
**Feasibility Study for Possible Shared Services
For Emergency Services
For FMERPA
(Fort Monmouth Economic Revitalization Planning Authority)**

**Task 2
Police Shared Services
Final Report**

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July 7, 2008

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CHAPTER 1

INTRODUCTION

On May 1, 2008 Jersey Professional Management (JPM) entered into a contract with the Fort Monmouth Economic Revitalization Planning Authority (FMERPA) to conduct a shared services feasibility study relative to emergency services in the Boroughs of Eatontown, Tinton Falls, and Oceanport in connection with the anticipated closure of the Fort Monmouth Army base. The study encompasses a broad view of emergency services (police, fire, EMS, and OEM) and the courts and the impact of the closing of Fort Monmouth will have on these services.

This report is provided by the study team working on one part of the study, Task # 2 – Police Services and Office of Emergency Services. Any reference to the “three departments” in this report pertains to the Police Departments or Offices of Emergency Management of Eatontown, Oceanport and Tinton Falls. The recommendations made in this report by the study team are offered after careful consideration of many factors that directly and indirectly affect the three communities.

Specifically, the focus of the study team was on increasing the level of service and cost savings associated with:

1. Possible merger of departments or units;
2. Consolidating many of the day-to-day operations;
3. Consolidation of dispatch services;
4. Potential savings through shared use of existing, expanded or new facilities;
5. Potential savings of sharing existing or new equipment.

METHODOLOGY

Jersey Professional Management (JPM) conducted this study using a team of three professionals with extensive experience in municipal government services. The study team collaborated and worked closely with a number of other JPM staff members during the following six phases of this study:

- Interviews and meetings
- Gathering documents and records
- Analysis of collected data
- Comparative analysis of data
- Observations and fact finding
- Report preparation

Interviews and Meetings

The JPM Study Team conducted interviews of elected and appointed municipal officials, school officials, business representatives, residents and police department employees relative to their perceptions of safety and law enforcement services in the three communities. The Study Team met with members of the command staff in the three police departments, a number of first line supervisors, patrol and detective personnel and several dispatchers as well as police union representatives.

The consultants were impressed by the high caliber of the staff in the three municipalities. Their professional demeanor, cooperation and helpfulness were invaluable to the study team. All those interviewed were open and frank in these conversations and provided valuable insight. Their concerns were openly discussed and many offered suggestions.

Examination of Documents and Records

The study team collected and analyzed appropriate documents and records relative to the goals of this study. These materials include written policies, procedures, organizational charts, statistical operations reports, directives, rules and regulations, work schedules, inventories of equipment and fleet, program outlines,

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budgets, expenditures, administrative reports, labor agreements, training records, workload reports, facilities floor plans and other pertinent documents.

Observations and Fact-Finding

In order to gain insight into the operations of the police departments, a study team member observed practices and procedures in patrol, investigations, records, property/evidence and communications/dispatch functions. Team members toured all three communities to become familiar with the characteristics of each town.

The administrative, technical, operational practices and resources of the departments were analyzed to determine their compatibility for sharing resources, or for full integration.

Inspection of Facilities, Fleet and Equipment

The police headquarters, fleets and equipment were inspected in all three host municipalities to determine if they are adequate in size and appropriate to the mission of the department and to assess their potential for shared use by the departments. This inspection was visual and was not intended to determine functionality and operability. No tests were conducted of any kind to determine the condition of weapons, equipment, fleet, etc.

CHAPTER 2

TASK 2 SUMMARY

This project, *A Feasibility Study for Sharing Police Services between the Boroughs of Eatontown, Oceanport and Tinton Falls*, required a comprehensive study of a wide range of factors to determine the feasibility of sharing police services in the three communities. The study encompassed a broad view of the municipalities' characteristics and needs for police service and a close examination of the current personnel, operations and activity level of the police departments.

Experience has shown that sharing police services can reduce redundancy of effort, improve police operations, create a safer and more rewarding work environment for police officers, enhance the scope and quality of police service and save taxpayers money. Keeping those goals in mind, the JPM Study Team examined a number of available options from full consolidation of police forces to sharing specific resources and services.

The three communities have a number of similarities that lend themselves well to working cooperatively to deliver government services. However, two of the three police departments are particularly well suited to working together because of their comparable operations, training, workload and geographic locations. After careful consideration, the study team recommends that:

- Eatontown and Oceanport Police Departments merge to provide police service to both communities including the area of Fort Monmouth that lies within the borders of the two municipalities,
- Tinton Falls Police Department remain intact and provide services to the Fort Monmouth area within its municipal boundary.
- Whenever possible, depending upon the capacity of the County Dispatch Center, local emergency services dispatching should be provided by the Monmouth County Dispatch Center.

The study team recommends that the full resources of the Eatontown and Oceanport Police Departments combine to make one larger department serving

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both communities. An efficient method to accomplish a merger is through a contract service arrangement. In this case, it is recommended that the Eatontown Police Department provide police service to the Borough of Oceanport through an interlocal services agreement. It is further recommended that the Eatontown Police Department acquire the resources of the Oceanport Police Department to provide this service, including employing the Oceanport Police Department personnel, fleet and equipment.

CHAPTER 3

AN OVERVIEW OF THE POLICE DEPARTMENTS

Eatontown, Oceanport, and Tinton Falls Boroughs are located in the eastern part of Monmouth County, New Jersey. The three suburban communities have their own character and are different in geographical size and population. All three municipalities border Fort Monmouth Army base. Please see Addendum A for more specifics regarding the characteristics of each community.

Although the demand for police service may be somewhat different in the three communities, all three police departments provide a full range of police services to the community, such as preventative patrol, response to citizen calls for service, investigation and suppression of crime and disorderly conduct, traffic control, educational programs for citizen groups and children, investigation and issuance of permits, collection and storage of crime data and other police activity reports.

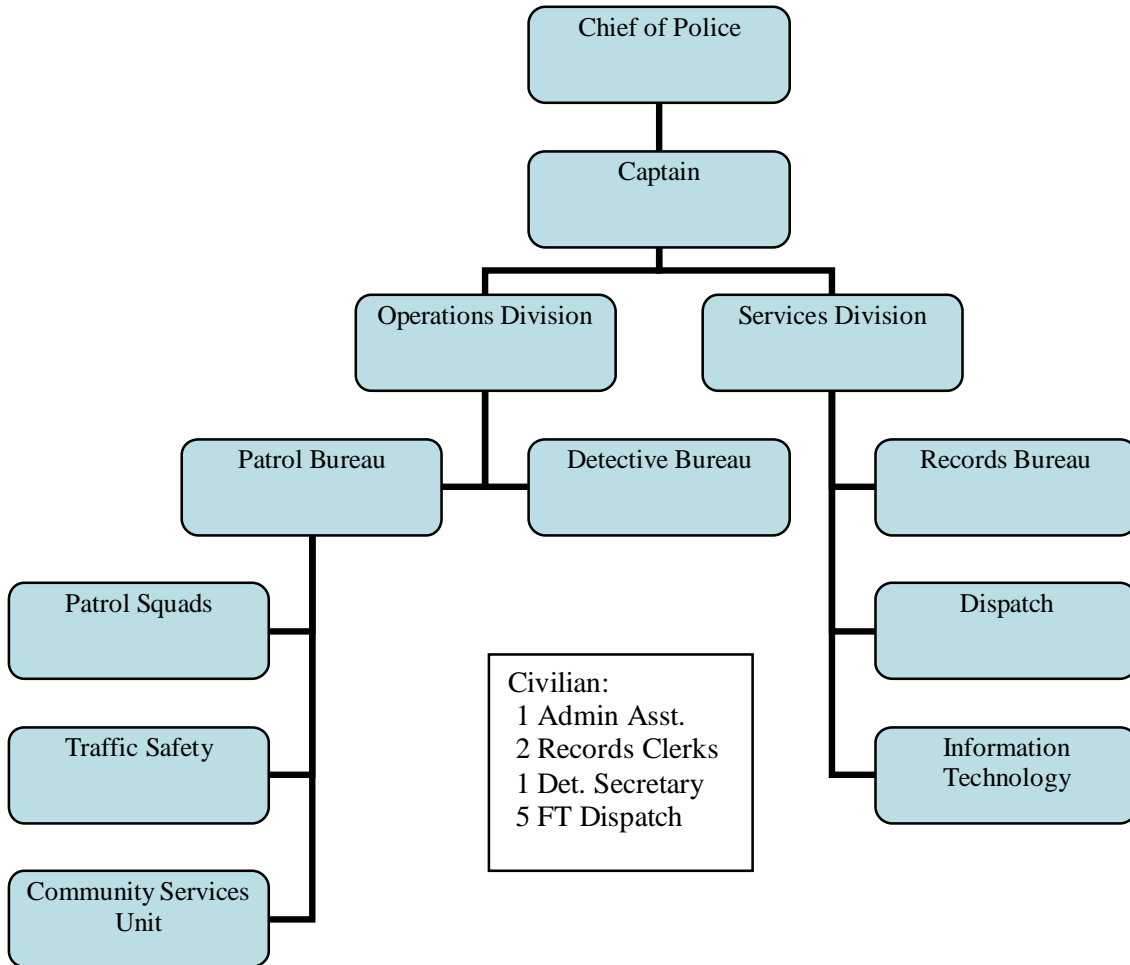
All three departments have traditional para-military rank structures and are headed by chiefs of police. The departments are effective pro-actively and re-actively in addressing crime, maintenance of order, traffic control and management, and other demands for police service.

THE BOROUGH OF EATONTOWN POLICE DEPARTMENT

The Borough of Eatontown Department is a full time 24 hour municipal police department duly created by ordinance. The authorized strength of the department at the time of this study is 37 officers, one administrative assistant to the Chief, two records clerks, and five full time dispatchers.

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Organizational Chart – Eatontown Borough Police Department



The department is currently comprised of the following:

- 1 Chief
- 3 Lieutenants
- 7 Sergeants
- 3 Detectives
- 21 Patrol officers
 - 1 Officer in the academy
 - 1 Chief's assistant
 - 1 Secretary to Detective Bureau
- 2 Records clerks
- 5 Dispatchers

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The department has two distinct divisions, the Operations Division and the Services Division. The Divisions perform the following police functions:

Operations Division – Uniformed Patrol, Investigations, Traffic Safety, Juvenile, and Community Services Units.

Services Division – Records management, dispatch, training, and information technology.

Personnel

The department has a good blend of young and experienced officers. The average length of service for sworn personnel is:

Upper Management – Chief and three Lieutenants	25 years
First line supervisors – Seven Sergeants	20 years
Patrol Officers (21) and 3 Detectives	8.5 years

The upper management of the department consists of the chief and three lieutenants. The chief has approximately 16 years service. All three lieutenants have over 25 years service and are eligible for retirement with full benefits.

The sergeants are the first line supervisors. The average is 20 years of service with one sergeant over 25 years and is eligible for full retirement.

Patrol officers and detectives have an average of 8.5 years, but only two have over 25 years of service. There are 11 officers with less than five years service.

Personnel Responsibilities

Chief –

The chief is the executive head of the police department. He is responsible for the day-to-day operations and good order of the department.

Lieutenants –

Although the organizational chart calls for one captain and two lieutenants, the department is currently operating with three lieutenants. One lieutenant is functioning in the captain's role as an administrative officer.

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Lieutenant – Administrative Officer – Responsible for internal affairs and bias incident reporting, and acts as the Municipal Counter Terrorism Coordinator.

Lieutenant – Operations Division – Responsible for uniformed patrol operations and the detective bureau. The Operations Lieutenant also provides managerial oversight to the traffic safety officer and the community services officer.

Lieutenant – Services Division – Responsible for police records management, accreditation process, training, dispatch, fleet management, and information technology.

Patrol Sergeants –

Four sergeants are assigned as first line supervisors to uniformed patrol squads.

Detective Sergeants –

Two sergeants are assigned to the detective bureau. The senior sergeant handles a myriad of administrative responsibilities and general management oversight of the investigations unit. The second sergeant assists the detectives in the investigation and supervision of case files.

Patrol Officers –

The majority of patrol officers are assigned to uniformed patrol squads. However, one officer is assigned to the Traffic Safety Unit, and one to the Community Services Unit.

Police Budget

2007

Salary and Wages	\$4,464,919
Other Expenses	<u>200,700</u>
Total	\$4,665,619

Note: Above budget figures do not include pension and health insurance costs.

See Attachment I for details.

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Dispatch

The police dispatch center is located in police headquarters on the first floor of the Eatontown Municipal building. There is an information window for the public in the vestibule. The dispatchers greet the public and assist them with obtaining reports and information. The dispatcher also monitors the cellblock video and the Monmouth Mall video. The dispatch center is restricted to dispatchers and sworn police personnel.

Eatontown police dispatch receives general calls for police and emergency medical service from the public, except 9-1-1 calls. Eatontown dispatch is not a 9-1-1 Public Safety Answering Point (PSAP). The 9-1-1 calls are directed to the Monmouth County Sheriff's Communications Center and then forwarded to Eatontown for dispatch. The 9-1-1 service is provided through an inter-local agreement with the county.

Calls for service are recorded on the computer aided dispatch system and the dispatcher can track the time of the assignment and maintain radio contact. Dispatchers will provide information to the police units regarding street locations, suspect information and motor vehicle records.

There are five full time dispatchers. One is scheduled on duty at all times, 24 hours, seven days a week. Police officers fill in when dispatchers need temporary relief for meal and restroom breaks. A hiring process is currently underway to add one additional full-time dispatcher. The dispatchers are members of the American Federation of State, County and Municipal workers union and have a labor agreement with the Borough.

The dispatchers are under the direct supervision of the police sergeant assigned to the Services Division. The sergeant reports directly to the commander of the Services Division.

The dispatch room is approximately 13' x 14' (182 square feet) and has a thirteen foot long curved work area with two workstations. Each workstation contains a radio console, radio and telephone. Although the room accommodates two workstations comfortably, there is little room for expansion. There is no sound proofing in the dispatch room.

Other equipment on or near the workstations include:

- Police network (NCIC, SCIC etc)
- Mobil data transmission server

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- Telephone playback and instant recall
- Police radio playback and instant recall
- Stand alone back-up radio system
- Closed circuit TV for monitoring cell block and headquarters interior and exterior
- Closed circuit for monitoring the Monmouth Mall viewing 7 entrances and the food court
- Printer, copier
- New Jersey State Police Track System
- Fire Alarm system
- Shredder

The radio consoles have been in operation since 2001 and the computers (CPUs) have been replaced in 2005. The department is considering upgrading the computer aided dispatch system for improved access to data. The original software vendor, Munipol Systems, no longer exists.

The Eatontown Police, through an interlocal agreement with Shrewsbury Borough, provide Shrewsbury Borough police mobile data terminal (MDT) access. This system also permits direct communication between patrol officers in both communities.

Records Management

The Eatontown Police records section is located in the basement of the municipal building. The office is staffed by a special officer, who is a 21 year veteran of the department, and a full-time civilian records clerk. The hours of operation are 8 a.m. to 4:30 p.m. Monday through Friday. Access to the records room is available to other sworn personnel when the records office is closed to the public. There is public access to records by a window from the hallway in the basement.

Police reports are transmitted to records through the computer network, either directly from the mobile data terminals (MDTs), or a network computer in headquarters. All work in the computer is considered a “work” product. When completed, reports are printed onto hard copy and then filed.

The records management software is a product of Munipol Police Systems.

The Records room is approximately 24’ x 33’ (792 square feet) and is equipped with the usual array of office equipment including copiers, computers, file cabinets, fax machine, video machine and other necessary tools.

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Records personnel perform the usual police records work including preparing the Uniform Crime Report, preparing reports for discovery, expungement procedures, providing data for background investigations and court preparation. Records personnel are also responsible for reviewing and preserving police videotapes from the patrol car cameras.

Other duties performed by the records clerk include handling of seized property other than evidence, such as impounded cars, and maintenance of office supplies for the police department.

Evidence Management

The records officer collects the evidence on a daily basis from an overnight evidence locker located in the squad room on the first floor of the police headquarters section. Evidence is catalogued and placed in a secure and well-maintained evidence room. The records officer monitors evidence whenever it is signed out for court and oversees its proper return. The records officer is also responsible for the destruction of evidence, following appropriate evidence protocol and assistance of the Monmouth County Prosecutor's Office.

Investigations Unit

The detective bureau is located in the basement behind a secured door off the hallway. The work area for the detectives is spacious and approximately 34' x 44' (1496 square feet). Within this area, there are four separately enclosed offices, three cubicle workstations, two enclosed interview rooms with two-way glass, a reception area with a workstation for a receptionist and a kitchenette.

Two detective sergeants, three detectives and one civilian secretary are assigned to this unit. One of the sergeants is responsible for supervision of the investigative caseload and the other manages many of the licensing procedures and serves as the department press information officer (PIO).

Two detectives perform the traditional investigative tasks, which include follow-up crime investigations, special investigations, crime prevention and crime scene identification. One detective works as the juvenile detective and handles all juvenile related crimes. The juvenile officer has one of the enclosed offices to maintain privacy for the juvenile offenders. The detectives work Monday through Friday on staggered eight hour shifts between 9 AM until 9 PM and on Saturday 9 AM until 5 PM. Each detective works a 5-day daytime shift and a 5-day nighttime shift rotation. A detective is always on-call.

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The detectives perform the usual investigative work and appear to manage the current workload well. The detective bureau is also responsible to conduct background investigations on applicants for firearms permits, liquor license applications, taxi licenses and Megan's Law registrations. It is interesting to note that when child sex offenders reach the end of their prison sentence, the N.J. Department of Corrections places them in a halfway house located in Eatontown. As a result, each time such an offender is moved to this facility, which is an older motel, the offender must be registered with the Eatontown Police Department. Therefore, the department registers considerably more Megan's Law offenders than other police departments.

The detective bureau is equipped with the following:

- Fingerprinting equipment
- Assortment of cameras, digital, 35 mm, and Polaroid
- Lap top computer
- Office computers
- Alternate light source
- Cardinal Peak (recording all interviews)
- Assorted surveillance equipment
- Firearms
- And normal office equipment, filing cabinets, desks, chairs

Traffic Safety Unit

One patrol officer is assigned to the Traffic Safety Unit. The officer has a multitude of administrative and operational responsibilities. However, the officer does not regularly perform routine patrol or enforce traffic regulations. The day-to-day patrols handle all traffic accidents, except the serious ones. He works a forty hour work week 7 am to 3 pm on Tuesday through Saturday.

The traffic officer is responsible for the following:

- Assuring proper roadway signage
- Working with the planning board to ensure safe traffic patterns
- Writing and applying for traffic related grants
- Handling abandoned and towed vehicles
- Overseeing the municipal impound facility
- Coordinating between private road construction and police department
- Training and informing all officers of latest trends regarding MV laws
- Maintaining breathalyzer, radar equipment, tuning forks
- Scheduling DWI programs and preparing DWI reports
- Crossing guard assignments

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- Review of all MV accident reports
- Addressing complaints from citizens regarding Motor Vehicle offenses
- Installing Child passenger seats
- Assisting in answering calls for service, court duties, and prisoner transport
- Participating in the Aggressive Driver Program
- Participating in Pedestrian Safety Program

The traffic officer attends monthly meetings of the Monmouth County Traffic Officers Association and meetings concerning roadway construction and improvement with the Monmouth County Department of Transportation and Borough Engineers.

The traffic safety officer shares the same office with the community service officer in the basement of the Eatontown Police department.

Community Services Unit

One patrol officer is assigned to the Community Services Unit. His primary responsibility is to the D.A.R.E. program in three public elementary schools and one middle school, along with the following programs:

- Alcohol Awareness program for 8th graders
- Shoplifting Prevention for 7th graders
- Bullying in all grammar schools
- Personal and Internet safety
- Read Across America for Kindergarten and 1st grade
- Police Explorer Program
- Neighborhood Crime Watch
- Traffic Safety Programs
- Head Start Programs (bicycle helmet safety)
- Wireless at Work (9-1-1 cell phones for seniors)

The officer performs a variety of other tasks and provides programs for all age groups and various civic associations, such as:

- Domestic Violence Response team Liaison
- Alarm ordinance Compliance and Maintenance
- Child Passenger Safety Car Seat Installations
- School liaison for all the schools
- Same programs to three private schools

Identification cards are produced and provided by the officer for members of the police department, Eatontown Borough employees, fire department members, first

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aid squad members, public school staff identification cards, and “Print-A-Kid” Identification cards.

When the unit officer is not involved in community programs, he is available for patrol duties, house checks, or special assignments for the chief or other unit commanders. The officer works Sunday to Thursday, 7 am to 3 pm for a forty-hour week, and has access to a marked unit to travel to the schools, and other assigned programs

Training and Education - General Comments

To clearly describe police training and education, police training and education can be arranged in four categories. The following listing is not all-inclusive:

1. Mandatory Training – The Attorney General of the State of New Jersey has mandated that all officers take part in certain training programs.

- Firearms
- Use of force
- Vehicle pursuit
- Domestic violence
- Right to know
- Blood borne pathogens
- Cell block management

2. Certification Training – The following police activities require specialized training for certification:

- Radar operator
- Breathalyzer operator
- Methods of instruction
- DARE instructor
- AED /CPR
- Terminal Agency Coordinator (TAC)
- O. C. Spray

3. Technical Enhancement Training

- Criminal investigation
- DWI Field testing
- Interview and interrogation
- Incident management
- Drug investigations

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- Traffic law enforcement
- Surface ice rescue
- Safe driving
- Crime scene preservation
- Bias crime investigations
- Identity theft investigations
- Insurance fraud
- Explosive recognition
- Dealing with the Elderly

4. Professional Development

- Supervision
- Community policing
- Media relations
- Human resource management
- Program development
- Strategic planning
- Certified Public Manager Program
- Leadership development

Finding the time and resources to train personnel can be a difficult task. Conflicts in the training and work schedules, budget limitations, and a variety of other demands of the job make it difficult for police administrators to provide comprehensive training to all personnel.

Participation in professional development courses is vitally important in today's law enforcement profession. College level courses such as Theory and Practice of Administration, Ethics and Public Values, Productivity and Human Performance, Organizational Communication, Managing Organizational Change, Strategic Planning, Program Development, Leadership, and Building Strategic Partnerships are just a few examples of topics that are directed toward executive level government workers.

A range of professional organizations, including the New Jersey State Department of Personnel, the League of Municipalities, various police academies and the State Chiefs of Police all provide quality professional development training that is appropriate for officers at all levels in the organization.

The study team noted that employees of all three departments may have attended some of these courses while enrolled in various college degree programs, but because they were not department sponsored a record of attendance does not appear in department training records.

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Training and Education

A review of the last three years of the department's training records reveals that police personnel have kept current with annual training mandated by the State of New Jersey and training required for certifications. The records also indicate that officers have been enrolled in a significant number of courses that enhance technical skills, along with a number of professional development courses. The department has an effective training program.

Work Schedules

Patrol Personnel -

The uniformed patrol officers work a three days on and three days off rotating 12 hour shift. The squads rotate every six days. The shifts run from 7 AM to 7 PM and 7 PM to 7 AM.

Detective Personnel –

Officers assigned to the detective bureau work day or evening eight hour shifts. The detective sergeants work 8 AM to 4 PM, Monday through Friday. Other detective personnel work a combination of eight hour shifts 9 AM to 5 PM; 1 PM to 9 PM; 4 PM to 12 midnight.

Administration and specialized units work eight hour schedules.

Collective Bargaining

The bargaining units for the police employees are as follows:

- Patrol Officers and Sergeants – P.B.A. Local 305
- Lieutenants and Captain - No contract
- Dispatchers and civilian records clerks – American Federation of State, County, and Municipal Employees, Council 73, AFL-CIO Local 3407

See Attachment II for details.

Facility

The Eatontown Police Department is located within the Eatontown Municipal building and occupies parts of the first floor and the entire basement. Police headquarters occupies approximately 9010 square feet of space, which includes a large detective bureau area (1496 square feet) and police records (792

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square feet). Both of these offices are in the basement. Public access to records is via a public stairwell from the main lobby.

The second floor has administrative offices, the dispatch center, men and women cell blocks, prisoner processing area, evidence locker, roll call room and police access to the court room.

Although the floor plan is not ideal for a police facility, and there is little room for expansion, it currently serves the department adequately.

Fleet

The Eatontown police purchase their vehicles through state contract. They apply for capital funding from the Monmouth Improvement Authority Funding Solution, which offers low interest rates to purchase capital equipment. The department intends to replace vehicles every two years.

The fleet appears to be in good to excellent shape and the vehicles are well maintained.

Marked Units

2008 Ford Crown Victoria Unit #1	13375 miles
2008 Ford Crown Victoria Unit #2	10795 miles
2008 Ford Crown Victoria Unit # 3	14050 miles
2008 Ford Crown Victoria Unit # 4	13021 miles
2008 Ford Crown Victoria Unit #5	13179 miles
2008 Ford Crown Victoria Unit # 6	4462 miles
2006 Ford Crown Victoria Unit # 7	33858 miles
2006 Ford Crown Victoria Unit # 8	45230 miles
2006 Ford Crown Victoria Unit # 9	59613 miles
2003 Dodge Durango Unit # 10	51592 miles
2006 Dodge Durango Unit # 11	16655 miles
2006 Dodge Durango Unit # 12	41429 miles
2006 Ford Crown Victoria Unit # 13	61713 miles
2006 Ford Crown Victoria Unit # 14	57320 miles
2006 Ford Crown Victoria, Unit # 15	61933 miles
2004 Ford Crown Victoria, Unit # 16	33408 miles
1992 Dodge van Unit # 19 (prisoner transport vehicle)	40055 miles

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Unmarked Vehicles

2006 Chevrolet Impala Unit # 17 Chief's car	30000 miles
2004 Chevrolet Impala Unit # 18 Lt. Service Bureau	42856 miles
2003 Chevrolet Impala Unit # 20 Detective car	to be replaced
2000 Jeep Cherokee Unit # 21 Detective Car	47493 miles
1999 Dodge Intrepid Unit # 22 Detective car	102878 miles
2008 Chevrolet Impala Unit # 23 Detective car	1441 miles
2008 Chevrolet Impala Unit # 24 Detective car	1285 miles

All marked units are equipped with:

- Light bar
- Siren
- Arrow stick
- Strobe lights
- E-Z pass device
- Remington 12 gauge shotgun
- Beretta .40 caliber rifle
- 2 radios, VHF and UHF
- Radar unit
- Mobil Video Recorder
- Prisoner cage
- Prisoner transport seat
- Push bumper

In the trunk of each police vehicle are the following:

- First aid kit
- Oxygen tank
- Flares
- Broom and shovel
- Blanket
- Rope
- Ballistic helmets
- Crime scene tape
- Rubber gloves
- Defibrillators

Mobil data terminals (MDTs) are mounted in all the marked units except Unit # 10; and Units 13, 14, and 15. There are no MDTs in the unmarked units.

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Six of the marked patrol units have “rumbler” sirens that are more effective than traditional sirens as they cause vehicles to vibrate as the patrol car nears.

Mobil video recorders are in all the marked units except for: Unit #10 and Units 14 and 15.

The three Dodge Durangos were purchased primarily to cope with extreme winter weather to assure patrol vehicles are able to traverse the streets at all times.

Maintenance of the vehicles is performed by the Eatontown Borough Department of Public Works. A local Lincoln-Mercury dealer in Shrewsbury performs all warranty work.

General Commentary on Police Fleet

Although vehicles designed and manufactured for police use generally have stronger suspensions, cooling systems, and electrical systems, they have many of the same components of the standard production cars. The lifetime of a police vehicle cannot be compared with that of a normal passenger car. Police vehicles travel at relatively slow speeds, generally 25 mph or less. Therefore, the engine running hours are far more than a normal passenger car with similar mileage. Patrol vehicles stop and accelerate more often than the average vehicle, they spend far more time at idle, and they are driven harder than other cars (responding to emergencies, trying to catch traffic violators, etc.). In essence, even with careful driving, police vehicles have a shorter lifespan and rapidly show significant wear on the brakes, tires, suspensions, transmissions, and power steering.

Because of constant use and wear and tear, police vehicles require more maintenance and are out of service more frequently than the average car. Police patrol operations require a sufficient number of cars to accommodate down time for maintenance without running the rest of the fleet 24 hours per day. Furthermore, and importantly, the fleet should be large enough to permit the oncoming shift to put a minimum number of vehicles in service during shift changes, thereby eliminating or minimizing the time when there are few or no officers in the field.

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Equipment

The following inventory of equipment was provided by department personnel. The list of equipment described below appears to be appropriate and necessary for police operations and is compatible with equipment used in area departments. The items were described as being in good, fair, or poor condition.

- 31 personal computers Good condition
- 13 Mobile Data Transmitters Good condition
- 13 mobile video units Good condition
- 42 Beretta 96 FS .40 caliber handguns Fair condition
- 8 Beretta 9000s .40 caliber handguns Fair condition
- 7 Remington 870 Pmax 12. ga shotguns New
- 6 Beretta pistol carbines Good condition
- 40 Tactical batons - ASPs Good condition
- Various office equipment to include works stations; fax machines; printers; shredder; file cabinets, credenzas; telephones; battery charges and other similar equipment are all in good working condition
- Digital fingerprint equipment - Good condition
- 35 mm cameras; 2 Polaroid cameras; 1 “one on one” camera; digital cameras – Good condition
- Surveillance equipment to include binoculars: 2 night vision viewers Good condition
- Server for Police documents (backed up by tape) – Poor condition

Eatontown provides the server for MDTs in the Shrewsbury Borough Police Department through an interlocal agreement. The MDTs provide Shrewsbury Borough police officers access to various police records systems, such as N.J. Division of Motor Vehicle records and the State Crime Information System (SCIS) from their patrol cars and provides direct communication with the Eatontown police.

TASK 2 POLICE SERVICES

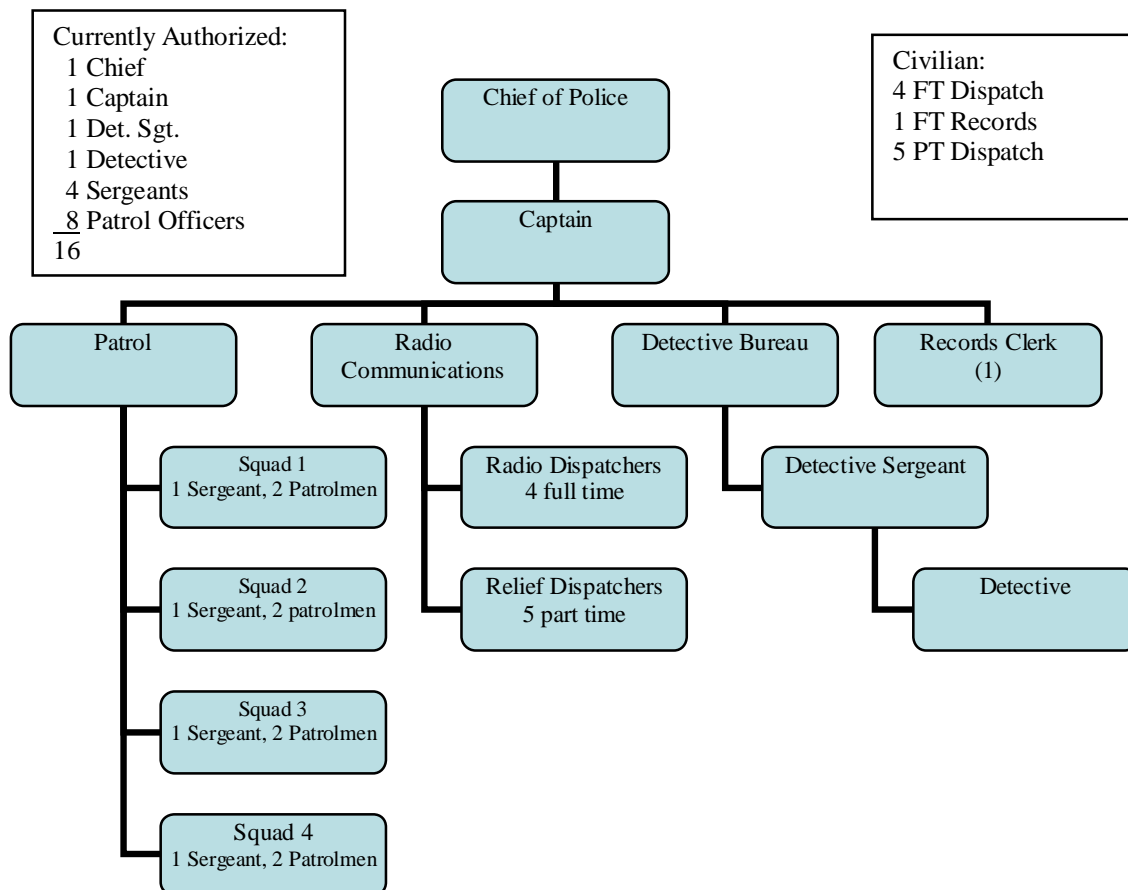
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THE BOROUGH OF OCEANPORT POLICE DEPARTMENT

The Borough of Oceanport Department is a full time 24 hour municipal police department duly created by ordinance. The department provides a full range of police services to the community as previously described.

The authorized strength of the department at the time of this study is 16 officers, one records clerk, four full time dispatchers, two of whom are Special Law Enforcement Officers - Class I, and four part-time dispatchers.

Organizational Chart – Oceanport Borough Police Department



TASK 2 POLICE SERVICES

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The authorized table of organization includes:

- 1 Chief
- 1 Captain
- 4 Sergeants
- 1 Detective Sergeant
- 1 Detective
- 8 Patrol Officers
- 1 Records clerk
- 4 Full time Dispatchers and 5 part-time

The department has four functional areas, administration, uniformed patrol, detective bureau, and communications (dispatch).

Administration - The administration function is primarily the responsibility of the Chief and Captain. However, there are several administrative responsibilities that are assigned to other officers.

Uniformed Patrol – The patrol function is comprised of four squads, each having one sergeant and two patrol officers. Currently, one sergeant is out on extended disability leave and a Special Law Enforcement Officer (SLEO Class II) is supplementing the squad.

Detective Bureau – The detective bureau is staffed by one detective sergeant and one detective.

Communications – The police dispatch is staffed by four full time and five part-time dispatchers. Two of the full time dispatchers are SLEO Class I officers and assist with traffic assignments when needed.

Personnel

The department has a good blend of young and experienced officers. The average length of service for sworn personnel is:

Upper Management – Chief and Captain	29 years
First line supervisors – Five Sergeants	21 years
Patrol Officers (Eight patrol officers, one detective)	7 years

The upper management of the department consists of the chief and one captain. The chief has approximately 30 years service and the captain has over 27 years. Both officers have sufficient service time for retirement with full benefits.

TASK 2 POLICE SERVICES

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The sergeants are the first line supervisors. Although they average 21 years of service, only one has over 25 years and is eligible for full retirement. Patrol officers and detectives have an average of 7 years service and none have over 12 years service. Three officers have less than five years service.

Personnel Responsibilities

Chief –

The chief is the executive head of the police department. He is responsible for the day-to-day operations and good order of the department.

Captain –

The captain's responsibilities are varied. As in many small police departments, administrative officers must be ready and able to fill in where necessary, often on patrol or in dispatch. The captain's primary areas of responsibility include scheduling, training, fleet management, forfeitures, and OEM coordinator.

Patrol Sergeants –

Four sergeants are assigned as first line supervisors to uniformed patrol squads. One sergeant is assigned to the detective bureau.

Patrol Officers –

The patrol officers are assigned to uniformed patrol squads. However, one officer is assigned to the detective bureau.

Police Budget

2007	
Salary and Wages	\$1,770,829
Other Expenses	<u>130,740</u>
Total	\$1,901,569

Note: Above budget figures do not include pension and health insurance costs.

See Attachment I for details

TASK 2 POLICE SERVICES

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Dispatch

The department employs four full-time dispatchers, three are Class I special officers. There are five part-time dispatchers assigned to fill in when needed.

The emergency services dispatch center is located off the main hall towards the courtroom. The public can access the police department at a window in the dispatch center located in a small alcove off the main hall. The dispatch room is 12' x 11' (132 square feet) with one workstation situated against the wall where the public access window is located. A single dispatcher is scheduled on all shifts.

Access to the dispatch room is through a door attached to the squad room where patrol officers write reports. This squad room has a secured door leading to the lobby of the municipal building. Entrance to the dispatch room can also be gained through a door adjacent to the walk-up window, which is electronically controlled by the dispatcher from the workstation. Another door opposite the cellblock door leads to a small office that is the office of the police captain.

There is a rear exterior door that leads directly into the dispatch room. Prisoners are brought through this door on the way to the cell block. The dispatcher monitors the prisoner cells with a closed circuit television. The cells are located next to the radio dispatch behind a secured door. The cells are not physically visible to the dispatcher when the door is closed.

Oceanport police dispatch is not a Public Safety Answering Point (PSAP). Monmouth County dispatch receives all 9-1-1 calls and forwards them to the Oceanport dispatcher.

The following equipment was noted:

- Cell monitor
- Computer Aided Dispatch Screen
- Motorola Command Star Lite police radio console
- 2 telephones
- Monitor referred to as "job screen"
- Digital alarm printer
- Digital alarm receiver
- Plexatron system (fire, police, first aid radio alerting system)
- Security gun boxes for officers going into the cell block

It appears that one dispatcher per shift is adequate for the Oceanport police operation.

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Records Management

The Oceanport Police records office is located off the center lobby of the Oceanport municipal building. The office is 14' x 8' (112 square feet). This room is extremely small and allows room for only one person to work. The records clerk works in a tight work area because of the placement of file cabinets.

The records office is staffed by one person. The office is open Monday to Friday 8 a.m. until 4 p.m. The records clerk is responsible for collection, maintenance and retrieval of police records. She handles requests from the general public and prepares the Uniform Crime Report and reports monthly statistics to the local newspaper. The clerk fills in for the day shift dispatcher for lunch or bathroom breaks and occasionally works as a dispatcher when the department is short of help on evening shifts.

Additional responsibilities of the records clerk are:

- Maintenance of expungements records
- Maintenance of juvenile records
- Motor vehicle summons records
- Training records for radar, breathalyzer, use of force and pursuits
- Sorting the department mail
- Provides records to the municipal court
- Discovery requests

There is no walk-up window to the records office. The police dispatcher greets the public at a window which is in another hallway in the municipal building and will summons the records clerk to address public requests for records.

Investigations Unit

A Detective Sergeant and one Detective are assigned to the Detective Bureau. The detectives work Monday through Friday. One detective works 8 am to 4 pm while the other works 3 pm to 11 pm. The 3-11 detective also works split days off or as needed by the chief. The detectives work with the understanding their shifts can be flexible based upon activity.

The detectives have a multitude of responsibilities, including the following:

- Investigation of all serious crimes and juvenile offenses
- Processing prisoners
- Firearms licensing
- Policy and procedure updates
- Evidence management

TASK 2 POLICE SERVICES

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- Megan's law registration
- Management of information technology
- Supervision of dispatch operations
- Juvenile conference committee
- Domestic violence liaison
- Supervision and management of department training program

The detective bureau office is approximately 21 feet by 7 feet (147 square feet). The office has two workstations. The work area is too small for investigative work. Frequently, a detective must look through Borough Hall to find another area to interview citizens. On one occasion, a detective was observed interviewing a citizen in the courtroom for lack of a better location. The department does not have a prisoner processing room, so a portable prisoner-processing cart is used.

The Detective Bureau has the appropriate equipment for investigative work, such as surveillance equipment, cameras, computers and phones.

Evidence Management

The detectives are responsible for the handling, processing, storing and destruction of evidence. They maintain all evidence in a small secured area in the detective office.

Training and Education

A review of the last three years of the department's training records indicates that police personnel have kept current with annual training mandated by the State Attorney General and the training required for certifications.

The training records reveal that members of the department have attended a significant number of courses to enhance their skills, such as active shooter, arson investigation, bias incidents, community policing, trends in cyber crime, controlled dangerous substances, courtroom testimony, crime scene identification, hostage negotiations, defensive tactics and others.

As previously stated in this report, small police departments find it challenging to juggle scheduling issues and training. However, the department appears to have done a good job in meeting its responsibility to schedule officers to appropriate training programs.

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Work Schedules

Patrol Personnel -

The uniformed patrol officers work a four days on duty – two days off-duty rotating schedule of eight hour shifts, averaging a 37 hour work week. The shifts are 7 AM to 3 PM; 3 PM to 11 PM; 11 PM to 7 AM.

Detective personnel generally work 8 hour shifts from 8 AM to 4 PM or 3 PM to 11 PM, however, the schedule is flexible to allow them to meet the demands at the time.

Collective Bargaining

The Patrolmen’s Benevolent Association Local 364 represents Patrol officers, sergeants, and the captain.

See Attachment II for details

Facility

The police facility is comprised of approximately 3000 square feet and is located on the first floor in the municipal building.

The Chief’s office, records, detective unit and evidence closet are one side of the rear entrance hall and comprise of approximate 1600 square feet.

The dispatch room, cell block (2 cells), captain’s office and squad room have the remaining space.

The public is greeted through a small window at the dispatcher’s room. The dispatcher occasionally has a difficult time attending to walk up traffic because of the volume of dispatch activity.

Police headquarters, particularly records and evidence storage, is inadequate in size. There is no room for expansion. The facility is not conducive to security and handling of citizen complaints. Old case files and paperwork are stored in attic space of the municipal building.

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Fleet

Marked Units

2003 Ford Crown Victoria	101,995 miles
2007 Ford Crown Victoria	41,193 miles
2003 Ford Crown Victoria	95,704 miles
2007 Ford Crown Victoria	10,344 miles
2007 Ford Crown Victoria	13,742 miles
2004 Dodge Durango	79,323 miles

Unmarked Units

2005 Crown Victoria	Chief's car	31,138 miles
2000 Crown Victoria	Detectives	83,715 miles

The Oceanport Police use five marked units for patrol. One vehicle has excessive mileage (101,995 miles) but is scheduled for replacement. The Dodge Durango, a 4-wheel drive, is used by the SERT unit and for inclement weather patrols. Five patrol cars and a four-wheel drive vehicle seem appropriate for the department. The vehicles appear to be in good condition and are maintained by the municipal garage. Vehicles that require warranty work are sent to a local dealer/service garage.

The patrol cars are appropriately equipped with emergency items such as flares, pry bars, rope, first aid kit, blankets, rope bag, fireman's gloves, and, fire extinguisher.

It should be noted that the OEM Director in Oceanport is the Oceanport police captain. The police captain has an assigned OEM vehicle which allows him a vehicle to take home. Oceanport OEM has three military surplus vehicles that are available to the police in emergencies.

Equipment

Oceanport police personnel provided an inventory list of police equipment. The equipment described in this inventory appears to be appropriate and necessary to general police operations and is compatible with equipment used in police departments in the area. The below listed items were described as being in good, fair or poor condition.

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- 19 portable radio units (fair)
- 6 Motorola mobile car units (good)
- One dispatch radio console (good)
- Motorola battery charger (good)
- 10 desk top computers and miscellaneous computer equipment and parts
- Various office gear, printer, fax, much of it needing replacement, especially chairs and desks (poor)
- 16 Berretta Cougar 8040 .40 cal handguns (soon to be replaced with new-same model)
- 6 .40 cal Berretta carbine rifles (good)
- 5 Defibrillators (good)
- 5 oxygen tank units (good)
- Assorted visual equipment including binoculars, night vision cameras, video cameras, 35 mm cameras, digital cameras and other gear related to visual equipment (fair to good)
- 3 police mountain bikes (good)

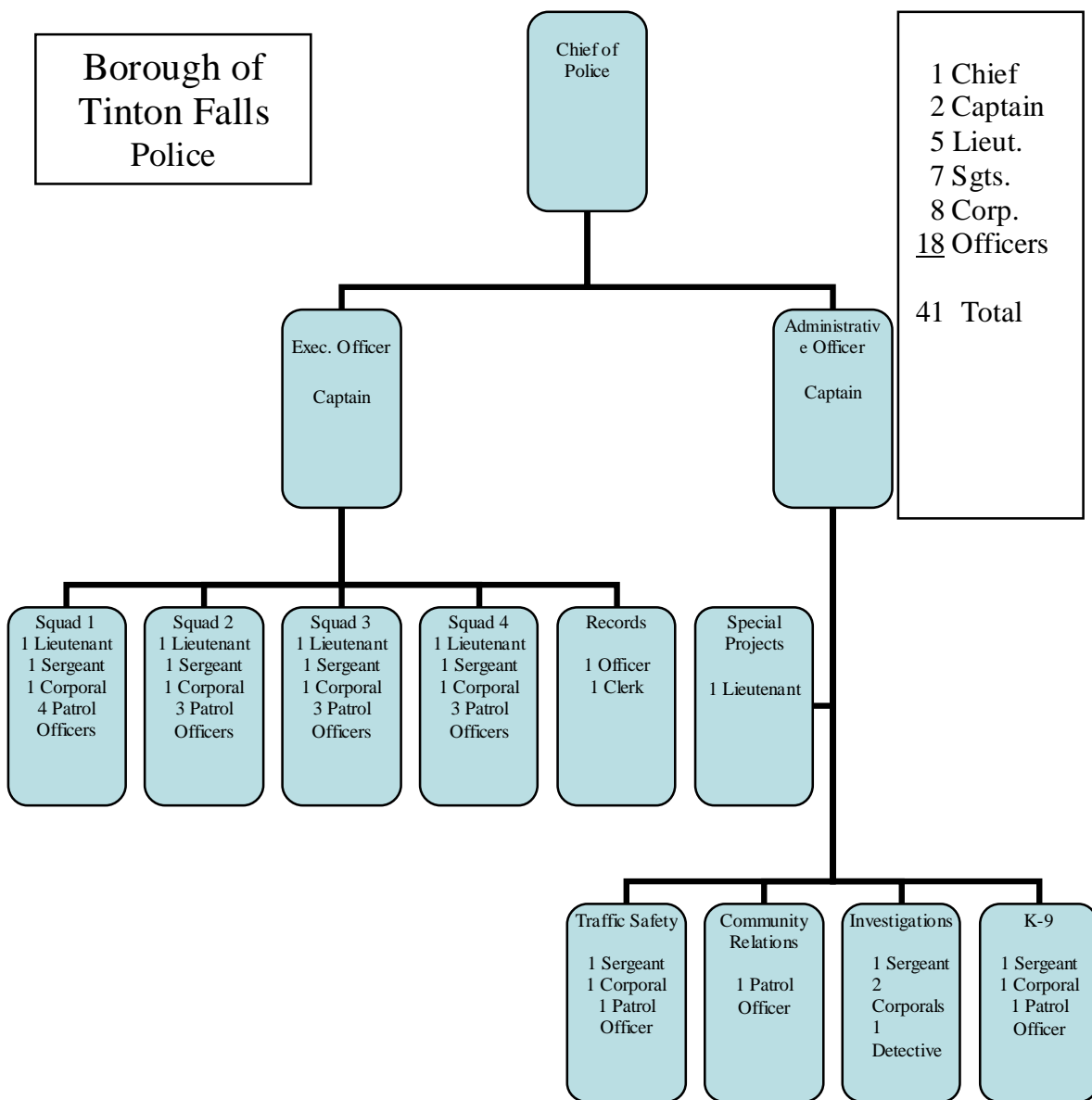
TASK 2 POLICE SERVICES

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THE BOROUGH OF TINTON FALLS POLICE DEPARTMENT

The Borough of Tinton Falls Police Department is a full time 24 hour municipal police department duly created by ordinance. The department is commanded by the chief of police, who reports to the Director of Public Safety. The authorized strength of the department at the time of this study is 41 officers and one clerical person.

Organizational Chart – Tinton Falls Police Department



TASK 2 POLICE SERVICES

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The department is comprised of the following personnel:

- 1 Chief
- 2 Captains
- 5 Lieutenants
- 7 Sergeants
- 8 Corporals (Corporal is an assignment not a rank)
- 1 Detective (Detective as an assignment not a rank)
- 17 Patrol Officers
- 1 Records clerk

The department is structured in the following two functional areas each commanded by a captain. These areas of responsibility are somewhat distinct and are not grouped by specific function, such as operations division, service division, investigation division, etc. The first functional area is:

Patrol - Four patrol squads consisting of four lieutenants, four sergeants, four corporals, and 13 patrol officers

Records Management - Consists of one patrol officer and one civilian clerical worker.

The second functional area is comprised the following specialized units:

The Traffic Safety Unit - Comprised of a sergeant and two patrol officers

Community Relations – One patrol officer working as a school resource officer

Investigations – The detective bureau is commanded by a lieutenant who is primarily responsible for administrative matters, a sergeant, two corporals, and a detective

K-9 – The canine unit is supervised by one sergeant, a corporal, and one patrol officer. The unit has three dogs, one assigned to each officer.

The department does not have a dispatch center. All dispatching for emergency services in Tinton Falls, including the police, are performed by the Monmouth County Sheriff Communications Center.

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Personnel

The department has a good blend of young and experienced officers. The average length of service for sworn personnel is:

Upper Management – 1 Chief and 2 Captains	26 years
Mid – level Management – 5 Lieutenants	22 years
First Line Supervisors – 7 Sergeants	16 years
Patrol Officers (Corporals, Detective, and Patrol officers – 26)	9 years

Upper Management – The chief and both captains all have sufficient time in service for full retirement benefits (25 years).

Mid-level Management – Two of the lieutenants have 19 years of service, one with 23, one with 24 and one with 25 years of service. Only one lieutenant is eligible for full retirement benefits.

First Line Supervisors – Two sergeants have 11 years of service, three with 14 years, one with 22 years and one with 24 years. None of the sergeants are eligible for full retirement benefits.

Corporals and patrol officers – The senior patrol officer has 21 years of service and the least senior patrol officer has less than one year of service. Nine officers have less than 5 years of service.

Personnel Responsibilities

Chief –

The Chief is the executive head of the police department. He is responsible for the day-to-day operations and good order of the department.

Captains –

Executive Officer – A captain is responsible to command the uniformed patrol squads and records management. He is assigned to manage the accreditation process, media relations, grants, Uniform Crime Report (UCR) and training.

Administrative Officer – A captain is responsible to command the Investigation, Traffic Safety, Community Service and K-9 Units. He also is responsible for internal affairs, and court security.

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Lieutenants –

Special Projects and Investigative Unit– One lieutenant commands the Investigations Unit (Detective Bureau), information technology (computers and communications) and fleet maintenance.

Four lieutenants are assigned as Watch Commanders. They provide oversight and direction to a uniformed squad of patrol officers; each squad is supervised by a sergeant. The Watch Commanders work a rotating schedule with their patrol units. They are primarily stationed in a front office in headquarters designed to greet and assist public walk-ins. Also each lieutenant has administrative duties, which include training, community relations, bias officer and firearms instructor.

Sergeants –

Four sergeants are assigned as first line supervisors to patrol units. The Traffic Safety, Investigations, and K-9 Units each are supervised by a sergeant.

Corporals –

Eight of the patrol officers are designated as corporals to provide supervisory support whenever the unit supervisor is absent from duty. This position is assigned and is not considered a formal rank. Four of the corporals are assigned to uniformed patrol squads, one in traffic safety, two in the investigations unit and one in the K-9 unit.

Patrol Officers –

The majority of patrol officers are assigned to the uniformed patrol function. However, one officer is assigned to police records, one to traffic safety, one to community relations, one to the detective bureau and one in K-9.

Police Budget

2007

Salary and Wages	\$4,130,050
Other Expenses	<u>367,007</u>
Total	\$4,497,057

Note: Above budget figures do not include pension and health insurance costs.

See Attachment I for details.

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Dispatch

The police department is not self dispatched. All police dispatching, including 9-1-1, is performed by The Monmouth County Sheriff's Communication Center. There is direct radio communication between headquarters and officers in the field at all times. The police radio is monitored at headquarters.

Records Management

The automated police records management system (New World Records Management) is used by the Monmouth County Sheriff's Communications Center, Freehold, New Jersey. The county dispatch center records all information pertaining to arrests, reported incidents, case files, summonses and any other calls for service. The department has direct access to the system and can extract the data as needed. Hard copies are stored in the police records room located on the first floor of police headquarters.

A full time police officer and a civilian records clerk are on duty 8:30 am to 5 pm Monday through Friday for maintenance and retrieval of police records.

A police captain extracts, reviews, and collects data for the Uniform Crime Report (UCR) from all the reports on a daily basis. All indictable cases are printed out on hard copy.

The records room is 17' by 15' (255 square feet) with an attached storage room that is 100 square feet. There is a walk up bulletproof window from the records room into the public lobby. The room has two workstations, two computers, 2 phones, a fax, a copier, police radios and other office equipment in this office. Storage is scarce and efforts are made to destroy old records as per state guidelines.

Investigations Unit

There is one Detective Sergeant and three Detectives assigned to the Investigations Unit. The detectives are responsible for follow-up on all indictable crimes, unlawful drug investigations, gang activity, juvenile offenders, Megan's Law, firearms permits and other duties as assigned by higher authority.

The detectives work staggered shifts, Monday through Friday and are on call during the weekends. The shifts are 8 AM. to 4 PM, .9 AM to 5 PM, and 10 AM to 6 PM.

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The office in Investigations Unit has a workstation for each detective. There is work space for an additional detective if needed. Adjoining the office is an interview room with a one-way viewing window for witnesses and an evidence room.

The Investigations Unit has the usual office supplies, telephones and furnishing. Also observed in this area:

- 4 desk top computers
- Printer
- Fax machine
- Surveillance equipment

Evidence Management

Evidence processing, storage, retrieval, and disposal are the responsibility of the Detective Sergeant. The sergeant retrieves evidence that has been deposited into the evidence lockers by officers. The evidence locker accommodates evidence of varying size including long guns. There is also a refrigerated section for blood or special evidence. It is a secure system that assures the integrity of the chain of evidence. Access to the evidence room is restricted to the sergeant and the chief.

The evidence room is well lit, clean and well organized. The sergeant transports evidence that requires analysis at the N. J. State Police evidence laboratory.

This evidence management system and storage facility is outstanding.

Traffic Safety Unit

A sergeant, a corporal and a patrol officer are assigned to the Traffic Safety Unit. The corporal and patrol officer work alternating twelve-hour shifts from 6:30 AM to 6:30 PM. The sergeant works eight hour shifts Monday through Friday from 8 am to 4 pm. The schedule is arranged to have at least one traffic safety unit officer on duty throughout the week.

The unit is well equipped and well trained. Three marked units are assigned to the traffic safety unit.

In addition to the unit's primary responsibility of traffic enforcement and traffic control, officers in the unit take part in the following activities:

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- Participate in a Monmouth County Task Force specifically for investigating serious motor vehicle accidents.
- Conduct the “Rude Awakening Program” for high school students and parents prior to the prom night.
- Aggressive Driver Program.
- Public programs for education on traffic enforcement, safe driving, and motor vehicle laws for civic groups, youth and senior groups.

Community Relations Unit

One officer is assigned to the Community Relation Unit. The officer’s work schedule is flexible depending upon the officer’s daily assignment. For example, when the officer is working as the School Resource Officer (SRO) at Monmouth Regional High School, the officer works a 7:30 AM to 3:30 PM shift in the school. The officer’s salary is entirely funded by the Borough of Tinton Falls. There is no contribution by the school system.

The officer also works on the following projects:

- DARE
- Neighborhood Crime Watch
- Three week summer Police Cadet Program for 14 and 15 year olds
- Assorted programs and presentations for senior citizens, civic groups, and youth groups

The Community Relations officer drives a police car with DARE logo and markings. The car is specifically assigned to the unit. This unit is well equipped and the officer has special training for this assignment. The Community Relations officer may be assigned to regular patrol duties if needed.

K-9 Unit

The K-9 Unit consists of a sergeant and two officers. The three officers are paired with a Belgian Mainois dog and two German Shepards to comprise three separate and distinct teams.

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The K-9 teams are specially trained for law enforcement purposes in drug interdiction, tracking, criminal apprehension, building searches and evidence location. However, the teams devote the majority of the time to patrol. K-9 teams routinely backup patrol activities, particularly high risk calls and perform many routine police patrol tasks. They are also assigned to supplement shifts when manpower is short.

The officers generally work 12 hour shifts - three days on and four days off each week. The sergeant is assigned to the 8AM to 8PM shift Tuesday through Thursday while the other two officers work 3PM to 3AM three days per week on an alternating schedule.

Each team is assigned an unmarked Dodge Durango. When off duty, the officers take the dog and vehicle home with them.

Training and Education

A review of the last three years of the department's training records reveals that police personnel have kept current with annual training mandated by the State Attorney General and training required for certifications. The records also indicate that the department has done a good job in enrolling officers in courses that enhance technical skills, along with professional development courses, including, but not limited to the following:

- Advanced accident investigation
- Criminal investigation
- Police management
- Interview and interrogation
- Report writing
- Police supervision and management
- Confined space entry
- Interviewing child abuse victims
- Search warrant execution
- Crime prevention
- Conflict resolution
- Defensive driving
- Alcohol and beverage control enforcement
- Safe schools program
- Strategic planning

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Work Schedules

The patrol squads work 12 hour shifts on a 32 day rotating basis from 7 AM to 7 PM and 7 PM to 7 AM. The day on/off schedule repeats every 14 days. It is 2 on, 2 off, 3 on, 2 off, 2 on, 3 off.

The officers assigned to the K-9 Unit work a 3 days on - 4 days off schedule of 12 hour days. The supervisor works 8 AM – 8 PM and the two other officers work 3 PM – 3 AM on opposite days.

Administration, detective and community relations personnel work an 8 hour day - five days on - two days off weekly schedule.

Collective Bargaining

The bargaining units for the police employees are as follows:

- Tinton Falls Superior Officers Association – Affiliated with PBA Local 251
- Tinton Falls Policemen’s Benevolent Association Local 251

See Attachment II for details.

Facility

The police facility is comprised of approximately 14,322 square feet and is located in the new Tinton Falls Municipal Center, 556 Tinton Avenue, Tinton Falls, New Jersey 07724, which is approximately one year old. The headquarters is attached to the main municipal building. This is an outstanding police facility with modern electronics, including a key card security system and new furnishings throughout. The courtroom is situated between headquarters and the other municipal offices. There is room for some expansion.

Police headquarters has a basement, first floor and a second floor. The locker rooms, male and female, a well-equipped workout room, and equipment rooms are located on the basement level.

The first floor includes a well-secured sally port; booking area, interview rooms, AFIS processing center, watch commander’s office, evidence lockers, the cellblock area, which includes four cells, with beds, toilets, sink and “Texas Inmate” phones. There is a secured access to the courtroom from police headquarters.

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The second floor houses the administration offices; detectives; evidence room; and a large training room.

Fleet

Marked Units - Patrol

2007 Ford Crown Victoria	32919 miles
2007 Ford Crown Victoria	66160 miles
2007 Ford Crown Victoria	36963 miles
2007 Ford Crown Victoria	32950 miles
2007 Ford Crown Victoria	26493 miles
2007 Ford Crown Victoria	20282 miles
2007 Ford Crown Victoria	20768 miles
2007 Ford Crown Victoria	18500 miles
2007 Ford Crown Victoria	81629 miles
2007 Dodge Durango SUV	36164 miles
2007 Dodge Durango SUV	41069 miles

Marked Units - Traffic

2006 Dodge Durango SUV	33370 miles
2006 Ford Crown Victoria	23900 miles
2006 Ford Crown Victoria	24500 miles
2006 Dodge Ram pick up truck	25000 miles

K-9 Unit

2006 Dodge Durango SUV	63311 miles
2006 Dodge Durango SUV	54256 miles
2006 Dodge Durango SUV	54092 miles
2006 Chevrolet Tahoe SUV	145000 miles

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Unmarked Units Administration

2006 Ford Crown Victoria	81317 miles
2006 Ford Crown Victoria	63160 miles
2005 Ford Crown Victoria	105928 miles
2005 Ford Crown Victoria	132943 miles
2006 Chevrolet Tahoe SUV	82166 miles

Unmarked Detective Division

2005 Ford Crown Victoria	78134 miles
2005 Ford Crown Victoria	109418 miles
2005 Ford Crown Victoria	75852 miles
2005 Ford Crown Victoria	82501 miles
Dodge Conversion van (surveillance)	110000 miles
Mercury Cougar	118651 miles

All vehicles are in good condition and well maintained. The department anticipates 35,000 to 45,000 miles per year on patrol vehicles, and usually replaces these vehicles after three years.

All marked units are equipped with the standard police equipment, to include first aid kit, tools, blanket, rope, oxygen, riot gear, LED lights, defibrillator, lock-out tools, shotgun, push bumper, video recorder, radio, and laptops.

All vehicles are purchased through state contract and are maintained by the Tinton Falls Department of Public Works. Warranty work is done by a local Lincoln-Mercury or Chevrolet dealer.

Equipment

The following inventory was reviewed and is appropriate and necessary for police operations and is compatible with equipment used in the area. The equipment is in new or excellent condition. Police personnel prepared the following inventory:

- Various office equipment (all new) including 18 desktop computers, servers, printers, fax machines, and shredders.
- Extensive overnight evidence locker with cold storage (new)
- AFIS work station (new)
- 16 Kenwood 16 channel portable radios (new)

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- 12 Motorola 6 channel portable radios
- Motorola 6 channel base unit
- 25 Kenwood 16 channel mobile car units (new)
- 8 Motorola 16 channel mobile car units
- 18 Gateway MDT laptops (new)
- 18 ICOP In Car Videos (new)
- One Mobile Trailer Radar/information board.
- 12 radar units
- 45 Glock 40 Cal. Model 23 handguns
- 16 Remington 12 gauge shotguns
- 5 AR 15 Assault Rifles, .223 caliber
- One Breathalyzer unit
- Garret metal detector
- Cameras
- Oxygen units
- Deliberators
- Fingerprinting and prisoner processing equipment

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OVERVIEW OF THE FORT MONMOUTH POLICE DEPARTMENT

The Fort Monmouth Police Department is a federal law enforcement agency under the authority of the Fort Monmouth Directorate of Emergency Services (DES). The department is comprised of 50 members who provide police services in the confines of the Fort Monmouth Army base. The department has uniformed patrol, investigative and dispatch operations.

Police headquarters is located on the Main Post in Building 977 along with DES administrative offices. The majority of the 18,675 SF in the building is occupied by the police department. The building was originally built in 1953 as a military stockade, but has since been remodeled to house the police department and DES administration offices. In addition to the main headquarters, the department has 1900 SF for kennels (Bldg. 983), a 4800 SF Quonset hut (Bldg. T-908), and an 11,110 SF training facility (Bldg. 2627 in the Charles Wood Area).

The police department is charged with preventative patrol, response to calls for police service, traffic control, enforcement of federal law, investigation of disorderly conduct, and minor crimes against property. All serious crimes are investigated by the U.S. Army Criminal Investigation Division (CID).

The DES reports the annual cost for police operations for fiscal year 2007 was \$5,485,944.

The Fort Monmouth Police Department will cease to exist and will not be a functioning emergency services provider after the closure of the base.

The administrative and operational interaction among the three police departments and the Fort Monmouth Police Department is minimal. The three host police departments do not rely on the Fort Monmouth department for any supplemental services, equipment, or supplies. Any interaction is limited to an occasional backup by the Fort Monmouth officers and traffic control at the main gate.

All requested mutual aid by the three host police departments is provided by other local police departments, and the New Jersey State Police.

By all appearances, the closure of the Fort Monmouth Police Department operations will have no meaningful affect on the Eatontown, Oceanport, or Tinton Falls Police Departments.

CHAPTER 4

OPERATIONS AND WORKLOAD ANALYSIS

According to New Jersey state law (N.J.S.A. 40A-14-118), a municipal governing body may establish a police department by ordinance. The governing body shall maintain administrative oversight of the department through an “appropriate authority” who shall be named by the body. Furthermore, this state law is the foundation for the governing body’s authority to fix the size and structure of the department as it “shall deem necessary for the effective government of the force.”

The study team determined that all three police departments are duly formed by ordinance and have appropriate oversight by the governing body. The departments have a paramilitary structure and are managed by a Chief of Police, who is responsible to the appropriate authority for the efficiency and day to day operations of the force.

Operations

The study team made observations of police procedures and conducted detailed interviews to gain insight of the operations of each department. All three departments are well managed and the officers are competent and well trained. The police departments appear to have strong community acceptance and a high level of public support. It is clear that the departments provide prompt, competent, and courteous service to the public.

Policies and procedures in the law enforcement community in New Jersey have become standardized over the last few decades. Guidelines and directives from the New Jersey Attorney General and the County Prosecutors have created a framework for conducting many law enforcement activities, such as family and juvenile matters (e.g. domestic violence, school searches), high risk incidents (e.g. vehicle pursuits), and procedural matters conforming to the law (e.g. use of force, advice of rights). The three police departments have appropriately adopted and practice accepted policies and procedures as directed by higher law enforcement authority. Although there are some procedural issues that differ in the three departments, they are not impediments to cooperative or combined operations.

Administrative and support functions of suburban New Jersey municipal police departments of similar size are generally much alike. Budgeting, procurement,

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personnel, discipline and control, record keeping, directing and coordinating employees and training are all common tasks performed by police executives and support staff. Although there may be differences in form, these functions are performed by all New Jersey municipal police departments.

Generally, larger police organizations require more administrative formality and structure to maintain order in the larger workforce. By necessity, leaders delegate more and allow decision making further down the chain of command. There is less personal contact between upper management and the rank and file. However, smaller organizations tend to function more informally because the workforce is smaller; communication is easier creating more direct contact at all levels in the chain of command; there is a wider distribution of administrative tasks; and generally there are fewer conflicts, grievances and disputes.

Workload Analysis- PATROL

The function of police patrol is generally viewed as the most important of all police activities. Essentially, other units or organizational functions exist to support the patrol function and assist in accomplishing its objectives. The patrol force is engaged in a wide range of activities, such as responding to calls for service, suppressing and investigating criminal or disorderly conduct, maintaining order, arresting offenders, controlling traffic, conducting preventative patrol, and assisting the public. The study team performed the following statistical analysis in comparing the nature and volume of the patrol workload in all three departments.

It must be made clear that workload analysis of police patrol is not an exact science because of the variables from department to department, as well as inconsistencies associated with identifying and recording legitimate patrol incidents. However, there are a number of indicators that reveal the frequency and type of incidents occurring in a community that demand police response. The study team has found revealing indicators of patrol workload in communities of this size are calls for service (CFS), crime statistics, arrest data and traffic workload. A workload analysis is important in a study of this nature to determine if there will be an adverse impact on one or the other department should they share certain operational functions or merge entirely.

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Note – The statistical calls for service data outlined in this report were developed from records provided to the study team from the three police departments. The study team recognizes that there may be variables in incident recording because the departments have different records management systems. However, these variables are not deemed significant by the study team and do not detract from the comparative value of the data.

Calls for Service

A call for service (CFS) can be described as an incident that requires attention by police personnel, whether in response to notification from the public or police activity initiated by an officer. Using CFS statistics as a workload indicator is one of the more reliable methods of determining the level of officer activity.

The following table and graph illustrate the number of annual CFS for the years 2005, 2006, and 2007.

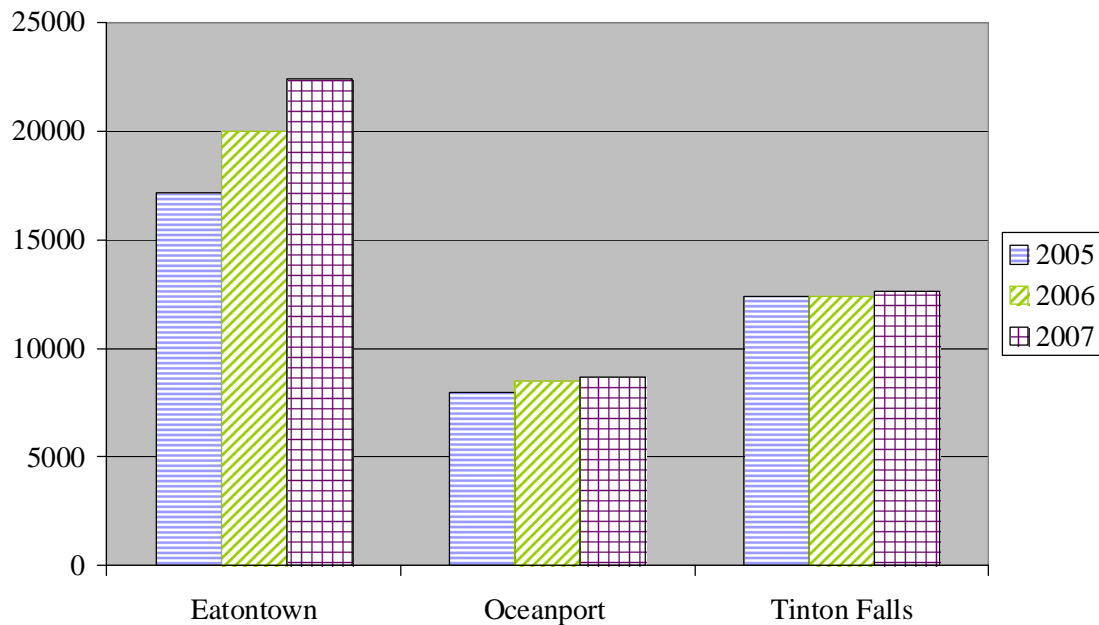
Total Annual Calls for Service – 2005, 2006 and 2007

	<u>2005</u>	<u>2006</u>	<u>2007</u>
Eatontown	17172	19982	22389
Oceanport	7973	8495	8703
Tinton Falls	12425	12397	12643

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Total Annual Calls for Service



Annual Calls for Service per Patrol Officer

Although comparison of CFS statistics from all participating police departments is useful in shared services studies, it is equally valuable to identify the workload per officer. As previously said, workload analysis of police patrol is not an exact science because of the variables from department to department. The difficulty in compiling exact statistical workload information per officer is compounded by personnel vacancies that occur from time to time. However, the information has value for comparison purposes because the variables are generally not severe.

The following chart and graph depict the annual CFS workload per officer assigned to patrol. Officers assigned to special units, such as traffic, community service, or K-9, are not included.

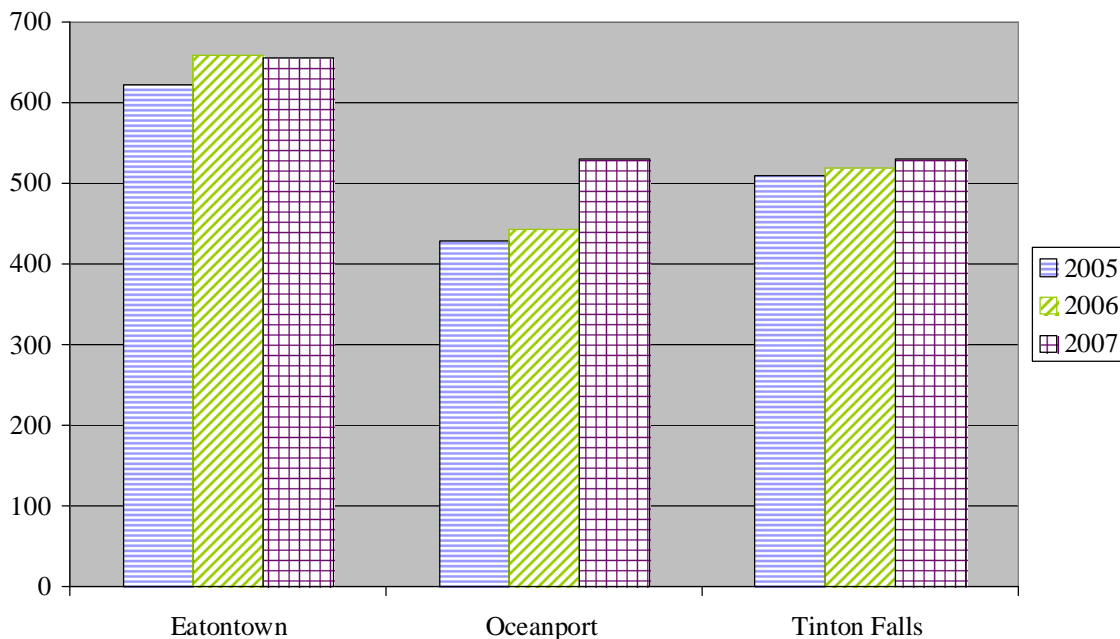
Note: Motor vehicle traffic stops that result in the issuance of a summons or warning are excluded from this statistical analysis.

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Annual Calls for Service per Patrol Officer

	<u>2005</u>	<u>2006</u>	<u>2007</u>
Eatontown	622	658	655
Oceanport	428	443	530
Tinton Falls	510	519	531

Annual Calls per Officer



Crime

Crime statistics in the United States are compiled annually by the Federal Bureau of Investigation through a nationwide cooperative program called the Uniform Crime Report (UCR). In New Jersey, police organizations record crime statistics on monthly UCR reports and submit them to the New Jersey State Police UCR Unit. The State Police forward the information to the FBI, compile statewide statistics, and prepare an annual report titled “Crime in New Jersey – Uniform Crime Report”. This annual report presents a wide range of statistical information

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relative to crime throughout the state. The report includes a listing of the crime rate (number of crimes per 1000 inhabitants) in every municipality in the state.

Fundamentally, UCR statistics are based on a group of eight crimes called "Index Crimes". These crimes were selected because they generate a reliable set of criminal statistics common to all jurisdictions. Of the eight index crimes, four are considered violent crimes (murder, forcible rape, robbery, and aggravated assault) and four are considered non violent crimes (burglary, theft, motor vehicle theft, and arson).

The following data were obtained from the annual New Jersey State Police UCR Report for the years 2004 through 2006. Crime statistics for the year 2007 will not be available from the N.J. State Police until later this year.

EATONTOWN

<u>Year</u>	<u>Index Crimes</u>	<u>Violent</u>	<u>Non-Viol.</u>	<u>Crime Rate / 1000 pop.</u>		
				<u>Violent</u>	<u>Non-Viol.</u>	<u>Total</u>
2004	610	35	575	2.5	40.7	43.2
2005	545	23	522	1.6	36.9	38.5
2006	639	36	603	2.6	42.8	45.4

OCEANPORT

<u>Year</u>	<u>Index Crimes</u>	<u>Violent</u>	<u>Non-Viol.</u>	<u>Crime Rate / 1000 pop.</u>		
				<u>Violent</u>	<u>Non-Viol.</u>	<u>Total</u>
2004	74	3	71	0.5	11.9	12.4
2005	109	5	104	0.9	17.8	18.7
2006	41	1	40	0.2	6.9	7.1

TINTON FALLS

<u>Year</u>	<u>Index Crimes</u>	<u>Violent</u>	<u>Non-Viol.</u>	<u>Crime Rate / 1000 pop.</u>		
				<u>Violent</u>	<u>Non-Viol.</u>	<u>Total</u>
2004	289	14	275	0.9	17.2	18.2
2005	304	13	291	0.8	18.0	18.8
2006	334	17	317	1.0	18.4	19.3

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The occurrences of crime in Oceanport and Tinton Falls fall below the statistical countywide and statewide averages. In Eatontown the violent crime rate is consistent with the countywide crime rate and below the statewide average; however, the non-violent crime rate is more than double the county and state averages. This condition is not unusual in municipalities having considerable retail (such as the Monmouth Mall) and a high percentage of multi-family housing.

The following information is provided for reference and comparative purposes.
(Source – Crime in New Jersey - 2006 UCR Report)

Comparative Crime Statistics

2006 Crime Rate in Monmouth County

<u>Violent</u>	<u>Non-Violent</u>	<u>Total</u>
2.3	19.8	22.0

Crime in New Jersey

2006 Crime Rate in the State of New Jersey Per 1000 Population

<u>Violent</u>	<u>Non-Violent</u>	<u>Total</u>
3.5	22.9	26.4

2006 Crime Rate in New Jersey Municipalities with Population between 5,000 and 15,000

<u>Violent</u>	<u>Non-Violent</u>	<u>Total</u>
1.4	16.9	18.3

2006 Crime Rate in New Jersey Municipalities with Population between 15,000 and 25,000

<u>Violent</u>	<u>Non-Violent</u>	<u>Total</u>
2.1	19.0	21.1

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Arrest Data

The following data on adult and juvenile arrests was compiled from records and information supplied by the police departments.

Eatontown

<u>Year</u>	<u>Adult</u>	<u>Juvenile</u>	<u>Total</u>
2005	652	173	825
2006	969	213	1182
2007	929	271	1200

Oceanport

<u>Year</u>	<u>Adult</u>	<u>Juvenile</u>	<u>Total</u>
2005	164	11	175
2006	156	20	176
2007	124	18	142

Tinton Falls

<u>Year</u>	<u>Adult</u>	<u>Juvenile</u>	<u>Total</u>
2005	748	63	811
2006	763	38	801
2007	680	49	729

Traffic Related Activity

Patrol officers enforce traffic laws, investigate and document auto crashes, give aid to the injured, provide temporary traffic control during hazardous conditions, and provide a patrol presence that has a deterrent effect on unsafe driving practices. In all three communities, traffic matters consume a major part of daily police activity.

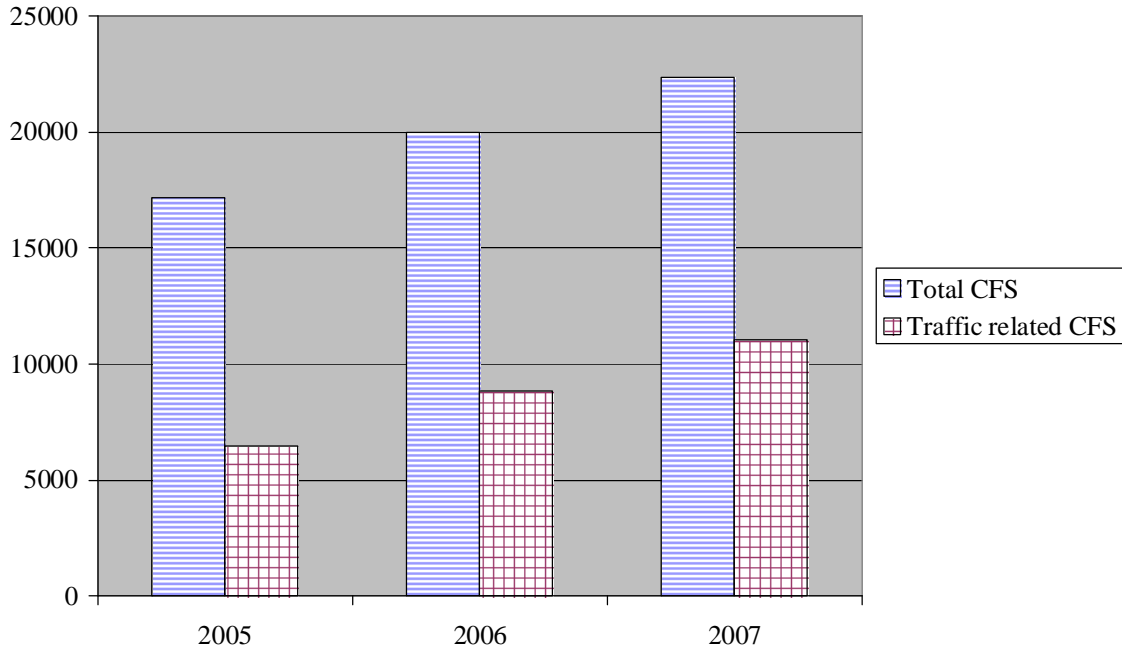
In the last three years, vehicle stops, crash investigations, traffic control, and miscellaneous traffic issues averaged 44% of the overall calls for service (CFS) in Eatontown; 37% in Oceanport; and 26% in Tinton Falls as depicted in the following graphs.

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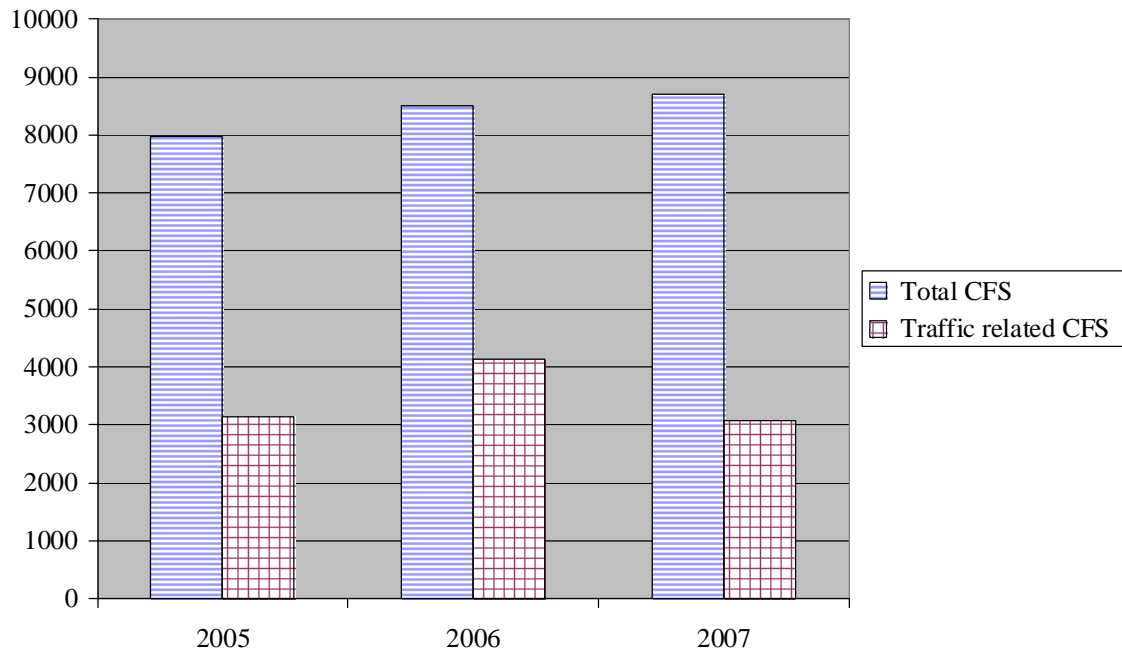
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Traffic Related Police Activities

Eatontown Traffic Related Calls for Service



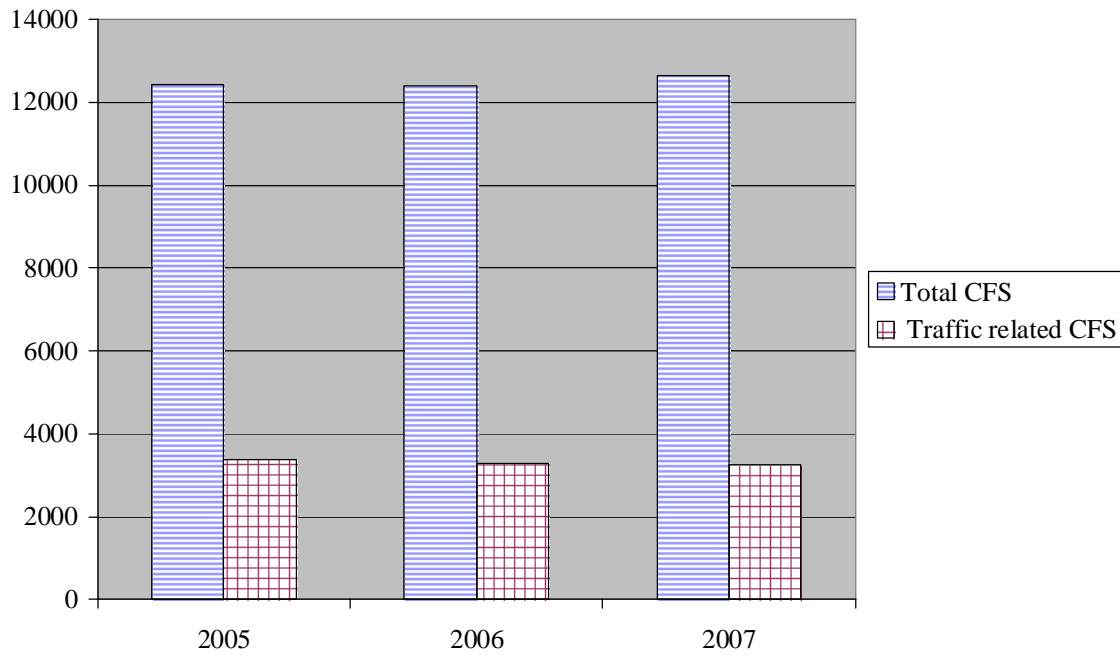
Oceanport Traffic Related Calls for Service



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Tinton Falls Traffic Related Calls for Service



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			<u>2005</u>		<u>2006</u>		<u>2007</u>	
Eatontown								
	Total CFS		17172		19982		22389	
	Traffic related CFS		6471		8870		11,056	
Oceanport								
	Total CFS		7973		8495		8703	
	Traffic related CFS		3151		4129		3066	
Tinton Falls								
	Total CFS		12425		12397		12643	
	Traffic related CFS		3375		3299		3246	

CHAPTER 5

ORGANIZATIONAL AND STATUTORY FRAMEWORK FOR SHARING MUNICIPAL SERVICES

Two or more municipalities may share or consolidate governmental services in two basic ways. They may consolidate or merge certain governmental operations, or contract to share specific services or resources using an interlocal services agreement.

The legal framework for sharing or consolidating government services in the State of New Jersey is founded in the Uniform Shared Services and Consolidation Act, Chapter 63, P.L. 2007, Sections 1 through 35 (40A:65-1 through 40A:65-35). This law was enacted in 2007 and repealed the Interlocal Services Act (40:8A-1 et seq.) and the Consolidated Municipal Service Act (40:48B-1 et seq.).

Contract Services

Municipalities may enter into a contract under the provisions of the Uniform Shared Services and Consolidation Act – Sub article B. Shared Services (40A:65-4 though 13) “to provide or receive any service that each local unit participating in the agreement is empowered to provide or receive within its own jurisdiction, including services incidental to the primary purposes of any of the participating local units.”

Specifically, two or more municipal police departments may be combined to provide the joint provision of police services to the participating municipalities; or one department may provide the service to both municipalities. In many cases, one police department is disbanded and the other department (usually, but not necessarily, the larger police department) provides police services for the smaller community by contract. Generally, some or all of the officers employed by the disbanded department are assimilated into the department providing the contract service.

However, police departments do not need to be entirely combined in order to share services effectively. Specialized functions of governmental services or resources may be shared by two or more government entities. An excellent example of inter-jurisdictional cooperation using an interlocal services agreement is shared

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emergency services dispatch for police, fire and first aid that has been implemented in a number of municipalities throughout the state.

Joint Meeting

In the Uniform Shared Services and Consolidation Act – Sub article C. Joint Meeting – (40A-65-14a) “The governing bodies of any two or more local units may enter into a joint contract, for a period not to exceed 40 years, to provide for the formation of a joint meeting for the joint operation of any public services, public improvements, works, facilities, or undertakings which the local units are empowered to operate.”

A “joint meeting” is an organization established by an interlocal service agreement by two or more municipalities to perform a local government service. Under this plan, the services (in this case the police departments) are disbanded and an entirely new organization is formed.

Under the provisions of this act, the new entity is managed by a management committee comprised of “at least three members, of which one shall be appointed by the governing body of each of the local units executing the joint contract.” (40A-65-20).

The joint organization shall have the following powers and authority, which may be exercised by the management committee to the extent provided in the joint contract;

1. To sue and be sued;
2. To acquire and hold real and personal property by deed, gift, grant, lease, purchase, condemnation, or otherwise;
3. To enter into any and all contracts or agreements and to execute any and all instruments;
4. To do and perform any and all acts or things necessary, convenient or desirable for the purposes of the joint meeting or to carry out any powers expressly given in sections 1 through 35 of P.L. 2007 (40A:65- 1 through 35);
5. To sell real and personal property owned by the joint meeting at public sale;
6. To operate all services, lands, public improvements, works, facilities or undertakings for the purposes and objects of the joint meeting;
7. To enter into a contract or contracts providing for or relating to the use of its services;

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8. To receive such State aid or Federal aid or grants as may be available for the purposes of the joint meeting;
9. To acquire, maintain, use and operate lands, public improvements, works or facilities in any municipality in the State.

Additionally, the Act states that when two or more municipalities enter into an agreement for the joint provision of law enforcement services within their respective jurisdictions, the agreement shall recognize and preserve the seniority, tenure, and pension rights for every full time officer in good standing who is employed by each of the participating municipalities. Officers may not be terminated except for cause; however, the merged department may reduce the size of the force, as provided by law, for reasons of economy and efficiency. (40A-65-17)

The statute further states that the participating municipalities may provide for the appointment of a chief law enforcement officer (generally a chief of police) for the joint department. The agreement shall provide that any person who is serving as the chief law enforcement officer in one of the participating municipalities at the time the agreement is adopted may elect to either:

1. Accept a demotion of no more than one rank without loss of seniority rights, impairment of tenure, or pension rights, or
2. Retire from service.

CHAPTER 6

FEASIBILITY FOR SHARING SERVICES

When conducting a shared services study of this nature, the JPM Study Team examines a great number of records and documents and conducts interviews with a large cross section of stakeholders. The characteristics and needs of the communities, the police operations, support services, administration, facilities, equipment, training, and budgets are examined to determine the potential for sharing services and resources.

Depending on the extent and nature of service to be shared, there are other considerations that must be taken into account, such as:

- Administration
- Operations
- Facilities
- Costs
- Labor unit bargaining agreements

Throughout this process, the study team kept the following four basic questions in mind while considering whether sharing services are feasible:

- Will police service be improved and/or enhanced?
- How will shared services affect the work experience of the employees?
- What are the benefits in cost savings or cost avoidance of sharing services?
- What is the affect on the general public?

The policies and procedures for conducting the business of law enforcement are highly regulated. Municipal police departments in New Jersey fall under the direction of the Attorney General and the County Prosecutor. Therefore, officers in the three departments perform the same uniform “law enforcement” practices.

The three police organizations all have a para-military structure and are administratively and operationally configured in a similar fashion. They have a traditional rank structure.

An examination of crime and police calls for service records as well as a review of police policies and procedures suggests that the law enforcement activities in the communities have both similarities and differences. For example, the crime rates in Oceanport and Tinton Falls Boroughs are below statewide and county averages; however, Eatontown’s crime rate, particularly for non-violent crimes, is higher than the averages. Individually, officers in Eatontown respond to more calls for

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service than officers in Oceanport and Tinton Falls. Monmouth Park Racetrack presents challenges for the Oceanport Police Department, as does Monmouth Mall for the Eatontown police.

Other noteworthy variables important to law enforcement operations identified by the study team are:

Facilities

- Eatontown police facility is adequate, but needs modernization and room for expansion;
- Oceanport police facility is inadequate and poorly designed;
- Tinton Falls has a new modern police facility.

Dispatch

- Eatontown and Oceanport are self dispatched.
- Tinton Falls police are dispatched by a regional dispatch center.

Community Characteristics

Criminologists agree that there are many factors that influence the need for police services in a community. For example, population density, the composition of residential, commercial and vacant property, the nature of the highway system, socio-economic factors such as average age, income, unemployment, property value, etc. and the expectations of the residents all play a role in determining a community's need for police services. The law enforcement activities necessary to police one community may be vastly different than what is needed by another community. Therefore, an examination of the characteristics and demographics of each community, as outlined in Addendum A of this report, is not only appropriate, but crucial to making a well informed recommendation.

Some of the notable community characteristics that affect law enforcement activities are:

Eatontown

- Level population growth
- Higher population density
- High density housing
- Monmouth Mall
- Significant major highway corridors
- Significant commercial development

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Oceanport

- Level population growth
- Primarily residential
- Vast majority of residential property is single family dwellings
- Minimal commercial development
- Monmouth Park Racetrack
- Few major highways

Tinton Falls

- Growing community
- Larger geographical area
- Outlet mall under development
- Monmouth County Reclamation Center
- Monmouth Regional High School
- Garden State Parkway
- Larger geographic area

SUCCESSFUL SHARED SERVICES ENDEAVORS

During this study, a number of current shared services agreements and cooperative practices were identified as successful endeavors to minimize costs and improve police efficiency. They are:

Eatontown

- 9-1-1 Public Safety Answering Point – Monmouth County Sheriff Communication Center - *\$18,000 annual expense
- Mobile Data Terminal (MDT) access to server by Shrewsbury Borough - \$960 annual revenue

Oceanport

- 9-1-1 Public Safety Answering Point – Monmouth County Sheriff Communication Center - *\$10,000 annual expense
- Video teleconferencing for court hearings - \$1200 annual expense

Tinton Falls

- Complete Dispatch Service by Monmouth County Sheriff Communication Center - *\$185,000 annual expense
- Impound vehicle storage with Red Bank - \$6000 annual revenue
- Video conferencing for court hearings with Oceanport - \$1200 annual revenue

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- Public auction – A number of municipalities are invited to participate in a public auction of surplus government equipment and property acquired by forfeiture or recovered lost property.

* Note - The cost of dispatching service fluctuates from year to year because the costs are prorated by volume of calls

OTHER SHARED SERVICES STUDIES

Other studies examining sharing emergency services, including police service, have been completed, or are currently underway in many parts of the state. Although the Host Communities are not participants in this study, it should be noted that a police shared services study is being conducted in the Monmouth County municipalities of Rumson, Little Silver, and Fair Haven Boroughs. JPM considered these communities in our review of impacted neighboring municipalities, but these towns were not selected as neighboring towns for this study.

CONSIDERATIONS

After considering the similarities and differences in the communities and operations of the individual police departments, it is apparent to the study team that sharing services is certainly feasible. The study team carefully considered the eight options for sharing services, described in Addendum B, to determine how police services in the three communities may be shared to improve service, and to minimize current and future costs.

After careful consideration, the following three of the eight options were identified as highly effective for enhancing police services and reducing costs.

THE THREE WAY SPLIT

This option divides the existing Fort Monmouth land area into three sections that follow the existing municipal boundaries. Essentially, this is the traditional arrangement that will occur when the Fort Monmouth base is closed and the land is left to the individual municipalities to govern. Each municipal police department will be responsible to provide police services to the geographical area of Fort Monmouth that falls within their borders.

Police resources will gradually expand in order to appropriately manage the workload as the area develops. Local police officials estimate that at least 4 to 5 additional officers (one officer per shift) will be required in each department if the

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Fort Monmouth area is fully developed as planned, providing there is minimal increase in demand for police services in their existing jurisdictions.

The study team referred to the Fort Monmouth Reuse and Redevelopment Plan prepared by The Fort Monmouth Economic Revitalization Planning Authority (FMERPA) as a guide to project needed police services when the Fort Monmouth land area is fully developed. The plan projects significant office/R & D space (1,583,500 square feet) will be created by the year 2028, in addition to 320,330 square feet of retail space, and to a lesser extent medical and healthcare facilities. Also, a total of 1,528 mixed income dwelling units will be occupied.

After review of the existing population and housing units in each community, along with the current level of calls for service and police department staffing levels, the study team concluded that the increase in personnel projected by the police departments is a reasonable expectation, particularly with the uncertainties of long range development planning.

In the “Three Way Split” option the study team foresees opportunities to share services in at least the following:

- **Shared Dispatching** – Police dispatching functions in Eatontown and Oceanport could either be merged into one dispatch center, or merged with the Monmouth County Sheriff’s Communication Center.
- **Training** – The departments may participate in joint training to reduce costs and redundancy of effort by training officers and instructors.
- **K-9** – The four K-9 teams currently existing in the three communities (with a combined population of 37,000) could be reduced to two or three teams and a portion of the costs could be shared by the participating communities.

The study team finds that of the three options, this option offers the least opportunity for cost savings or improved effectiveness.

FORT MONMOUTH REGIONAL

Under this arrangement, the entire area now existing within the boundaries of the three communities plus the entire Fort Monmouth land area would be serviced by a new regional police department formed under the provisions of The Uniform Shared Services and Consolidation Act – Sub-article C. Joint Meeting – (40A-65-14a) as described in Chapter 5 of this report.

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Under the provisions of this law, a new regional police department would be formed and managed by a management committee comprised of “at least three members, of which one shall be appointed by the governing body of each of the local units executing the joint contract” (40A-65-20). The existing police departments are disbanded and the officers become members of the new regional department with specific employment protections as enumerated by the law.

The new regional police department would be comprised of the combined resources of the three host communities, and possibly the resources of other neighboring communities desiring inclusion. Full consolidation of the departments will provide an opportunity for improved service at less cost.

EAST/WEST SPLIT – HOPE ROAD

Under this option, the Fort Monmouth area is divided into two distinct areas separated by Hope Road, which is the existing municipal boundary between Tinton Falls and Eatontown. Of the two areas, the western section lies wholly within the boundaries of Tinton Falls, and the eastern portion is comprised of the area within the boundaries of Eatontown and Oceanport.

This option merges the Eatontown and Oceanport Police Departments. To state it more clearly, the merger is actually a contract service arrangement for one police department to provide police services to another by interlocal agreement.

In municipal police contract services, there is no legal guidance concerning which municipality provides the service to the other. In this case, the larger department, Eatontown Borough, should provide service to Oceanport Borough. Typically, the smaller department is disbanded and some or all of the members of the disbanded department are hired by the other. Although the law preserves the employment rights of all officers in municipalities forming a joint meeting or regional department, a contract services arrangement may not. However, Jersey Professional Management strongly recommends that the Oceanport Police Department employees be hired by Eatontown Borough.

The Eatontown Police Department is better positioned to provide comprehensive police services to both communities. However, it currently does not have sufficient resources to do the job. Additional manpower, fleet, and equipment are necessary. The study team strongly suggests that if this model is adopted, the officers from the Oceanport police Department should be integrated into the Eatontown Borough Police Department and their employment status be safeguarded according to the provisions outlined in the Uniformed Shared Services and Consolidation Act. In addition, through an appropriate financial

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arrangement, the Oceanport fleet and police equipment should be available to the Eatontown Police Department.

Cost sharing, or more appropriately called the contract fee, for this model is determined by defining the extent of services rendered, determining the cost of rendering the expected service, and negotiating a mutually acceptable fee. In this case, assuming that Eatontown police will deliver a clearly defined comprehensive police service to Oceanport, a fair and equitable fee may be based on population and workload or other mutually agreed upon criteria.

Oversight is probably a difficult issue in this model. Civilian oversight of the Eatontown Borough Police Department remains the responsibility of the governing body through the appointed “appropriate authority” as defined by law. Although the governing body of Oceanport has the authority to contract police services in their community by the Eatontown Borough Police Department, direct oversight of the department is still done by the Eatontown Borough governing body.

However, the contract, or interlocal services agreement, should clearly state how services are to be rendered in the Borough and the manner in which the Oceanport governing body should communicate with the Eatontown Borough Police Department. For example, a number of police departments currently providing service to another municipality submit monthly reports to the governing body of the community receiving the service. In addition, the Police Chief, or his designee, attends meetings of the governing body on regular intervals to answer questions, or to engage in dialog regarding police services or community problems.

For reasons previously cited in this chapter, the study team is of the opinion that Tinton Falls Police Department should remain a separate department and should provide police service only to the Fort Monmouth area that falls within their boundary.

Benefits and Drawbacks

There are a number advantages and perceived drawbacks to consolidating police services as described in the Fort Monmouth Regional and East/West Split – Hope Road options. All of the below listed benefits and drawbacks may or may not result depending upon the structure and administrative policies established for the operation of the consolidated department. The following is a list of potential benefits and drawbacks of combining two or more police departments as previously described in options titled Fort Monmouth Regional and East/West Split – Hope Road.

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Benefits

1. Improve the distribution and deployment of police personnel.

Police executives should have the flexibility to schedule officers to work according to the highs and lows of police activity. In smaller departments, little more can be done but to assign a minimum number of officers to each shift in order to cover the shifts adequately. Merging the departments should result in more effective use of police personnel.

2. Minimizing administrative redundancy.

Common administrative tasks, such as training, scheduling, controlling, budgeting, and development of policy and procedures, are performed by all police departments. Consolidating police departments will avoid the time, effort and expense of administrative duplication.

3. Improvement in training and personnel efficiency.

The complexity of policing, today and in the future, requires more and better officers to meet the challenges they face on patrol. In general terms, smaller police departments have more time and personnel limitations than larger departments. Sending an officer to training in a small department may mean sacrificing staffing needed for patrol. Therefore, exposure to more than essential training may occur infrequently or not at all. Although consolidation will not totally rectify the problem, it certainly opens the door to more extensive training opportunities.

4. Improved supervision and management.

Because of time and personnel limitations, police management and supervisory personnel in small departments often must function in the capacity of a patrol officer, clerical worker, or technician and cannot devote full attention to their supervisory and management responsibilities. A consolidated department increases personnel resources limiting these role conflicts. A consolidated department, properly structured, will maximize productivity and return of the tax dollar.

5. Improved coordination.

It is common in small bordering communities that crime, traffic, and related police matters transcend the boundaries. Often a crime or other police

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matter is investigated by police officers in more than one community. Consolidation improves the coordination of police activities.

6. Improved specialized services.

Smaller departments have a limited number of personnel to deal with a large number of responsibilities. Frequently, one officer may have many roles within the department, such as traffic officer, juvenile officer, D.A.R.E. instructor, computer technician, etc. There may be some advantage to an officer being experienced in many specialties; however, it is difficult for anyone to keep properly trained and current in multiple specialty areas.

Personnel from both departments expressed the need to develop a full time traffic safety unit to focus on the traffic related matters in their community, but because of existing limitations the departments cannot. Officers noted that time is limited and programs such as crime prevention, bike patrol, and other initiatives are not fully implemented.

7. Reduced costs.

Simply stated, the cost of operating one department is lower than operating two. A consolidated police operation, as compared to operating two separate departments, should realize cost savings in:

Personnel - Less total costs for salaries, overtime, health care and employer pension contributions.

Operating expenses – Reduced costs for the purchase and maintenance of duplicate or redundant items, savings through economy of scale in purchasing, reduction in costs for telephones, office supplies, and special equipment.

Cost avoidance – Reduction in future capital expenses for two independent headquarters.

Drawbacks

The primary arguments against police consolidation are basically the same everywhere with a few specific exceptions.

1. Partial loss of direct local control

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In every municipality in the state where a police department has been established by the governing body, civilian oversight takes place through a process which may include a public safety committee, a police commissioner, or a police liaison. In some cases, the entire governing body is designated the “appropriate authority” for civilian oversight as defined in the law. Civilian oversight includes the following:

- Establish the department’s rules and regulations
- Establish the disciplinary process for major and minor discipline
- Establish the table of organization
- Set forth the promotional process
- Require the Chief to report on a regular basis (at least monthly) and outline the specific reporting requirements
- Review operation of the police force when necessary
- Examine the performance of individual officers
- Establish administrative policy, such as described in the General Personnel Policy Handbook
- Establish compensation

In a regional police department, civilian oversight is the responsibility of a managing committee comprised of members selected by the participating communities. Each participating community loses a degree of direct oversight in favor of participatory oversight as a member of the managing committee.

2. Partial loss of non-enforcement services

In small communities in New Jersey, police officers perform many duties that are not really considered police functions, but are often part of the job. Delivering communications to municipal officials, escorts, issuing licenses and running errands for municipal officials are examples of tasks performed by police personnel.

3. Partial loss of citizen contact

Citizens are generally unsure of what consolidation will actually mean to them. It is sometimes difficult to address satisfactorily the question of whether services will improve. While it seems obvious on the surface that coordinating police services results in improved efficiency and cost savings, it may be difficult to convince some members of the community.

Consolidating police departments may mean the transfer of some officers from one patrol area to another. Some citizens in all participating communities may believe their relationship with the police department will

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diminish. If this does occur, it will likely be temporary and will exist for a short time until the officers become acquainted with the citizens in their patrol area.

The success or failure of complete merger of police departments may rest on the degree of compatibility, or fit, that the communities and the police departments have with one another. In this case, the study team believes the fit is not ideal at this time for a complete consolidation of the three communities for the following reasons:

- Tinton Falls' geographic size, shape and location is not ideal for inclusion in a merger of the other two communities who are in closer proximity and size
- Tinton Falls has a newer and more extensive facility
- Tinton Falls growth potential is greater than the other two communities

STATE AND COUNTY LAW ENFORCEMENT RESOURCES

It is important to note that municipal police departments are part of the criminal justice system of the State, and as such, are subject to the law enforcement chain of command, as defined in the Criminal Justice Act of 1970 (N.J.S.A.52:17B-97 et. seq.). The law makes plain that the chief law enforcement officer in the state is the Attorney General of New Jersey. Next, the County Prosecutor is the chief law enforcement officer in the county with authority over all law enforcement officers within that county. The courts have consistently held the county prosecutor's authority to issue directives to local police departments relative to the administration of criminal laws and police procedures.

From an operational perspective, the police departments generally have a more frequent and direct relationship with the County Prosecutor's Office. The Monmouth County Prosecutor's Office provides appropriate legal and procedural guidance and investigative support to all three police departments. The County Prosecutors Office may take the lead investigative role in homicide, child abuse and sexual assault cases.

MONMOUTH COUNTY DISPATCH CENTER

Monmouth County Sheriff's Communication Center provides dispatch services to many communities in the county. As previously stated, 9-1-1 calls in the three host communities are received by the County Communications Center. The Communications center also does full emergency services dispatching in some

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municipalities within Monmouth County. However, the Communications Center is at or near full capacity.

Many small local departments in the county, including some in communities neighboring the host communities, have dispatch operations that are costly to administrate and operate. Emergency services dispatching is potentially one of the opportunities for municipalities to reduce costs, minimize redundant effort, and improve efficiency by sharing services.

The closure of Fort Monmouth presents a great number of opportunities for State, County, and local government to acquire property and/or equipment at minimal cost. Monmouth County has an opportunity to acquire Fort Monmouth property that is ideal for the expansion of county-wide dispatching services.

The current Fort Monmouth Directorate of Emergency Services building is equipped with a modern, well equipped communications center that has potential for expansion. The County is urged to consider examining that property to evaluate its applicability to supplement their communications services.

The JPM Study Team recommends that all municipalities in this study area, not currently using the full services of the County Dispatch Center, begin the process of eliminating their local dispatch center. All municipalities should be using the full services provided by the Monmouth County Dispatch Center.

CHAPTER 7

RECOMMENDATIONS

In general terms, municipalities receive the quantity and quality of police service they are willing to pay for. It is clear that the residents and public officials of all three communities expect a high quality of service from their respective police departments. After reviewing police operations in the three host communities, the study team found that the departments appear to meet those expectations. However, in the interest of responsible government, it is necessary to explore the possibilities of doing more with less. This study intended to do just that.

A number of shared services options have been discussed in this report which may improve the delivery of service and/or minimize costs. During this analysis, the study team kept the interests of the police department employees in mind while focusing on maintaining or improving the quality and quantity of police service to the citizens of the communities and to reduce costs.

After careful consideration of the issues outlined in Chapter 6 – Feasibility for Sharing Services, the JPM study team recommends the following:

1. EAST/WEST SPLIT – HOPE ROAD

As previously stated, this concept divides the Fort Monmouth area into two distinct areas separated by Hope Road, which is the existing municipal boundary between Tinton Falls and Eatontown. Of the two areas, the western section lies wholly within the boundaries of Tinton Falls, and the eastern portion is comprised of the area within the boundaries of Eatontown and Oceanport. This option involves the merger of the Oceanport Police Department into the Eatontown Police Department. The Eatontown Police Department will provide police services to Oceanport by interlocal agreement.

The contract service model is considerably quicker and easier to implement with less transition cost. Furthermore, this type of merger is easier to dismantle if the shared services arrangement fails to fulfill expectations.

This option offers the opportunity to realize the following listed benefits of merger, which were fully described in Chapter 5 and are repeated below:

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Benefits

- Improve the distribution and deployment of police personnel
- Minimize administrative redundancy
- Improve training and personnel efficiency
- Improve supervision and management
- Improve coordination
- Improve specialized services
- Reduce costs

Immediate Merger

The current conditions suggest that a merger of these two departments should be considered immediately. The benefits of merger could be realized much earlier without consideration of the acquisition of the Fort Monmouth land area. If approved this calendar year, the merging of the two departments could be accomplished by July 2009.

Attrition Through Retirements; No Layoffs Recommended

As described in detail in Chapter 8, the appropriate size of a combined department is smaller than the sum of the two current departments. In the short term, the potential savings may be less than optimal if all the current employees remain. However, the study team anticipates the ideal size of the department will be reached rather quickly through attrition. In the two departments, nine members are currently eligible for retirement.

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Staffing Projections

The Fort Monmouth Reuse and Redevelopment Plan - 2028 Preliminary Development Program cites the following planned development by 2028:

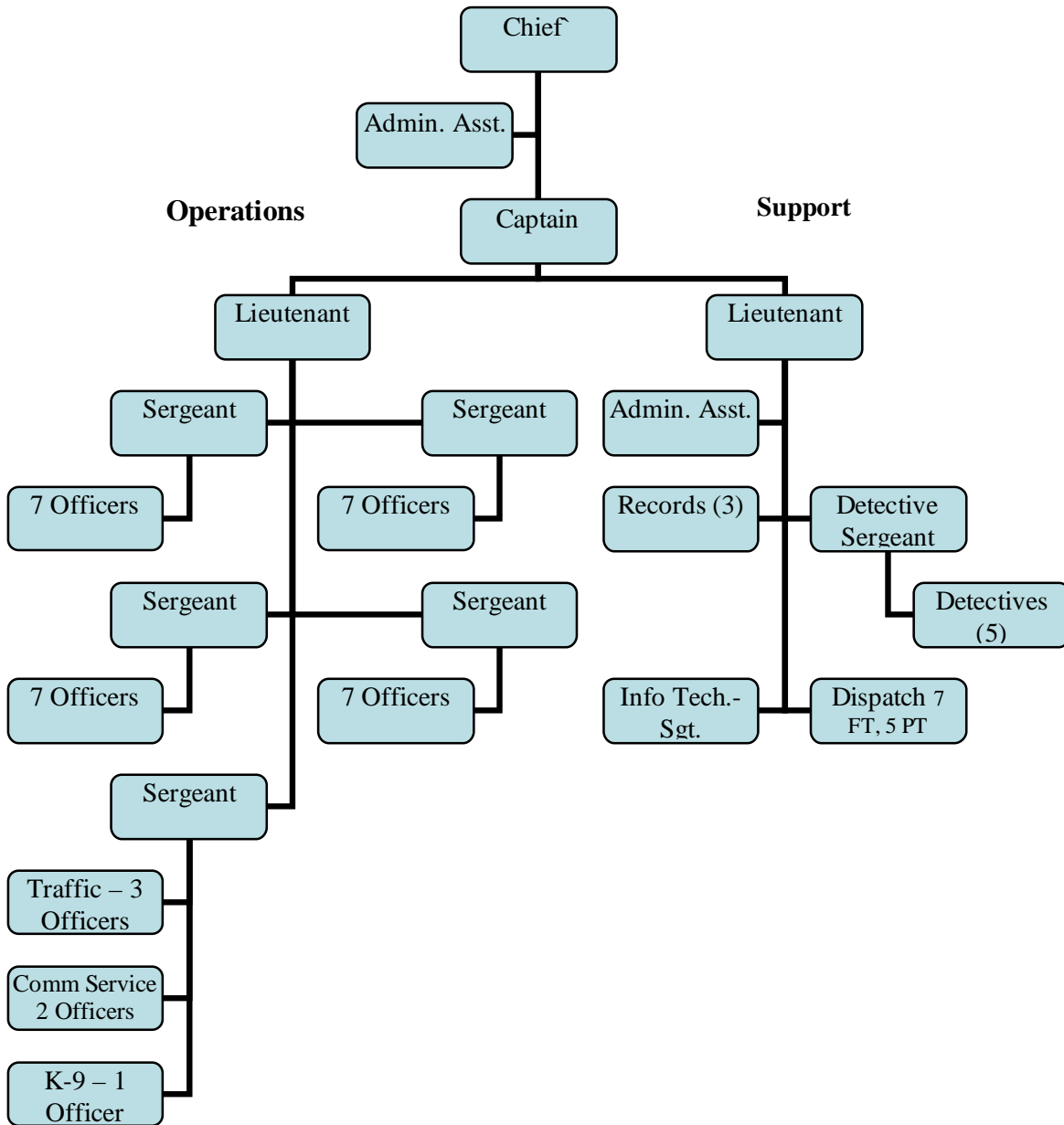
	<u>Eatontown</u>	<u>Oceanport</u>	<u>Total</u>
Office/R&D	490,000 SF	423,500 SF	913,500 SF
Retail	150,000 SF	90,300 SF	240,300 SF
Residential	540 DU	700 DU	1,140 DU
Hotel	150 RM	75 RM	225 RM
Medical Office		20,000 SF	20,000 SF
Healthcare Facility		60,000 SF	60,000 SF
Greenbelt Parks	115 AC	229 AC	344 AC
Golf Course	152 AC		152 AC

In the year 2011 – The study team projects little increase in calls for service in the short to mid range (two to five years). The population in both Eatontown and Oceanport has been rather stable for many years, and absent redevelopment in the Fort Monmouth land area there is little population growth projected for many years. The study team projects police staffing can be reduced by combining the Eatontown and Oceanport police operations. The restructuring of the department as depicted below should be accomplished through attrition.

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Eatontown Police Department – 2011



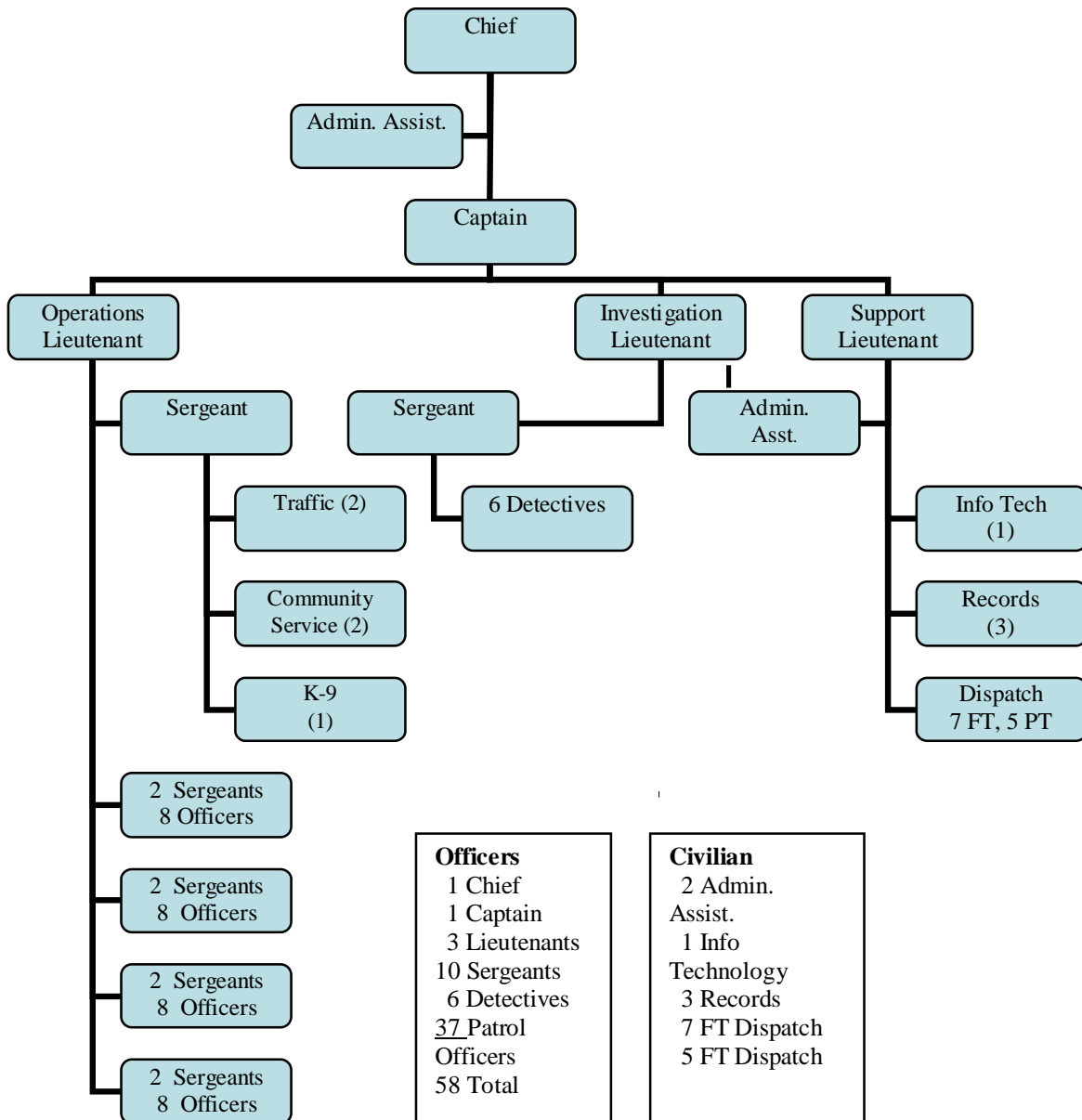
In the year 2028 – Any significant increase in need for police service is expected to be generated by redevelopment of the Fort Monmouth land area. Typically, office/research and development facilities, small medical and healthcare facilities, and golf courses do not require a high level of police attention. However, they do generate additional traffic, first aid calls, and occasional criminal activity.

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On the other hand, specific land use, retail and housing units development have the potential to generate significantly more emergency services attention. In this case, 240,300 SF of new retail space and 1,140 housing units will create a need for additional police resources.

The longer range (2028) estimates concerning the number of personnel in the following organizational chart are based upon the plan for the future being developed by the Fort Monmouth Economic Revitalization Planning Authority. That plan includes significant new land areas being included in the operational jurisdiction of municipal emergency services. The long range numbers are clearly estimates based upon the Fort Monmouth plans and the study teams understanding of other projected growth in the communities.



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Tinton Falls

The Tinton Fall Police Department is not part of a merger in the “East/West Split” option. The study team recommends that Tinton Falls continue to provide the same level of service to the community as currently provided and, of course, provide police service in the future in the Fort Monmouth area that lies within their boundaries.

In the year 2011 - The study team projects additional foot and vehicle traffic in the new outlet mall nearing completion in the Borough will generate additional calls for service. However, the department should be capable of managing the additional workload with current resources.

In the year 2028 - The population in the current land area in Tinton Falls is expected to increase by approximately 3000 residents (approximately 18 % increase) by the year 2025 as estimated by the Monmouth County Planning Board. Furthermore, an additional 288 mixed income residential units planned for the Tinton Falls - Fort Monmouth area will add approximately 700 more residents bringing the projected total population increase to 3700.

The Fort Monmouth Reuse and Redevelopment Plan - 2028 Preliminary Development Program cites the following planned development in the area now occupied by Fort Monmouth that lies within the borders of Tinton Falls:

Office/R & D	670,000 SF
Retail	80,000 SF

Typically, office and research and development facilities do not require a high level of police attention. However, these properties do generate additional traffic, first aid calls, and occasional criminal activity. 670,000 SF of office space and 80,000 SF of retail space are considerable. Combined with a 21% population increase (3700 residents), the potential impact may require additional police resources. Although the increased volume of police workload is not always directly proportional to population increases, it is clear that the police department will need additional resources, with or without the completion of the planned development in the Fort Monmouth land area. The study team projects at least one officer per shift, for a total of four additional officers, will be required to manage the increase in workload.

2. RETAIN OCEANPORT POLICE PERSONNEL

Although the Oceanport Police Department is disbanded under this option, the JPM Study Team strongly recommends that the Oceanport police officers be hired by the Eatontown Borough Police Department with the protection of the officer's salary and seniority rights.

The Uniform Shared Services and Consolidation Act may not provide employment protection for officers in Oceanport; however, the Eatontown Police Department does not have the resources to effectively perform comprehensive police services in Oceanport without them.

The Oceanport officers are well qualified and well trained. They have vast local knowledge of their jurisdiction and would be a valuable resource for Eatontown.

3. USE EATONTOWN BOROUGH POLICE HEADQUARTERS

The Eatontown police headquarters is adequate for its present use, but has little room for expansion. The current 9000 square feet of space is not ideally designed, but serves the department satisfactorily and will be adequate space for the main headquarters of a consolidated operation. However, the space will be tight and additional space is desirable. A potential solution is the use of a substation as described below.

Substation

Although the Oceanport police headquarters is small and functions poorly as a full service police facility, for the short term, some or all of the space in the current headquarters may serve as a substation to provide additional office space and locker room facilities for the merged police operation.

The benefits of the substation may be maximized if Oceanport is designated a separate patrol zone serviced by the Eatontown Police Department.

Long term

Eatontown Borough has filed a Notice of Interest for Mallette Hall on Fort Monmouth with the intention of using that space as a future municipal building, which includes room for a police headquarters. The building has two

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levels and has approximately 50,000 square feet of space. Sufficient space is available in this building to allot considerably more space to police operations than the current municipal building. This facility has ample space for the department.

The study team also considered the current DES building (Building 977) as an acceptable police headquarters for the department, but rejected that option because the building is poorly designed for a municipal police facility. It was originally built as a military stockade over 50 years ago and is not easily redesigned and remodeled.

4. CONSOLIDATE FLEETS AND EQUIPMENT

The Eatontown Police Department will require additional vehicles and equipment in order to provide comprehensive police service to Oceanport. The study team recommends that the entire Oceanport police fleet, six marked and two unmarked vehicles, and the equipment listed below be transferred to Eatontown and the value credited to the fees charged to Oceanport.

Marked Units

2003 Ford Crown Victoria	101995 miles
2007 Ford Crown Victoria	41193 miles
2003 Ford Crown Victoria	95704 miles
2007 Ford Crown Victoria	10344 miles
2007 Ford Crown Victoria	13742 miles
2004 Dodge Durango	79323 miles

Unmarked Units

2005 Crown Victoria	Chief's car	31138 miles
2000 Crown Victoria	Detectives	83715 miles

Equipment

- 19 portable radio units
- 6 Motorola mobile car units
- Motorola battery charger
- 10 desk top computers and miscellaneous computer equipment and parts
- 16 Berretta Cougar 8040 .40 cal handguns
- 6 .40 cal Berretta carbine rifles
- 5 Defibrillators
- 5 oxygen tank units

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- Assorted visual equipment including binoculars, night vision cameras, video cameras, 35 mm cameras, digital cameras and other gear related to visual equipment
- 3 police mountain bikes

5. COST SHARING

Developing a cost sharing formula for contracted services is one of the difficult issues facing participating municipalities. Various combinations of the following criteria have been used to identify a fair and equitable cost apportionment.

- Population
- Number of incidents
- Property value (Actual or assessed)
- Geographic size of the jurisdictions
- Equal payment

The JPM study team believes that a fair and reasonable method of apportionment should be formulated using population and workload, measured by the number of community generated calls for service.

CHAPTER 8

FINANCIAL ANALYSIS

The financial analysis of the police departments of the three host communities was completed using data supplied by officials of the municipalities. Analysis of current and past financial data can be far more precise than predicting the future. Because the analysis has been accomplished with a twenty-year projection, the accuracy of that projection may eventually be determined by some unforeseen events or factors which may occur during that period of time.

In analyzing the financial information, it is important to note that the three municipalities do not present their budgets in exactly the same way. Although there are certainly State of New Jersey requirements about how a budget should be prepared, there are few requirements about the specific line items. Therefore, Attachment A shows the similarities and the differences in the presentation of the three municipal budgets. For example, under Salaries and Wages, Eatontown lists a long series of salary-related items while Tinton Falls and Oceanport list significantly less. In those two communities, the same categories may be funded but included in the overall salaries and wages line. Under Other Expenses, Tinton Falls has a significantly more detailed list of categories while the other two communities combine similar expenses in fewer categories. For ease of analysis, some categories and other expenses were combined by the study team.

Similarly, all three departments have collective bargaining agreements with their paid sworn officers. There are contracts with individual units of Patrolmen's Benevolent Association. In Tinton Falls, there is also a contract with a Superior Officers Association. Also in Tinton Falls, there are separate arrangements with the chief, captain and lieutenant, who are not part of the formal bargaining agreement. The differences in such categories as salaries, longevity, vacation and sick time, holiday pay, hours worked and shifts, etc., frequently complicate direct comparisons. It is understood that since this is a feasibility study, those issues and others contained within the budget documents will be resolved during the implementation phase, at which time the communities will negotiate a new relationship. Therefore, for the purposes of this feasibility study, the financial analyses will be geared to the overall financial relationships.

In order to determine what potential budgetary benefit, if any, Eatontown and Oceanport would realize in the near future and over twenty years by forming a joint police department, it is necessary to determine how the available resources will be utilized. The projected table of organization and the future use of current and projected facilities and equipment will be identified. The new combined

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department, or contract service provider, should be designed to ensure no reduction in services due to any change in staffing level, functionality or resources.

Cost savings may be realized in a reduction in salary and wage costs, reduction of overtime, reduced general operating costs and avoidance of future costs. The first and obvious is the immediate and near-term budget savings in salaries and wages. Although the following projected personnel costs are calculated using the higher wage scale in Eatontown, a near-term reduction in the number of overall personnel shows a savings. In addition, combining departments in a single headquarters facility will result in additional savings by minimizing operating costs such as maintenance and supplies for computer software and hardware, training, general office supplies, telecommunications and facilities maintenance.

Future Cost Avoidance vs. Current Budget Reduction

Additional long range fiscal benefits for both communities may be the avoidance of future costs, which may include:

1. Combination of police headquarters in to a more efficient facility.
2. Replacement of computers and software.
3. Replacement of furniture.
4. Replacement of office equipment, such as copiers, telephones, and other equipment.
5. The time, effort, and cost of recruiting, hiring and training new employees.
6. The lack of growth in personnel benefits due to the adjustment in overall size of the department.

Police Budgets

The following data is based upon the 2007 police department budgets for the three host communities. There has been a 3% adjustment and rounding for ease of comparison.

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	<u>Eatontown</u>	<u>Oceanport</u>	<u>Combined</u>	<u>Tinton Falls</u>	<u>Total</u>
Salary & Wages	\$5,243,845	\$1,945,195	\$7,189,040	\$4,676,272	\$11,865,312
Other Expense	\$802,700	\$368,740	\$1,171,440	\$767,007	\$1,938,447
Total	\$6,056,545	\$2,313,935	\$8,370,480	\$5,442,279	\$13,812,759

Interesting relationships can be seen in a comparison of the police budgets and the municipal populations.

Police Budget/Population Comparison

	<u>Eatontown</u>	<u>Oceanport</u>	<u>Combined</u>	<u>Tinton Falls</u>	<u>Total</u>
Budget	\$6,056,545	\$2,313,935	\$8,370,480	\$5,442,279	\$13,812,759
% of Combined	72%	28%	100%		
% of Total	44%	17%	61%	39%	100%
Population *	14,000	5,800	19,800	17,600	37,400
% of Combined	71%	29%	100%		
% of Total	37%	16%	53%	47%	100%

*Community Profile Section rounded for 2007

The above table shows the relationship among police departments of the three communities and the people they serve. Currently, the combined total of the Eatontown and Oceanport police department budget is \$8,360,480. Eatontown is

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approximately 72% of that total. This is clearly reflected in the size of the department and the nature of their police activities as described elsewhere in this section. When the numbers are added together with Tinton Falls, Eatontown has approximately 44% of the total budget of \$13,812,759 with a population of approximately 37% of the total. For Oceanport, the budget is 17% of the total of the three communities, while it has 16% of the population. Tinton Falls has 39% of the total budget and a figure of 47% of the total population. Therefore, at least on a three-town regional basis, there is a fairly close relationship among the budgets and the population of the different communities.

Potential Financial Benefit of Consolidating Departments

The JPM Study Team examined the current work load and scope of community services provided by the Eatontown and Oceanport police departments to determine the appropriate staffing levels for administration, operations, investigations, dispatch and clerical functions of a joint department. There will be a total of 53 officers at the time of merger and 50 officers are projected after a short period (3 years) through attrition and other personnel changes. The study team foresees the opportunity to reduce the size of the Department for a variety of reasons:

1. Combining the Departments will provide greater flexibility in terms of covering patrol districts and scheduling officers.
2. The populations of the communities are not expected to see significant increases in the next few years.
3. The workload has been relatively stable for several years.

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Tables of Organization -- Sworn Officers

	<u>Eatontown Current</u>	<u>Oceanport Current</u>	<u>Total</u>	<u>Immediate Merger</u>	<u>Combined After Attrition</u>	<u>Long Range</u>
Chief *	1	1	2	1	1	1
Captain		1	1		1	1
Lieutenant	3		3	4	2	3
Sergeant	7	5	12	13	7	10
Detectives	3	1	4	4	5	6
Traffic Officers	1		1	1	3	2
Communit y Service Officers	1		1	1	2	2
K-9 Officer	1		1	1	1	1
Patrol Officers	20	8	28	28	28	32
Total	37	16	53	53	50	58

*The position of Chief of Police exists in both municipalities. Upon the merger of the two departments, the Oceanport Chief would assume a position one rank lower than the Eatontown Chief (currently lieutenant).

The above table demonstrates the projected changes in the number of sworn officers over the period of this study. Based upon the information received by the study team, there is a significant number of officers who are either presently, or by 2011, in a position to retire. Therefore, the projection for the total officers in the combined department after the merger (2011) is probably a conservative estimate. The leadership of the department will determine, based upon experience with the operations of the combined department, whether additional positions that become vacant need not be filled. As previously stated, longer range (2028) estimates concerning the personnel levels in the department are based upon the plan for the future being developed by the Fort Monmouth Economic Revitalization Planning Authority. That plan includes significant new land areas being included in the operational jurisdiction of municipal emergency services. In addition, there is projected to be a total of 1,140 new dwelling units, new businesses, recreational activities, and social venues. This estimate is based upon the study teams understanding of projected growth in the communities and the Fort Monmouth redevelopment plans.

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Salary and Wages - Police Personnel

Financial calculations are based on the current approved size of each department and the proposed size of a combined department consisting of Eatontown and Oceanport. In order to make an accurate comparison, the study team compiled the salary and wages for all current employees for both departments and utilized budget information as presented by the municipalities.

The combined department can be reduced in size through attrition. The rate of attrition is difficult to predict. However, based on reasonable expectations of retirements, considering the ages and seniority of the members of both departments, the combined department should reach the proposed size in approximately three years or less.

The below listed “current cost” reflects the combined total annual base salary, longevity, pension and other stipends that are paid to, or on behalf of, sworn police employees by their respective departments in 2007. Some categories that are similar are included in “other expenses.”

The short and long term calculations are also based on the total annual base salary, longevity, pension, health insurance, etc. of all sworn police personnel according to the 2007 employment compensation package in the Eatontown labor agreement. Because of the uncertainty of predicting future salaries and labor agreements, all of the financial data in this chapter are based on the 2007 salary scales and expenditures. Certainly, salaries and operating costs are expected to increase over time so the actual financial benefit is likely to be greater than projected here.

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**Total Current and Projected Budgeted Annual Police Compensation
For Eatontown and Oceanport**

	<u>Current</u>	<u>Immediate Merger</u>	<u>After Attrition 2011</u>	<u>Long Range 2028</u>
Positions	53 Officers	53 Officers	50 Officers	58 Officers
Salaries *	7,199,040	7,199,040	6,824,787	7,643,314
Estimated Savings Over Current	- 0 -	- 0 -	- 374,253	+444,274
Change From Current			-5%	+6%

*Based on 2007 Eatontown budget; collective bargaining agreement includes salary related issues such as overtime, pension contributions.

Note: The actual distribution of savings will be the result of negotiations at the implementation stage.

Therefore, it is apparent that there are some significant short term savings as a result of attrition. These are conservative numbers and it is certainly possible that there could be additional personnel changes which would increase the savings.

Once again, the long range predictions for 2028 will need to be adjusted over time depending upon a variety of occurrences. Some of these may involve the longer range impacts of the closing of Fort Monmouth and the ultimate development/redevelopment of its facilities. Also, there is no way at this time to predict the course of labor negotiations, pension trends, or health insurance costs. The current predictions for 2028 should be viewed as a guide and not as an absolute.

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Salary and Wages - Civilian Support Staff

Each police department has civilian support positions. As is usually the case in smaller departments, workers serving in these positions have a variety of ever-changing tasks. Although duties vary, workers provide general secretarial support, compile records and other data, greet the public, and perform various other administrative tasks.

The study team proposes reducing the number of civilian support and dispatch staff to 17 workers to meet the clerical and record management needs of a joint department, as well as to maintain an adequate dispatch staff. The next table will identify specifics. The following is a list of standard activities performed by support personnel.

Administrative Assistant

1. Provide secretarial support to superior officers.
2. Process purchase orders and assure bills are paid.
3. Monitor budget.
4. Distribute orders and directives.
5. Handle personnel records.
6. Prepare payroll.
7. Process overtime and extra duty bills.
8. Process and distribute mail.
9. Handle special projects.
10. Complete other duties as assigned by the Chief.

Records Clerks

1. Type and process reports as needed.
2. Process arrest information.
3. Process case files for the Prosecutors Office as needed.
4. Type statements from victims and witnesses.
5. Deposit funds taken in by the department.
6. Assume compliance with new Jersey State records retention guidelines.
7. Provide discovery.
8. Process requests for reports from insurance companies, victims and others as needed.
9. Process Uniform Crime Reporting.
10. Maintain statistical information as needed.
11. Manage the overall collection, storage and retrieval of police records.
12. Complete other duties as assigned by Support Division Commander.

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The following data represents the current and proposed costs for civilian support staff in both departments at the 2007 pay scale.

Total Current and Projected Budgeted Annual Compensation For Civilian Employees

	<u>Eatontown Current</u>	<u>Oceanport Current</u>	<u>Total</u>	<u>Immediate Merger 2008</u>	<u>Long Range 2028</u>
Admin. Asst.	1		1	2	2
Secretary	1		1		
Records	2	1	3	3	3
F/T Dispatch	5	4	9	7	7
P/T Dispatch		5	5	5	5
Information Technology					1
TOTALS	9	10	19	17	18

Estimated Savings

	<u>Current Estimated</u>	<u>Short Term - 2008</u>	<u>Long Range - 2028</u>
Secretary	\$61,572		
Admin. Asst.	\$58,440	\$116,880	\$116,880
Records	\$170,381	\$170,381	\$170,381
F/T Dispatch	\$561,998	\$443,500	\$443,500
P/T Dispatch	\$118,800	\$118,800	\$118,800
Information Technology			\$66,000
TOTALS:	\$971,191	\$849,561	\$915,561
Estimated Savings		\$121,630	\$55,630
		13%	6%

TASK 2 POLICE SERVICES

FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA

With the reduction of civilian employees from a total of 19 to 17 during the short term (2011), there is a \$121,630 savings or approximately 13% in civilian employee costs. This includes costs for salaries, personnel benefits, and other related personal costs. The long term savings estimates on an annual basis are predicated upon the same types of calculations and include the recommended addition of an Information Technology position. With the continually growing importance of computers and other technology in the law enforcement field, there is a growing need for an employee trained, knowledgeable, and dedicated specifically to the information processing needs of a police department. Since, it cannot be said with certainty what the compensation levels will be in the future, the estimated salary is conservatively predicated.

Overtime

Overtime costs are generated for a variety of reasons. Emergency conditions and incidents, court, special events, investigations, training and shift manpower supplements are common reasons for departments to incur overtime costs.

A modern full-service municipal police department must staff patrol shifts with an adequate number of officers to meet the demands of the time. Police managers in both communities have determined that on certain shifts during the week a minimum number of officers must be on duty to manage the workload and to provide backup to other officers in the field. In smaller departments, shifts have fewer numbers so it is common to call in off duty officers to supplement shifts when staffing has fallen below the established minimum number of officers.

Due to the nature and complexity of police actions and mandated investigative protocol in certain investigations, such as drunk driving and domestic violence, two officers are necessary to properly conduct the investigation and handle the arrest procedures. Therefore, whenever an investigation or arrest involving a matter of this nature occurs in a small community such as Oceanport where the entire shift may have only two officers, both officers are effectively unable to respond to other calls for service (CFS). When all personnel are unavailable to respond to a call for service, the department relies on mutual aid (assistance from a neighboring department) to provide temporary assistance if an emergency or urgent incident is reported.

In a larger department, such as the proposed joint or combined department, there is more flexibility to schedule additional officers during peak workload times and to provide backup for the safety of fellow officers. A joint department may be able to adjust the minimum manpower policy to better suit the workload and still have adequate personnel scheduled to provide back up and officer safety.

TASK 2 POLICE SERVICES

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Other Operating Expenses

Operating Expenses, or “other expenses,” as they are named in municipal budgets, are costs other than salary and wages that are directly related to the operation in the police department. The department in each town uses its own set of line item titles. Even though many are the same or similar across different departments, there is a sufficient variety in terminology to make it difficult to do direct comparisons of line items. For example, in Attachment I, Oceanport has a line item and amount budgeted for fingerprint supplies and Eatontown does not have such a line item. Apparently, those expenses are placed in another category by Eatontown.

The “other expense” budget is designed primarily to provide the necessary support for law enforcement activities. It reflects, in many ways, the priorities of the department and the level that the elected officials feel should be allocated to police functions.

Below is a summary of the “other expense” budgets of Eatontown police department and Oceanport police department. Health insurance premiums, which are usually budgeted as part of a separate municipal account including all municipal employees, have a major impact on actual costs associated with law enforcement. This is similar to the contributions to law enforcement pensions through the New Jersey Police and Fire Retirement System. Those later numbers are included in the analysis of police officer compensation. Therefore, when these two categories are added to the formal police department budgets there is an increase in projected expenditures.

Other Expenses

	Eatontown/Oceanport Current Total OE	Immediate Merger2008	After Attrition Savings 2011	Long Range Savings 2028
Operating	\$331,440(28%)	\$331,440	\$265,000	\$320,000
Health Premiums	\$840,000(72%)	\$840,000		
Total	\$1,171,440(100%)	\$1,171,440	\$66,440	\$11,440
Savings %			20%	3.5%

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The savings identified in “other expenses,” are the result of combining two departments and reducing duplication of expense. In addition, having fewer employees in 2011 means that there can be less support funding in the “other expense” category. The reverse is identified in the 2028 “other expense” number as a reflection of an increased number of officers. Since there is no way to predict the course of health premiums, changes are not included in the increase or decrease of operating expenses. In summary, there is a reduction of approximately 20% or \$66,440 in operating expense upon combining the departments, and allowing a short period for attrition to occur.

Annual Savings

The study team has completed an in depth review of three police departments. As part of that review, it was determined that two of the departments, Eatontown and Oceanport, could be merged and produce annual savings for both communities at the same time they are preparing to meet the law enforcement obligations of the closing of Fort Monmouth and additional development which will take place over the next twenty years. The combining of the departments will enable both communities to look for further savings and efficiencies. The savings summarized below are conservative and should be only the first step in an aggressive program to combine the two police departments and reorganize for greater efficiency and effectiveness.

The following is a summary of the annual savings identified in this report.

	Immediate Merger 2008	After Attrition 2011	Long Range 2028
Police Personnel	- 0 -	\$374,253	\$444,274 (increase)
Civilian Personnel	\$121,630	\$121,630	\$55,630
Other Expenses	\$66,440	\$66,440	\$11,440
Totals:	\$188,070	\$562,323	\$377,204 (increase)

Note: Pension and health premium costs have already been calculated in the above numbers. Therefore, especially in the short term, there will be significant savings which will probably grow as the years pass. At such point as the communities find it necessary to add additional officers, there will be an increase but far less significant as it would have been with two separate departments.

CHAPTER 9

IMPLEMENTATION

The transition to contract services as described in this report can be accomplished relatively quickly. However, the decision making process and the development of an interlocal agreement defining the level of service and associated costs are likely to take time. The physical transition should not take longer than six months.

The study team has prepared the following estimate of the transition costs for full consolidation as recommended herein.

ESTIMATED TRANSITION COSTS

Uniforms (including badges, patches, etc)	\$20,000
Weapons and holsters	6,400
Vehicle markings	6,000
Additional telephone lines and upgrades	6,000
Locker Room – Lockers and benches	13,000
Miscellaneous – Including moving and connecting computers	10,000
Furniture and work stations (Desks, chairs, and file cabinets)	16,000
Printing, cards, and office materials	<u>2,000</u>
Total	\$79,400

SHARE IMPLEMENTATION GRANTS

Implementation grants offer State assistance to help local governments implement new shared or regional services and to assist with the consolidation of local government. Up to \$200,000 in grant funding is available with no local match. Funds may be used to cover the transition and start-up expenses associated with providing the shared service.

TASK 2 POLICE SERVICES

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Grants for capital equipment or facility improvements remain capped at the lesser of \$40,000 or five percent cash down payment required under the Local Bond Law. Operating costs are not eligible, but limited salary support is eligible in certain circumstances.

Task 2 – Police Shared Services

Final Report

Respectfully submitted by,

JERSEY PROFESSIONAL MANAGEMENT

Thomas B. Michaud

Senior Manager

Task 2 Team Leader

July 7, 2008

TASK 2 POLICE SERVICES

FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA

	FMERPA Host Communities				
	Police Budget 2007				
	Tinton Falls	Eatontown	Oceanport		
<u>SALARIES/WAGES</u>					
Salaries & Wages	\$4,009,650		\$1,585,561		
Uniform Allowance	\$26,400				
S/W Overtime	\$94,000	\$140,000	\$66,000		
Regular Employee S/W		\$3,302,400			
Retirement		\$35,000			
Longevity		\$207,808	\$29,000		
Pension	\$545,222	\$788,926	\$174,367		
Part Time Employees		\$38,745			
Civilian Employees		\$437,733			
Sup Safe Neighborhood Program		\$0			
Holidays		\$260,656	\$75,000		
Drunk Driving Enforcement		\$0			
Res Sup Safe Neighborhood		\$0			
Civilian Longevity		\$10,851			
Detective Stipend		\$7,200			
Civilian Holiday		\$24,526			
Sick Time Buy Back			\$9,267		
Halloween/Summer's End Pay			\$6,000		
SUBTOTAL Salaries & Wages	\$4,675,272	\$5,253,845	\$1,945,195		
<u>OTHER EXPENSES</u>					
Health Insurance	\$400,000	\$602,000	\$238,000		
Office Supplies	\$5,500	\$5,000	\$2,200		
Street Directory	\$300		\$450		
Crime Prevention	\$4,500		\$0		
Miscellaneous	\$1,700	\$6,000	\$2,500		
Computer Supplies	\$2,000				
Forms	\$0				
Uniform Clothing, Accessories	\$41,600	\$58,000	\$17,050		
Patches	\$750				
Crossing Guard / Dispatch	\$300				
Initial Outfitting	\$0				
Car Wash	\$3,000	\$2,500	\$1,800		
Miscellaneous Towing	\$300				
Towing/Impound Yard	\$31,000				
Disposable Blanks	\$0				
First Aid Supplies	\$2,500				
Breathalyzer Supplies	\$0				
Flares	\$1,000				
Lights/Batteries	\$1,000				
Microfilming	\$0				
Photo Supplies	\$2,000				
Fingerprint Supplies	\$500		\$1,000		
Fire and Oxygen Refills	\$2,500				
Ammo	\$9,000		\$4,100		
Ammo Supplies	\$1,000				
K-9 Unit	\$5,000				
Bicycle Unit	\$0		\$0		
Books & Publications	\$200				
Reproduction Supplies	\$0				
Leased Equipment	\$2,000				
Equipment Maintenance Service Contract	\$37,760	\$55,000			

TASK 2 POLICE SERVICES

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	Tinton Falls	Eatontown	Oceanport		
Radar	\$0				
Speedometer	\$0		\$1,400		
Gun Repairs	\$0				
Radio Repair	\$8,500		\$4,540		
Patrol Equipment	\$17,000				
Advertising	\$0				
Travel Allowance	\$3,000				
Outside Contracted Services	\$0				
Meeting & Conferences/Dues	\$1,800	\$2,200	\$3,550		
Med Allowance	\$100	\$500			
Petty Cash - Buy Money	\$500				
Investigators	\$0				
Dues	\$1,300				
Accreditation	\$0				
Training/Side-Schooling	\$10,000	\$12,000	\$4,000		
College Incentive	\$45,000	\$12,000			
Training Materials	\$0				
Membership Film Library	\$0				
Initial Training	\$0				
Physicals	\$1,500	\$5,000	\$4,500		
D.A.R.E Program	\$1,000		\$0		
Temporary Budget O/E	\$0				
Other	\$20,000				
Office Equipment	\$7,000				
Vehicles	\$94,897	\$0	\$0		
Vehicle Maintenance		\$4,000	\$13,000		
Vehicle Lease			\$33,692		
Tires			\$3,300		
Document Services			\$250		
Printers Services		\$700	\$800		
Adv. First & CPR Card Holders			\$5,100		
Uniform Maintenance			\$13,275		
Transfer of Equipment			\$500		
Painting Police Cars			\$1,000		
Dictaphone Contract			\$4,983		
Film & Supplies			\$0		
Computer Maintenance			\$0		
Software Maintenance			\$3,750		
Mobilevision Software Contract			\$2,000		
MOCERT (SWAT Team)			\$1,000		
Range Rental			\$1,000		
Trailers			\$0		
Traffic Safety		\$10,000	\$0		
Telephone		\$8,000			
Postage		\$1,800			
Furniture Purchase		\$1,000			
Weapons/Riot Equipment		\$12,000			
Reverse 911 Services		\$5,000			
SUBTOTAL Other Expenses	\$767,007	\$802,700	\$368,740		
TOTAL BUDGET *	\$5,442,279	\$6,056,545	\$2,313,935		

* Police budgets above do not include expenses for emergency management, which will be evaluated separately
NOTE: Some categories of expenses were combined for greater ease of comparison

TASK 2 POLICE SERVICES

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	Collective Bargaining Agreements Police		
	FMERPA Host Communities		
	Tinton Falls	Eatontown	Oceanport
Contract Length	4 years - both	4 years	4 years
Contract Expiration	PBA 12/31/2010 SOA 12/31/2004	12/31/2011	12/31/2007
Salary:			
Step 14	\$95,899		
Step 13	\$91,139		
Step 12	\$86,379		
Step 11	\$81,619		
Step 10	\$76,859		
Step 9	\$72,099		
Step 8	\$67,340		
Step 7	\$65,580		
Step 6	\$57,820		
Step 5	\$53,060		
Step 4	\$48,300		
Step 3	\$43,540		
Step 2	\$38,780		
Step 1	\$34,020		
Academy	\$29,260		
Corporal	1,200 Stipend		
Salary: *			
Chief	\$120,030	\$135,686	
Captain	\$124,053	\$129,222	
Lieutenant	\$115,398	\$120,207	
Sergeant	\$93,321	\$105,188	
6th year		\$95,548	
5th year		\$86,806	
4th year		\$78,060	
3rd year		\$69,319	
2nd year		\$60,576	
Starting		\$45,175	
Academy		\$31,890	
Salary:			
Captain			\$95,881
Det. Sergeant			\$93,412
Sergeant			\$90,944
Detective			\$88,477
Patrol 1			\$86,007
Patrol 2			\$76,030
Patrol 3			\$66,051
Patrol 4			\$56,072
Patrol 5			\$46,094
Probationary Patrol 6			\$36,114

TASK 2 POLICE SERVICES

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	Tinton Falls	Eatontown	Oceanport	
Longevity SOA				
Completion of 7th Year	4%			
Completion of 13th Year	6%			
Completion of 19th Year	8%			
Longevity :				
Completion of 5th Year		\$1,400	\$1,000	
Completion of 10th Year		\$2,700	\$1,500	
Completion of 15th Year		\$4,000	\$2,000	
Completion of 20th Year		\$5,300	\$2,500	
Completion of 24th Year		\$6,600	-	
Completion of 25th Year		-	\$3,000	
Completion of 29th Year		\$7,900	-	
Longevity : Sergeant				
Completion of 5th Year		\$1,550		
Completion of 10th Year		\$3,000		
Completion of 15th Year		\$4,450		
Completion of 20th Year		\$5,900		
Completion of 24th Year		\$7,350		
Completion of 29th Year		\$8,800		
Longevity : Chief, LT, CPT				
Completion of 5th Year		2 %		
Completion of 11th Year		4 %		
Completion of 15th Year		6 %		
Completion of 20th Year		8 %		
Completion of 24th Year		10 %		
Completion of 29th Year		12 %		
Method of Payment		Included in pay.	Included in pay.	
Hours Worked		assigned by Chief		
Shift	at Chief discretion, 2080 hr/yr	8 hr shifts, 3 on, 3 off 2080 hr/yr		
Overtime:	1 1/2 times rate; 2 hr minimum	1 1/2 times rate; 4 hr minimum	1 1/2 times rate	
Training - Not on duty			normal rate; 1 hr minimum	
Call Back Time:			1 1/2 time rate; 3 hr minimum	
Holiday Pay***	24	15 **	13	
Method of Payment	included in pay	included in pay	At end of pay period	
Clothing Allowance		Uniforms provided	\$850 for purchase	
Detectives		\$950/year	\$1050 for purchase	
Clothing Allowance SOA	\$1,700			
Method of Payment		1st pay in year	Semi-annually	

TASK 2 POLICE SERVICES

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	Tinton Falls	Eatontown	Oceanport
Vacation Days:			
During 1st Year	0	1/2 day/month; max 5	1/2 day/month; max 5
After 1 Year	10 days	10 days	10 days
After 5 Years	15 days	-	15 days
After 10 Years	20 days	20 days	20 days
After 15 Years	25 days	-	-
After 17 Years	-	25 days	25 days
Insurance:			
Death Benefit-On Job			
Death Benefit-	22 days sick time	sick leave policy	Cash benefits to dependents
	\$20,000 life insurance	Dependent health care	
		Cash benefits to dependents	
Health Insurance	BC/BS	SHBP - Central Jersey	Horizon BC/BS PPO
Employee Premium	1% of salary	1% salary or 2% of premium whichever is less	
Co-pay			\$20/visit
Deductable			\$200 single/\$400 family/\$3500 year
Opt-out amount		25% of premium	
Prescription	\$10 (Generic) - \$30 (Brand)	\$7 (Generic) - \$15 (Brand)	
Dental insurance			
Amount/year	\$1,500	\$1,500	\$1,500
Orthodontic	\$1,000/case	\$1,300/case	
Deductable			\$25
Optical	Part of Health Plan	\$600	
AFLAC		\$100/year paid by boro.	
Retirement	Medical coverage continued		
Work Related Disability Retire	Health benefits		
Bereavement	3 days in-state 5 days out-of-state	3 days in-state 5 days out-of-state	3 days
Sick Leave	12 days/year	15 days/year	
Sell back at Retirement:	110 days maximum	125 days maximum	100 days maximum or \$27,800 whichever is less
Personal Days		3	3

fmerpa attach 2 police bargaining 070208(a)

TASK 2 POLICE SERVICES

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	Tinton Falls	Eatontown	Oceanport	
College Incentive: Pre 1988				
AA Degree	\$1,300/year			
AA Degree-Police Science				
BA or BS	\$2,600/year			
BA or BS-Police Science				
Certificates				
CPR			\$100/year	
First Responder or Defib. Course			\$100/year	
EMT			\$250/year	
NOTES				
* Eatontown PBA contract covers patrol officers, sergeants and detectives. Lieutenants, Captains and the Chief are not covered by a labor contract. They are covered by a separate amendment to the Superior Officers Association agreement.				
** In 2008 Eatontown Holidays for police are reduced from 15 to 11.				
** In 2009 Eatontown Holidays for police are reduced from 11 to 9.				
** In 2010 Eatontown Holidays for police are reduced from 9 to 7.				
** In 2011 Eatontown Holidays for police are reduced from 7 to 5.				
** All holiday pay added into salary in Tinton Falls at regular rates. In Eatontown 10 are in regular pay at 1 1/2 times normal rate and 5 are paid at end of November.				

TASK 2 POLICE SERVICES

FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA

FMERPA Feasibility Study for Shared Police Services

The following is a list of documents that Jersey Professional Management will need from each police department.

- Rules and Regulations
- Policies and Procedures
- List of Employees, including:
 - Name
 - Title
 - Assignment
 - Date of hire
 - Current Salary
- Ordinance establishing police department
- Organizational Chart
- Statistical Operations Reports for the last 3 years - (Calls for Service)
- Current Work Schedules
- Current Labor Agreements
- Employee policy manual
- Fleet Inventory
- Equipment Inventory
- Training Records for the last 3 years
- Description of Community Programs for the last 3 years
- Chiefs Monthly Report for the last 3 years
- Structure of Governing Body
- Listing of all Boards or Commissions relating to the police function
- Listing or copies of Police related Inter-Local Service Agreements, participating agencies, and expiration dates
- Police Budget for last 3 years - Operating and Capital
- Copy of last two audit reports
- Copy of salary ordinance and resolution
- Insurance - JIF and/or MEL
- Two most recently adopted municipal budgets
- Administrative code

TASK 2 POLICE SERVICES
FEASIBILITY STUDY FINAL REPORT PREPARED FOR FMERPA

Jersey Professional Management
FMERPA Shared Emergency Services Feasibility Study
Agenda - Police Chiefs Meeting
Tuesday May 6, 2008

- A. Introductions
- B. Complete Police Contact Information form
- C. Description of JPM

Background of JPM team members
- D. FMERPA RFP - Scope of shared services feasibility study

(See attached page 18 of RFP)

This study is not a department review or evaluation of performance
- E. JPM - Police study team members will work both collaboratively and independently

Important for each JPM team member to have access to a contact person
- F. Review list of requested documents (see attached list)
- G. Schedule follow-up meetings and facility tour with each chief

Attachments - Police contact information sheet
Page 18 - FMERPA RFP
Document request list