Staffing – 1 Sergeant 24 / 7

Sergeant Position	Hours	# of Positions
Hours Required to Fill One 24 Hour Shift (24 x 365)	8,760	
Leave Hours /employee	330	
Training Hours / Employee	50	
1,944 Net Hours / Employee	1,564	
Staff Required to Fill One 24 Hour Position	5.6	
Number of Positions to Staff		1
Sub-Total Staff		5.6
Attrition @ 5% (additional staff needed)		0.3
Sergeant Positions		5.9

A total of 5.9 Sergeants are needed to staff one position 24/7, requiring 6 Sergeants for the three Patrol shifts – 2 per shift. Even with a staffing level of two Sergeants per shift there will be times when both Sergeants will be off – when this

occurs the project team recommends the Police Department continue the current practice of designating an Officer as the shift supervisor.

Based on these calculations, a total of 34 staff (6 Sergeants and 28 Officers) is required to provide a high level of patrol services. Currently, there are 43 authorized positions in Patrol in the three Boroughs – 11 Sergeants and 32 Officers. The reduction in staffing results from the efficiency of a consolidated department – the staff required to serve the 22,000 residents and 10 square miles in the three Boroughs is less than the combined total of staff required to serve the population and area of each Borough individually.

One example of this efficiency: currently each Borough PD staffs 2.3 to 4.0 personnel (a total of 9.2 personnel) from midnight to 0800 hours, even though the number of calls for service and other activity is very low. This staffing level is based on the need to meet basic officer safety requirements of two personnel (one Sergeant and one Officer) 24/7 irrespective of the workload; which is common in small police departments during many hours of the day. These personnel only handle an average of 4-6 calls for service during these 8 hours (1-2 calls in each Borough) and this low workload could easily be handled by fewer personnel. A consolidated Tri-Borough police department would be able to operate more efficiently by having fewer personnel on duty who could handle the combined workload of the three Boroughs while still operating safely and providing a high service level.

The project team developed the following sample work schedules showing the deployment of Sergeants and Officers over a one month period.

The sample work schedules contained in the following pages show both the 8 hour and 12 hour work schedules currently used by Montvale (12 hour), Park Ridge (8 hour) and Woodcliff Lake (8 hour), using the suggested Option 2 staffing levels for Patrol in a consolidated Trii-Borough Police Department.

The first table shows the authorized and actual staffing levels for the 8 hour schedule (4 days on followed by 2 days off) for 2 Sergeants and 10 Officers, applicable for both dayshift (0800-1600 hours) and swing shift (1600-2400 hours). This deployment schedule has an authorized staffing level of 7 to 9 each shift and an average actual staffing level of 5.7 to 7.4 staff per shift (based on the actual average leave hours usage in 2011).

The second table illustrates the schedule for the 8 hour night shift of 2 Sergeants and 8 Officers. This deployment schedule has between 5 and 8 staff scheduled for each shift and an average actual staffing level of 4.1 to 6.6 staff working each shift.

The third and fourth tables show 12 Hour Shift deployment schedules for dayshift (0630-1830 hours) and night shift (1830-0630 hours). The third schedule is for the 12 hour day shift schedule for 3 Sergeants and 16 Officers. This deployment schedule has an authorized staffing level of 9 to 10 each shift and an average actual staffing level of 7.4 to 8.2 staff per shift, based on the actual average leave hours usage in 2011.

The fourth schedule is for the 12 hour night shift schedule for 3 Sergeants and 12 Officers. This deployment schedule has 7 - 8 staff scheduled each shift and an average actual staffing level of 5.7 – 6.6 staff working each shift.

BOROUGHES OF MONTVALE, PARK RIDGE AND WOODCLIFF LAKE, NEW JERSEY
Police Department Consolidation Feasibility Study

Dayshift (0800-1600) and Evening Shift (1600-2400) Deployment Schedule – Authorized Staffing and Actual Staffing Levels

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Sergeant 1	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Sergeant 2				1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1
Officer 1	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 2	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 3	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 4	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 5			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 6			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 7			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 8	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Officer 9	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Officer 10	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Authorized	8	8	8	9	7	7	9	8	8	9	7	7	9	8	8	9	7	7	9	8	8	9	7	7	9	8	8	9	7	7	9
Actual	6.6	6.6	6.6	7.4	5.7	5.7	7.4	6.6	6.6	7.4	5.7	5.7	7.4	6.6	6.6	7.4	5.7	5.7	7.4	6.6	6.6	7.4	5.7	5.7	7.4	6.6	6.6	7.4	5.7	5.7	7.4

Night Shift Deployment Schedule (2400-0800) – Authorized Staffing and Actual Staffing Levels

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Sergeant 1	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Sergeant 2				1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1
Officer 1	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 2	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 3	1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1
Officer 4			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 5			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 6			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1	
Officer 7	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Officer 8	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1	1			1	1	1
Authorized	6	6	7	8	6	6	7	6	7	8	6	6	7	6	7	8	6	6	7	6	7	8	6	6	7	6	7	8	6	6	7
Actual	4.9	4.9	5.7	6.6	4.9	4.9	5.7	4.9	5.7	6.6	4.9	4.9	5.7	4.9	5.7	6.6	4.9	4.9	5.7	4.9	5.7	6.6	4.9	4.9	5.7	4.9	5.7	6.6	4.9	4.9	5.7

BOROUGHES OF MONTVALE, PARK RIDGE AND WOODCLIFF LAKE, NEW JERSEY
Police Department Consolidation Feasibility Study

Dayshift Deployment Schedule (0630-1830) – Authorized Staffing and Actual Staffing Levels

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
Sergeant 1	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Sergeant 2		1	1				1	1			1	1	1			1	1				1	1			1	1	1			1		
Sergeant 3			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Officer 1	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 2	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 3	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 4	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 5	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 6	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 7	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 8	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1		
Officer 9			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Officer 10			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Officer 11			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Officer 12			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Officer 13			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Officer 14			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Officer 15			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Officer 16			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Authorized	9	10	10	9	9	9	10	10	9	9	10	10	10	9	9	10	10	9	9	9	10	10	9	9	10	10	10	10	9	9	10	9
Actual	7.4	8.2	8.2	7.4	7.4	7.4	8.2	8.2	7.4	7.4	8.2	8.2	8.2	7.4	7.4	8.2	8.2	7.4	7.4	7.4	8.2	8.2	7.4	7.4	8.2	8.2	8.2	7.4	7.4	8.2	7.4	

BOROUGHES OF MONTVALE, PARK RIDGE AND WOODCLIFF LAKE, NEW JERSEY
Police Department Consolidation Feasibility Study

Night Shift Deployment Schedule (1830-0630) – Authorized Staffing and Actual Staffing Levels

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Sergeant 1	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Sergeant 2		1	1				1	1			1	1	1			1	1				1	1			1	1	1			1	
Sergeant 3			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 1	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 2	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 3	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 4	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 5	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 6	1	1			1	1	1			1	1				1	1			1	1	1			1	1				1	1	
Officer 7			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 8			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 9			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 10			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 11			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Officer 12			1	1				1	1			1	1	1			1	1				1	1			1	1	1			1
Authorized	7	8	8	7	7	7	8	8	7	7	8	8	8	7	7	8	8	7	7	7	8	8	7	7	8	8	8	7	7	8	7
Actual	5.7	6.6	6.6	5.7	5.7	5.7	6.6	6.6	5.7	5.7	6.6	6.6	6.6	5.7	5.7	6.6	6.6	5.7	5.7	5.7	6.6	6.6	5.7	5.7	6.6	6.6	6.6	5.7	5.7	6.6	5.7

Civilian support staff will be needed to initially staff each of the three police facilities during normal business hours during the transition to a consolidated Department. After this transition is complete the Tri-Borough Police Department should operate out of one police facility. The current Departments fund 3.0 civilian positions (two full time and two ½ time positions) but 4 full time positions will reasonably be needed, especially at the beginning of the consolidation efforts. In addition to consolidation tasks, which will take several years to fully accomplish, civilian staff will be required to conduct the written criminal reports and other paperwork processing, data entry, Records Management System amalgamation and coordination, criminal computer information systems coordination and management, and handling internal/external information requests, etc.

The following table provides a list of staff positions for the combined Police Department and a summary of their job tasks.

Service Area	# of Personnel	Staffing Approach / General Functions
Sworn Management Staffing	1 Chief 2 Captains 1 Lieutenant	The Chief provides overall leadership, direction and management of the Department and has a significant role in daily operations; the Captains are assigned to manage a major work unit and provide general support to the Chief. One Lieutenant assists the Patrol Captain in daily operations (working afternoon shift hours) and has direct oversight of the afternoon shift and midnight shift.
Patrol Staffing	6 Sergeants 28 Officers	Based on the needed staffing to handle community generated calls for service as well as the time requirements necessary for proactive duties (i.e., directed patrol, quality of life issues, etc.) and a targeted overall average 50% proactive time level.

Service Area	# of Personnel	Staffing Approach / General Functions
Investigations	1 Sergeant 3 Detectives	Tasks include investigation of cases referred to investigations, persons and property; investigate all of the cases that are related to juvenile offenders (both person and property crimes) child abuse, sexual assault crimes; sex/drug registrant audits; liaison with Prosecutor on criminal cases, conduct crime trend analysis to provide information for proactive approach to preventing and reducing crime.
Records / Information	4 Civilian Staff	Tasks include: provide front counter services to the public M-F 8-5, data entry of reports, citations, other information into RMS and other records and information systems, process Department warrants, process/distribute subpoenas to Officers, provide fingerprinting services to the public, respond to requests for information/reports and other miscellaneous clerical/records related tasks.
Total	46 Full Time	

As shown above, the number of staffing estimated for a combined Tri-Borough Police Department is 46 full-time positions (including 41 sworn positions). This is a net reduction of 14 positions – an increase of 1 civilian position and a decrease of 15 sworn positions (2 Chiefs, 1 Captain, 3 Lieutenants, 5 Sergeants, 4 Officers) compared to the current authorized staffing of the three separate Police Departments.

Any reduction in staff should be accomplished through attrition during the several years it may take for a transition to be fully implemented. At the historical average annual rate of approximately 5% this equals approximately three positions each year, four positions in the first year due to the vacant Captain’s position in Montvale. It would take five years to realize a reduction of 15 sworn positions.

The following section shows the estimated savings in personnel and employee benefit costs in a consolidated Tri-Borough Police Department.

(3) Personnel Salaries and Benefit Costs.

Based upon the organizational structure and personnel requirements described above, the project team developed estimated salary costs for a consolidated Police Department. The salaries for each position were developed by averaging the 2012 salaries in each Department for Police Officer positions (including longevity pay, educational incentive, etc.); the highest salary figures were used for the other sworn positions. The following table shows the estimated annual salary cost of each position as well as the total estimated cost for all positions in a consolidated Police Department.

Estimated Salary Cost – Option 2

Personnel Classification	Estimated Annual Salary	# of Positions	Total Salary
Police Chief	165,925	1	165,925
Captain	151,642	2	303,283
Lieutenant	137,961	1	137,961
Sergeant	126,001	7	882,005
Officer	95,184	31	2,950,707
Civilian Admin. Assistant	52,000	4	208,000
Sub-Total		46	4,647,880
Overtime (7% of salary)			325,352
Total			4,973,232

As shown above, the annual salary and overtime cost for 45 full-time personnel is approximately \$4.97 Million annually.

The 2011 the actual cost of overtime was \$308,270, approximately 5.5% of regular salary. It is likely that overtime costs would be reduced in a consolidated Department as the number of staff on duty each shift is higher than the minimum required, reducing the need for backfill OT when an Officer is off on leave. However, to provide a conservative estimate for the costs of a consolidated PD an OT cost of 7% of regular salary was used as 5.5% of salary is at the lower end of the range commonly

seen by the project team in other studies of law enforcement agencies throughout the United States.

Although the benefits cost for employees is not included in the PD budget, the Boroughs would realize savings in benefit costs as there would be 14 fewer employees in a consolidated Department (15 fewer sworn but 1 additional civilian position). The current average benefit cost is \$53,955 for a sworn employee (significantly less for a civilian employee), but as mentioned earlier in this report the savings in benefit costs will be reduced by \$5,396, or 10%, per employee (because the estimated benefit costs of employees in a consolidated PD will be higher). This calculation is shown in the table below.

	Benefits Cost	Fewer Sworn Employees	Savings
Current Cost	53,955	14	755,370
Deduct from Savings (higher estimated cost in a consolidated PD)	(5,396)	14	75,537
Net Estimated Savings for Boroughs	48,560	14	679,833

The three Boroughs will save an estimated \$679,833 in benefits cost using this staffing Option.

The following table shows the total estimated annual savings in personnel cost compared to the current three separate Police Departments.

Estimated Salary and Benefit Cost Savings – Option 2

	2011 Budgeted Expense	2011 Actual Expense
3 Police Departments Salary Cost	6,361,850	5,766,845
3 Police Departments OT	402,377	308,270
Total Personnel Cost	6,764,227	6,075,115
		2012 Expenditures
Tri-Borough Police Department Salary Cost		4,647,880
Tri-Borough Police Departments OT		325,352
Total Personnel Cost		4,973,232
Personnel Salary Savings		1,101,883
Average Benefit Cost Savings		679,833
Total Cost Savings		1,781,716

The above table presents a conservative estimate as it is comparing 2011 (the most recent year available) actual expenditures to 2012 salary and benefits cost (the savings would be increased assuming the actual expenditures in 2012 were higher than 2011).

The estimated salary and benefits cost savings of a consolidated Tri-Borough Police Department is approximately \$1.78 million.

5. OPTION 3 – PROVIDES THE CURRENT LEVEL OF PATROL SERVICES AND ADDITIONAL TRAFFIC AND COMMUNITY SAFETY SERVICES.

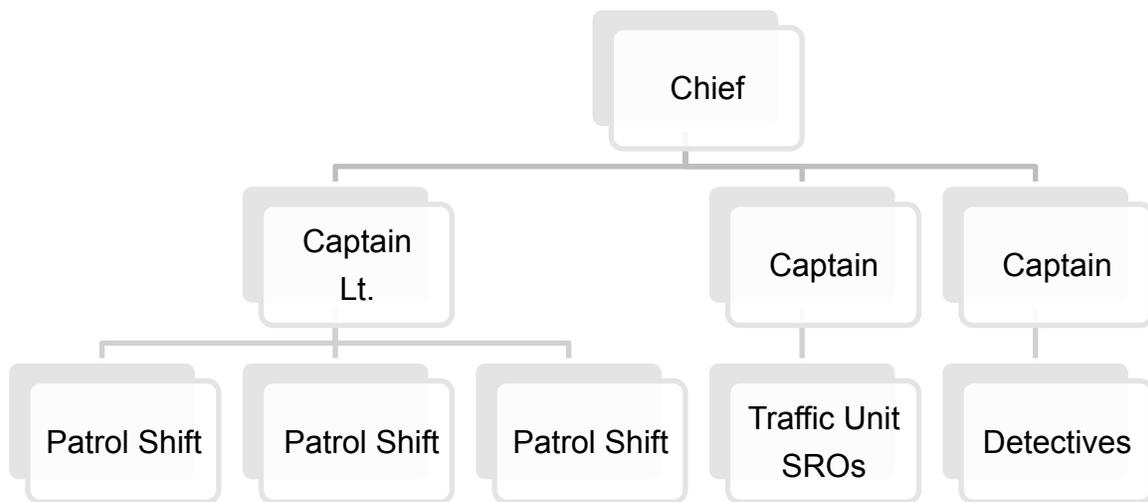
This Option provides the same level of current police services to the communities but also shows the estimated resources and costs required to provide new services – this is accomplished by investing some of the consolidation cost reductions into additional services in the form of traffic safety and schools, and this Option also passes some of the consolidation cost reductions back to the communities for other uses or to reduce taxes. To achieve this increased level of service a total of 51 personnel are

needed (47 sworn and 4 civilians); this is an additional 5 sworn personnel, above the Option 2 staffing level (1 Captain and 4 Officers).

(1) Organizational Structure and Staffing.

The following shows the basic organization chart for a combined Police Department of 47 sworn staff and 4 civilian staff. Although the overall staffing level is lower than the current combined total of the three Police Departments the Patrol workforce fielded by the consolidated entity is equal to or greater than is currently being provided to each community due to the greater efficiency of a combined workforce patrolling a smaller community with a relatively low workload.

The chart shown below is for a Department with 8 hour patrol shifts but 12 hour shifts are optional. Detailed work schedules for both shifts are the same as provided in Option 2 (28 Patrol Staff) so will not be repeated in this section.



The recommended Police Department organization and staffing for the major work units is as follows:

primary role would be to manage this work unit but it is anticipated that this will require less than 50% of his/her time; the remaining hours can be dedicated to other administrative and management tasks, succession planning, management of training for the entire Department and assisting the Chief with special projects.

The following table provides a list of staff positions for the combined Police Department and a summary of their job tasks, including the six additional personnel.

Service Area	# of Personnel	Staffing Approach / General Functions
Sworn Management Staffing	1 Chief 3 Captains 1 Lieutenant	The Chief provides overall leadership, direction and management of the Department and has a significant role in daily operations; the Captains are assigned to manage a major work unit and provide general support to the Chief. One Lieutenant assists the Patrol Captain in daily operations (working afternoon shift hours) and has direct oversight of the afternoon shift and midnight shift.
Patrol Staffing	6 Sergeants 28 Officers	Based on the needed staffing to handle community generated calls for service as well as the time requirements necessary for proactive duties (i.e., directed patrol, quality of life issues, etc.) and a targeted overall average 50% proactive time level.
Traffic Safety Unit	2 Officers	Primary responsibility is to enforce traffic laws. Other tasks include accident investigations when on duty, including responding to major accidents on an on call basis; support of patrol functions as required. Research grant funding and monitor traffic grants and traffic related programs.
School Services	2 School Resource Officers	Assigned primarily to provide a positive police presence, handles calls for service at the schools whenever possible, makes educational presentations to school classes, works with the school personnel to answer questions, provide information and be a resource to staff, coordinates and provides police presence at all special events. Coordinates education and drug prevention programs to schools, provides support for teachers, students and parents.

Service Area	# of Personnel	Staffing Approach / General Functions
Investigations	1 Sergeant 3 Detectives	Tasks include investigation of cases referred to investigations, persons and property; investigate all of the cases that are related to juvenile offenders (both person and property crimes) child abuse, sexual assault crimes; sex/drug registrant audits; liaison with Prosecutor on criminal cases, conduct crime trend analysis to provide information for pro-active approach to preventing and reducing crime.
Records / Information	4 Civilian Staff	Tasks include: provide front counter services to the public M-F 8-5, data entry of reports, citations, other information into RMS and other records and information systems, process Department warrants, process/distribute subpoenas to Officers, provide fingerprinting services to the public, respond to requests for information/reports and other miscellaneous clerical/records related tasks.
Total	51 Full Time	

As shown above, for Option 3, that provides a higher service level to the community the recommended staffing for a combined Tri-Borough Police Department is 51 full-time positions (47 sworn and 4 civilian positions). This is a reduction of 9 positions (2 Chiefs, 3 Lieutenants, 4 Sergeants) compared to the current authorized staffing of the three separate Police Departments.

The following section shows the estimated savings in personnel costs in a consolidated Tri-Borough Police Department.

(3) Personnel Salaries and Benefit Costs.

Based upon the organizational structure and personnel requirements described above, the project team developed estimated salary costs for a consolidated Police Department. The salaries for each position were developed by averaging the 2012 salaries in each Department for Police Officer positions and the highest salary figures were used for the other sworn positions. The following table shows the estimated

annual salary cost (not including longevity pay, educational incentive, etc.) of each position as well as the total estimated cost for all positions in a consolidated Police Department.

Estimated Salary Cost – Option 3

Personnel Classification	Estimated Annual Salary	# of Positions	Total Salary
Police Chief	165,925	1	165,925
Captain	151,642	3	454,925
Lieutenant	137,961	1	137,961
Sergeant	126,001	7	882,005
Officer	95,184	35	3,331,444
Civilian Admin. Assistant	52,000	4	208,000
Sub-Total		51	5,180,258
Overtime (7% of salary)			362,618
Total			5,542,876

As shown above, the annual salary and overtime cost for 51 full-time personnel is approximately \$5.54 Million annually.

The 2011 the actual cost of overtime was \$308,270, approximately 5.5% of regular salary. It is likely that overtime costs would be reduced in a consolidated Department as the number of staff on duty each shift is higher than the minimum required, reducing the need for backfill OT when an Officer is off on leave. However, to provide a conservative estimate for the costs of a consolidated PD an OT cost of 7% of regular salary was used as 5.5% of salary is at the lower end of the range commonly seen by the project team in other studies of law enforcement agencies throughout the United States.

Although the benefits cost for employees is not included in the PD budget, the Boroughs would realize savings in benefit costs as there would be 14 fewer employees in a consolidated Department (15 fewer sworn but 1 additional civilian position). The

current average benefit cost is \$53,955 for a sworn employee (significantly less for a civilian employee), but as mentioned earlier in this report the savings in benefit costs will be reduced by \$5,396, or 10%, per employee (because the estimated benefit costs of employees in a consolidated PD will be higher). This calculation is shown in the table below.

	Benefits Cost	Fewer Sworn Employees	Savings
Current Cost	53,955	9	485,595
Deduct from Savings (higher estimated cost in a consolidated PD)	(5,396)	9	48,560
Net Estimated Savings for Boroughs	48,560	9	437,036

The three Boroughs will save an estimated \$437,036 in benefits cost using this staffing Option.

The following table shows the estimated annual savings in personnel cost (9 fewer sworn positions) compared to the current three separate Police Departments.

Estimated Salary and Benefit Cost Savings – Option 3

	2011 Budgeted Expense	2011 Actual Expense
3 Police Departments Salary Cost	6,361,850	5,766,845
3 Police Departments OT	402,377	308,270
Total Personnel Cost	6,764,227	6,075,115
		2012 Expenses
Tri-Borough Police Department Salary Cost		4,499,216
Tri-Borough Police Departments OT		224,961
Total Personnel Cost		4,724,177
Personnel Savings		532,239
Average Benefit Cost Savings (9 fewer employees)		437,036
Total Cost Savings		969,274

The above table presents a conservative estimate as it is comparing 2011 (the most recent year available) actual expenditures to 2012 salary and benefits cost (the savings would be increased assuming the actual expenditures in 2012 were higher than 2011).

The estimated salary and benefits cost savings of a consolidated Tri-Borough Police Department, while providing a higher level of service to the community, is just under \$970,000.

6. FLEET, FACILITIES AND GENERAL OPERATING EXPENSES.

The Boroughs currently have the capital infrastructure (i.e. facilities, fleet, etc.) to operate a combined Police Department. The Montvale PD headquarters is a reasonable choice to be used as the headquarters facility as it is the largest building and has a parking lot to accommodate a combined workforce; additionally, the consolidated Court is located in Montvale. Some changes to the facility may be needed to accommodate a larger workforce (currently about five Patrol personnel per shift use the facility and it would increase to an average of eight or nine per shift) which may require additional lockers, furniture and storage space. One possibility is to use two facilities during a transition period while the Montvale facility is being updated, basing Patrol Operations out of the Park Ridge facility and all other operations out of Montvale.

The marked patrol vehicle fleet will be able to be reduced from the current total vehicles in the three Departments. The current fleet for each Department and the fleet required under each Option are shown in the following table.

Police Department Fleet

Type of Vehicle	Montvale	Park Ridge	Woodcliff Lake	Total	Option 1	Option 2	Option 3
Marked	7	8	7	22	16	15	18
Unmarked/Utility	2	2	2	6	4	4	5
Administrative	1	1	1	3	3	3	4
Motorcycle	0	0	2	2	2	2	2
Total	10	11	12	33	25	24	29

The greatest demand for vehicles is during the daytime hours and, except in unusual situations, will not exceed 11 on Patrol (Option 1) or 10 (Option 2 and 3) at any one time and with a 50% “overhead” of marked vehicles a total of 15 – 18 vehicles should be sufficient number of marked police vehicles (3 vehicles are added in Option 3 for the Traffic Officers and SROs). Unmarked/utility vehicles could be reduced by 1 or 2 depending on the Option implemented. The two motorcycles are part of the current services provided by Woodcliff Lake so remain in all Options.

The overall fleet reduction is 8 vehicles in Option 1, 9 vehicles in Option 2 and 4 vehicles in Option 3. Using an estimated \$16,000 average annual cost of a marked patrol unit (purchase vehicle and equipment, installation, maintenance; 3 year service life) a conservative estimate of fleet savings equals:

- \$128,000 in Option 1
- \$144,000 in Option 2
- \$64,000 in Option 3

Fleet size and potential for reductions are driven by personnel differences not usage. Because patrol vehicles will still largely be “beat-based,” utilization will not change appreciably.

The combined current operating expenses of the three Departments will be sufficient to be used as the operating costs for a combined Department once it is up and running but over the next several years there will be additional transition costs that are detailed in the following section.

7. CREATION OF A CONSOLIDATED POLICE DEPARTMENT.

The previous analysis and evaluation of the resources required and services provided by the three Police Departments provides the foundation to compare the cost, advantages and disadvantages of consolidation police services for the three Boroughs into one Police Department.

The following items and information list the primary issues related to a consolidated police Department.

- Legal Structure
- Oversight
- Labor Agreements
- Formation Costs
- Impact on Other Municipal Services
- Advantages
- Disadvantages

BOROUGHS OF MONTVALE, PARK RIDGE AND WOODCLIFF LAKE, NEW JERSEY
Police Department Consolidation Feasibility Study

Assessment Area	Current Borough Police Departments	Consolidated Police Department
Legal Structure	<ul style="list-style-type: none"> • Police Department solely responsible to the individual Borough Council. 	<ul style="list-style-type: none"> • Borough Councils establish a shared service agreement developed according to New Jersey State Statutes, Uniform Shared Services and Consolidation Act, Title 40A:65 et al. • This forms what will be referred to as a Joint Powers Authority (JPA). • Creates a new authority to oversee the provision of police services for the three communities. • A methodology must be developed to allocate cost to each Borough (e.g. per capita). • Statute or ordinance must be enacted giving Officers police powers in each Borough.
Oversight and Administration	<ul style="list-style-type: none"> • Police Chief 	<ul style="list-style-type: none"> • Following the ratification of the shared services agreement, establish a Management Committee (Title 40A:65-20) of at least 3 members to administer the JPA business including establishing a budget, approve policy, hire employees, administrative processes, etc. • Management Committee recommendation is to include one City Administrator (rotates annually), the three Borough Police Commissioners, legal support (rotating annually or contracted out). • Management Committee role is the general administration of the JPA (execution of contracts, prepare / execute budget, settle claims, personnel, etc). • Management Committee should have equal representation from each Borough to assure consensus resolution for JPA issues. • Hire a Police Chief (also the JPA Department Head) who would serve at the pleasure of the Management Committee.
Labor Agreement	<ul style="list-style-type: none"> • Individual Boroughs negotiate a contract with the PBAs (officer associations). 	<ul style="list-style-type: none"> • Labor contracts are negotiated with the Joint Powers Authority through the Management Committee (representative) with endorsement of the Borough Councils. Ultimately only one labor contract will be needed. • Conform to NJ Statutes (e.g. Title 40A:65:17-19).
Formation Costs	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Costs associated with legal counsel for shared services agreement / JPA formation. • Costs associated with Community outreach (marketing) program to assure a smooth transition from previous service approach.

Assessment Area	Current Borough Police Departments	Consolidated Police Department
Impact on Other Municipal Services	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Potential for increased police department support of other Borough programs (e.g. youth programs). • Additional involvement of Borough staff due to the Borough resources required of JPA business elements. • Borough internal support services would change due to new structure – initially additional workload during the transition but reduced workload as JPA becomes functional
Advantages	<ul style="list-style-type: none"> • High accountability to individual Borough officials. • More direct authority over the law enforcement services. • Each Borough Department has a developed a unique culture known to current employees. 	<ul style="list-style-type: none"> • More cost efficient than three very small Police Departments while still remaining a small police department; less staff required to provide same service level. • A larger regional Department provides greater operational flexibility and efficiency; able to provide additional services without adding additional staff. • Police Department employees will have greater diversity in their patrol assignments, more opportunities for specialized assignments. • Each participating Borough will have equal input and control.
Disadvantages	<ul style="list-style-type: none"> • Higher costs than a consolidated Department. • Each Borough must provide the same services in a small geographic area. 	<ul style="list-style-type: none"> • Perception that consolidation will be detrimental to service delivery and that the local interests will not be served by sharing control. • Potential of becoming isolated from local control. • Difficult to transition out of the JPA to another service alternative due to the number of agencies involved. • Potential to create another level of Borough administration to conduct the function of Borough business.

This summary provides an overview of the issues involved in the consolidation process. The next section discusses the methodology of allocating costs of a consolidated department to the individual Boroughs.

(1) Allocation of Costs of a Consolidated Police Department to Each Borough.

A significant factor in the establishment of a consolidated Department is the agreement on the allocation of costs. There are several methodologies that may be

used to determine a proper and fair allocation to each Borough, the most common methods are to base it on one of the following:

- The individual Borough percentage of the total of the three Police Department's budgets, or actual expenses, for 2011 (or the most recent year).
 - The number of community calls for service generated in each Borough
 - The population of each Borough
- The first two methodologies are recommended by the project team as they are based on current expenses or workload generated by residents. The following table shows the percentage allocation to each Borough based on these different methodologies.

Cost Allocation Methodologies

	Montvale	%	Park Ridge	%	Woodcliff Lake	%	Total
2011 Budget	2,617,931	36.8%	2,156,000	30.3%	2,349,227	33.0%	7,123,158
2011 Actual Expense	2,150,476	33.6%	2,156,403	33.7%	2,088,889	32.7%	6,395,768
Calls for Service	3,690	35.2%	3,657	34.8%	3,149	30.0%	10,496
Population	7,844	35.3%	8,645	38.9%	5,730	25.8%	22,219

The allocation percentages vary a few percentage points for the budget, actual budget expenditures or calls for service methodology.

(2) Current Employees and Hiring Process for New Employees.

If consolidation is approved, the Borough Councils may choose to keep the current Borough employees as employees of the individual Boroughs or transition them to become employees of the new entity. In either situation, the individual Boroughs should continue to pay their individual cost of benefits that may have been obligated by contract. This includes retiree medical insurance costs for currently retired employees and for those Park Ridge and Woodcliff Lake employees that will retire in the future

(Montvale does not contribute to the cost of medical insurance for retired employees). This may or may not be included as a benefit for employees of a consolidated Police Department.

The hiring practices and procedures must also be determined for a consolidated Police Department. The application of current employee association contracts is governed by New Jersey law (Title 40A:65 17-19) and must be followed in developing new labor union agreements as part of the consolidation process. The Borough of Park Ridge has adopted the State of New Jersey Civil Services rules and procedures for hiring new employees and making promotions. The Boroughs of Montvale and Woodcliff Lake follow Borough ordinance and/or Borough established procedures. The Borough Councils, as part of the consolidation process, must determine the procedures that will be used for hiring new employees and making promotions. One solution for the new entity would be for each Borough to adopt the hiring and promotion practices that mirror the State's practices but not formally adopting the State Civil Service program.

(3) Transition Process and Cost Projections For the Formation of a Joint Powers Authority Agreement Between the Boroughs of Montvale, Park Ridge and Woodcliff Lake.

There will be a variety of costs associated with the transition to a consolidated Department. The project team estimated costs based on a transition of several years, rather than one year – a multiple year planning allows for reduced costs because of the advanced planning timeline (e.g. new firearms purchases, with proper planning can be the ones that will be used in the consolidated Department).

These costs are displayed in the following table.

**BOROUGHES OF MONTVALE, PARK RIDGE AND WOODCLIFF LAKE, NEW JERSEY
Police Department Consolidation Feasibility Study**

Item	Summary Description of Service / Activity	Est. Cost
JPA Consultant	Assist with navigating the JPA process to include developing marketing strategies to the three communities.	20,000
Attorney Fees	Estimated cost associated with Police Service and establish JPA and Review for compliance	30,000
Human Resources Analyst	Human Resources Analyst to assist with the personnel process issues of transitioning employees to be employees of the JPA.	25,000
Information System Analyst	Information Technology systems analyst to evaluate current RMS and computer systems to ensure information systems necessary to operations is functional	15,000
Borough Staff	Staff cost to establish a consolidated Department	75,000
Uniforms	New uniforms, patches and necessary related personal items	49,000
Vehicles	Changing door shields and markings on vehicles with longer than 2 years service life	20,000
Weapons & Equipment	Necessary replacement of weapons or other equipment to ensure same equipment is used by all employees	41,000
Computer Systems (RMS)	Records Management System and other computer systems interface	100,000
Facility	Facility Changes (e.g. lockers, furniture for additional personnel)	120,000
PD Policy, Procedures, Accreditation	Staff to review and integrate policy and procedures from the three Boroughs into one manual	80,000
Contingency @ 10%	Contingency funds for unanticipated administrative support costs associated with transition, (vehicles, office equip. supplies)	57,500
Total		632,500

A factor not to be overlooked is that the current operating and maintenance expenses of the three Police Departments are not reduced in the total estimated costs of operating a consolidated Department even though the operating costs can reasonably be expected to be reduced in a consolidated agency (e.g. the fleet costs will be reduced as the fleet will be smaller). Based on the analysis of the current operations and workload of the three Borough Police Departments the project team believes that a consolidated Police Department would provide the same level of service, or higher, at a substantial annual savings to each Borough annually (over 20% of total costs).

Recommendation: The three Boroughs begin the process to form a consolidated Police Department.

8. ALTERNATIVE SERVICE SHARING OPPORTUNITIES.

If the Boroughs decide not to consolidate police services there may be a number of functional alternatives that would enhance services and improve coordination that would fall short of full consolidation. These include:

- A Tri-Borough criminal investigations unit – pooling of resources would allow for dedication of personnel to major cases (homicides, sexual assaults, etc.) that is not possible in a small agency.
- School Resource Officer (new service) – funding one or more Officer positions to work directly at the middle and high schools.
- Equipment Specifications and Purchases – developing a list of common equipment used by officers and purchased cooperatively.
- Fleet – making joint vehicle purchases, using the same equipment and vendor to outfit the vehicles, sharing mechanic services
- Records Management System – advanced planning should be done to coordinate the development of a shared system (Montvale and Woodcliff Lake currently share the same system).
- Training – currently, firearms training is conducted in a shared facility; other types of required and discretionary training may be possible.

None of the above suggestions individually will result in significant budget savings, with the exception of a joint development of a shared Records Management System, each of may provide some savings for the Boroughs but more importantly develop a mindset among managers and employees to consider sharing opportunities as a routine course of business.

Recommendation: The three Boroughs should develop a list of possible services that may be shared and review other potential cost savings opportunities.

APPENDIX A: WORKLOAD ANALYSIS TABLES

The project team used the workload data provided by the Police Departments and the Northwest Bergen Central Dispatch Center to analyze the workload demand and calculate percentage of committed and proactive time (shown earlier in this report). The following tables show this information for each Police Department.

Montvale - Calls for Service Workload in 2011

	0000 - 0400	0400 - 0800	0800 - 1200	1200 - 1600	1600 - 2000	2000 - 2400	Total
Patrol Staff Allocation	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	100.0%
Hours Staffed (ST + OT)	4,714	4,714	4,714	4,714	4,714	4,714	28,283
Administrative Time	346	346	346	346	346	346	2,074
Available Work Hours	4,368	4,368	4,368	4,368	4,368	4,368	26,209
Calls for Service (CFS)	280	267	815	860	909	559	3,690
% of Total CFS	7.6%	7.2%	22.1%	23.3%	24.6%	15.1%	100%
1st Officer Minutes / CFS	31.6	31.6	31.6	31.6	31.6	31.6	31.6
1st Unit Hours	147	141	429	453	479	294	1,943
Back-Up Unit Responses	465	444	1,354	1,429	1,511	929	6,132
Back Up Minutes / CFS	29.2	29.2	29.2	29.2	29.2	29.2	29.2
Back Up Officer(s) Hours	226	216	659	696	735	452	2,984
Reports Written	194	185	566	597	631	388	2,563
Report Writing Hours	146	139	425	448	474	291	1,922
Bookings	9	9	27	29	31	19	124
Booking Hours	14	13	41	43	46	28	186
Total Committed Hours	534	509	1,554	1,640	1,733	1,066	7,036
Total Proactive Hours	3,834	3,859	2,814	2,728	2,635	3,302	19,172
Committed Time	12.2%	11.7%	35.6%	37.5%	39.7%	24.4%	26.8%
Proactive Time	87.8%	88.3%	64.4%	62.5%	60.3%	75.6%	73.2%

The call for service and related workload in Montvale took approximately 27% of the total Patrol staff hours in 2011; leaving a proactive time level of approximately 73%. However, it is important to add in the estimated 20% additional of workload that is not

captured by CAD (discussed in an earlier section) into these totals – which equals an overall daily average of approximately 47% committed time and an average proactive time level of approximately 53%.

The following table shows the Park Ridge PD workload.

Park Ridge - Calls for Service Workload in 2011

	0000 - 0400	0400 - 0800	0800 - 1200	1200 - 1600	1600 - 2000	2000 – 2400	Total
Patrol Staff Allocation	15.6%	17.0%	18.4%	17.2%	16.0%	15.8%	100.0%
Hours Staffed (ST + OT)	2,974	3,240	3,507	3,278	3,050	3,012	19,061
Administrative Time	423	461	499	467	434	429	2,714
Available Work Hours	2,550	2,779	3,008	2,812	2,616	2,583	16,347
Calls for Service (CFS)	251	283	817	899	840	567	3,657
% of Total CFS	6.9%	7.7%	22.3%	24.6%	23.0%	15.5%	100%
1st Officer Minutes / CFS	35.9	35.9	35.9	35.9	35.9	35.9	35.9
1st Unit Hours	150	169	489	538	503	339	2,188
Back-Up Unit Responses	434	490	1,414	1,556	1,454	981	6,330
Back Up Minutes / CFS	29.3	29.3	29.3	29.3	29.3	29.3	29.3
Back Up Officer(s) Hours	212	239	691	760	710	479	3,091
Reports Written	147	166	479	527	492	332	2,143
Report Writing Hours	110	124	359	395	369	249	1,607
Bookings	7	8	22	24	23	15	98
Booking Hours	10	11	33	36	34	23	147
Total Committed Hours	483	544	1,571	1,729	1,616	1,091	7,034
Total Proactive Hours	2,067	2,235	1,437	1,083	1,000	1,492	9,313
Committed Time	18.9%	19.6%	52.2%	61.5%	61.8%	42.2%	43.0%
Proactive Time	81.1%	80.4%	47.8%	38.5%	38.2%	57.8%	57.0%

The call for service and related workload in Park Ridge took approximately 43% of the total Patrol staff hours in 2011; leaving a proactive time level of approximately 57%. However, it is important to add in the estimated 20% additional of workload that is not captured by CAD (discussed in an earlier section) into these totals – which equals

an overall daily average of approximately 63% committed time and an average proactive time level of approximately 37%.

The following table shows the Woodcliff Lake PD workload.

Woodcliff Lake - Calls for Service Workload in 2011

	0000 - 0400	0400 - 0800	0800 - 1200	1200 - 1600	1600 - 2000	2000 - 2400	Total
Patrol Staff Allocation	15.3%	15.3%	19.2%	19.2%	15.5%	15.5%	100.0%
Hours Staffed (ST + OT)	4,326	4,326	5,429	5,429	4,383	4,383	28,277
Administrative Time	419	419	526	526	425	425	2,739
Available Work Hours	3,907	3,907	4,903	4,903	3,958	3,958	25,538
Calls for Service (CFS)	216	218	664	783	763	505	3,149
% of Total CFS	6.9%	6.9%	21.1%	24.9%	24.2%	16.0%	100%
1st Officer Minutes / CFS	28.6	28.6	28.6	28.6	28.6	28.6	28.6
1st Unit Hours	103	104	317	373	364	241	1,501
Back-Up Unit Responses	369	372	1,133	1,336	1,302	862	5,373
Back Up Minutes / CFS	25.5	25.5	25.5	25.5	25.5	25.5	25.5
Back Up Officer(s) Hours	157	158	482	568	553	366	2,284
Reports Written	124	125	382	451	439	291	1,812
Report Writing Hours	93	94	287	338	329	218	1,359
Bookings	3	3	10	12	12	8	48
Booking Hours	5	5	15	18	17	12	72
Total Committed Hours	358	361	1,100	1,297	1,264	836	5,216
Total Proactive Hours	3,550	3,546	3,804	3,606	2,695	3,122	20,322
Committed Time	9.2%	9.2%	22.4%	26.4%	31.9%	21.1%	20.4%
Proactive Time	90.8%	90.8%	77.6%	73.6%	68.1%	78.9%	79.6%

The call for service and related workload in Woodcliff Lake took approximately 20% of the total hours staffed in 2011; leaving a proactive time level of approximately 80%. However, it is important to add in the estimated 20% of additional workload that is not captured by CAD (discussed in an earlier section) into these totals – which equals an overall daily average of 40% committed time and an average proactive time level of 60%.

It is important to note one highly unusual statistic in these tables – in all three Boroughs the number of back-up Officer(s) responses exceeded the number of calls for service occurring in each 4 hour block of the day and in each Police Department. As a result the number of hours committed to calls for service for backup Officer(s) is about 50% higher in each Police Department than the number of call handling hours of the primary Officer handling the call. This is very uncommon and may result from the low frequency of calls for service (averaging less than one per hour) and that when a call does occur more than one unit responds to the call because they are not otherwise committed. This is not a necessarily a practice to be avoided, but it does indicate that if the call for service workload does increase that some of these “unnecessary” responses by backup Officer(s) and their time can be diverted to handling “single unit” calls for service without reducing the level of service to the community.