



Blue Shield Consulting
A Limited Liability Company

Feasibility Study

For

The Township of Teaneck
and
The Borough of Bogota &
The Borough of Little Ferry

Analysis of Police Shared Services
July 1, 2012

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Executive Summary

This shared police services study ("the study") conducted by Blue Shield Consulting ("Blue Shield") for the Borough of Bogota, the Borough of Little Ferry and the Township of Teaneck was prescient in light of the subsequent economic stresses experienced by the municipalities of New Jersey. The move toward shared services and producing economies of scale, while still providing citizens with the most effective policing services at the lowest possible price, is a trend which will only accelerate as time progresses. Progressive municipal governing bodies recognize that exploring shared policing services and implementing cross-functional efficiencies, is the responsible course of action for the taxpayer.

This study by Blue Shield Consulting identifies operating cost efficiencies as well as producing a substantive comparison and contrast analysis between the three policing agencies. The engagement involved studying the feasibility in creating and implementing a long term services agreement between two of the municipalities of Bogota and Teaneck or Bogota and Little Ferry may have potential. The notion that a complete consolidation of all three police departments be completed into one department is highly unlikely, because of logistics and lack of savings on the initial phase. Total consolidation may be considered over the course of the time, but not recommended at this time. The pressure being placed upon municipalities is the impact of the State of New Jersey 2% Cap Law; which has forced the wealthiest of communities to consider consolidation, contract services and shared services for police, fire and medical services.

The key component is the creation of a leaner more efficient police department, yet one that still is capable of offering far more services and specializations than the current department can bring in its individual form. We recommend the governing bodies at least explore this presented opportunity to create a consolidated police department at a lower cost, yet provide equal or better service to its residents.

It should be noted that the style of Consolidation Study is formatted in a framework to meet the requirements of the RFP specified in the original RFP.

Introduction

On December 15, 2009, Blue Shield Consulting submitted a written proposal for professional consulting services to evaluate the potential consolidation of policing services between Bogota and Teaneck, and to further prepare a written feasibility study report for shared police services.

Subsequently, on December 14, 2010, Blue Shield Consulting was approved¹ to perform the feasibility study. A contract of professional consulting services was signed and approved on January 19, 2011, between Blue Shield Consulting and the two aforementioned respective municipalities². On November 29, 2011, the Borough of Little Ferry was added to the study. Funding for the study was received through the Bergen County Prosecutor's Office.³

Blue Shield Consulting completed a comprehensive study through extensive action-oriented research, analysis of quantitative and qualitative data and investigation focusing attention on specific concerns identified in the original Request for Proposal supplied by each municipality. Each municipality was evaluated in its current standing, and an analysis of information, records and data was compiled to assess the feasibility of shared policing services. Blue Shield Consulting staff accomplished this through various means, which included, but were not limited to, conducting personal interviews with sworn and unsworn law enforcement personnel and government officials.

Project coordinator, Ted Ehrenburg, attended the initial meeting with public officials from the two initial municipalities Teaneck and Bogota to openly discuss and collaborate on matters both broad and specific; involving the future effectiveness of their respective police agencies, community response concerns to a shared services agreement, budgetary and economic impact of a shared services agreement and taxpayer and police service member value in having a shared services agreement for police coverage.

Blue Shield worked diligently to deliver a cost-effective, clear, fair, balanced and comprehensive study whereby allowing the stakeholders to evaluate if a Shared Services Agreement is feasible among the municipalities. The Study captures specific areas of concern, as well as areas deemed generally acceptable by law

1 Borough of Teaneck via Resolution 341-10 providing for consulting services with Blue Shield Consulting LLC

2 The Blue Shield Consulting Services contract for the Feasibility Study may be made available pursuant through the Municipal Clerks Office for the Township of Teaneck pursuant to the requirements of the New Jersey Open Public Records Act.

3 The Bergen County Prosecutor set aside \$100,000 per town or \$1,400,000 for Capital costs.

enforcement standards and practices. Visual graphs, charts and statistics were formulated to aid the viewer in clearly understanding the complex and diverse accumulated data, in order to determine past, present and future patterns.

The primary focus of the study was to determine if the sharing of police services would improve police services by merging these municipalities into one police agency or other cost-saving vehicles. A cost analysis was performed of the three municipal budgets to determine savings or a potential outlay of municipal funds from the police merger but limitations of data was present through 2010. This evaluation was completed without compromising the safety of the residents, businesses, commuters or police officers. Accordingly, this information will serve as a guide to assist each municipality in its decision to enact a Shared Services Agreement.

Section 1: Borough of Bogota

Borough of Bogota Demographics

The "Hackensack" Native Americans inhabited this region for many centuries before the Europeans arrived. In 1624, the first settlers of New Amsterdam arrived. They consisted of only 8 men. These Dutch settlers brought industry and farming to this new land.⁴

"The "Borough Act" of 1894 allowed Bogota to become a borough. The population growth was as follows: In 1880 it was 145, in 1895 about 250, in 1903 about 600, in 1912 about 1,400, in 1920 it was 3,906, and in 1930 it was 7,341. The railroad was very important in the development; however as a catalyst, the major part of this huge population increase was clearly due to the trolleys, the local industries and the local businesses."⁵

The Borough of Bogota is considered an Urban Center with a population of 7,917, a Density Population of 11,310 per square mile and a square mileage land mass of .70⁶. Over the past twenty years, the Borough has had a relatively steady population base, only increasing by 1.16%. In 1990 the population was 7,824, in the year 2000 the population increased to 8,249 but dropped in 2009 to 7,915.⁷ The median household income is 43.7% higher than the U.S. average, estimated at \$73,911 versus the national average of \$51,425. There are an estimated 3,032 housing units of which 97.9% are occupied. Of those, 62.7% are owner-occupied housing units and 37.3% are renter-occupied housing units.⁸

Within the borders of Bogota, six educational facilities exist; The Trinity Lutheran Nursery School is Pre-K through Kindergarten and the Bogart Memorial Nursery School is also a Pre-K but does not offer a Kindergarten service. The Lillian M. Steen School and the E. Roy Bixby School are Kindergarten through 6th grade and the St. Joseph's School is Kindergarten through 8th grade. The last school in the Borough is the Bogota Junior/Senior High School which whose curriculum offers 7th grade through 12th grade classes.⁹

The Borough of Bogota's website is: <http://www.bogota.nj.us>

⁴ www.bogota.nj.us

⁵ www.bogota.nj.us

⁶ NJSP UCR 2009

⁷ U.S. Census Bureau, 2009 Population Estimates, Census 2000, Census 1990

⁸ www.factfinder.census.gov

⁹ R.F.P. Compliance Matrix Item #4

Additionally, the total numbers of present roadways, present miles of roadway and an estimate of traffic volume are listed below. These numbers were supplied by the Bogota Police Department.

Table 1: Present Number of Roads

Municipal	62
Private	2
County	3
State	0
Interstate	1

Table 2: Present Miles of Roadway

	Number of Miles	Daytime Traffic Volume	Nighttime Traffic Volume
Municipal	15	Heavy at Peak	Heavy at Peak
Private	.5	Minimal	Minimal
County	2.5	Heavy at Peak	Heavy at Peak
State	N/A	N/A	N/A
Interstate	.5	Heavy at Peak	Heavy at Peak

Table of Organization

The Bogota Police Department is organized as follows: a single police chief, one captain, four sergeants, one detective sergeant, seven patrol officers and two detectives. Civilian personnel include a one administrative assistant, nine school crossing guards with an additional two sub-crossing guards.

The police chief manages the day-to-day operation of the police department; the appropriate authority is the Mayor and Council.¹⁰ A Police Committee with a chairman acting in the capacity as "Police Commissioner" exists in the current format of government. The department has four first line supervisors. These sergeants have a variety of managerial functions within the agency. Their responsibilities range from training police officers, reviewing

¹⁰ Appropriate Authority N.J.S.A. 40A:14-118 Police force, creation and establishment; regulation; members; Chief of Police; powers and duties

organizational policy, and performing various investigations which include internal affairs matters. Patrol sergeants also supervise the activities of patrol officers. In addition, they are also charged with patrol and traffic enforcement duties.

The patrol officers also have a variety of duties and responsibilities. Typical patrol and traffic enforcement is a daily duty, as is community policing, community care taking programs and assigned special details.

The Chain of Command structure for the Borough of Bogota Police Department is listed below.

Chart 1: Bogota Police Department Organizational Chart

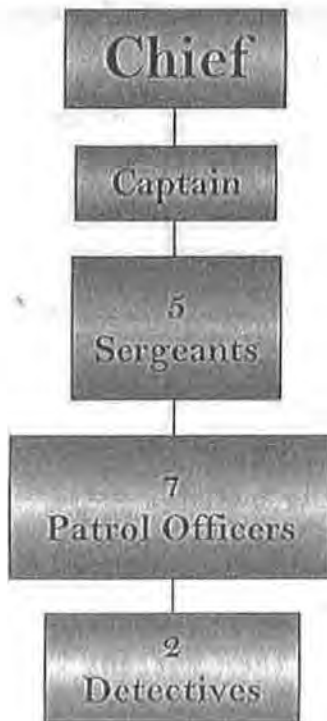


Table 3: Hire Dates

Rank	Name	Hire Date	25 Years' Service
Chief	John Burke	08/01/88	08/01/13
Sergeant	Daniel Maye	08/01/88	08/01/11
Sergeant	Timothy Geipel	01/08/90	09/01/10
Captain	James Sepp	11/30/90	11/30/15
Sergeant	Craig Lynch	07/23/90	07/23/15
Det/Sergeant	Robert Piterski	01/07/94	01/07/19
Patrolman	Jerome Fowler	01/07/94	01/07/19
Sergeant	Daniel Creange	07/24/95	07/24/20
Patrolman	Regina Tasca	01/25/01	01/25/26
Detective	Geoffrey Cole	07/17/03	07/17/28
Patrolman	Hector Liriano	07/05/07	07/05/29
Patrolman	Victor Negron	11/04/04	11/04/29
Detective	Jonathon Misskerg	11/10/05	11/10/30
Patrolman	Thomas Reidel	01/21/10	01/21/35
Patrolman	Walter Kumka	12/02/10	12/02/35
Patrolman	Devin Rivera	12/02/10	12/02/15

Sgt. Geipel has purchased (through a "buy-back" program) Military Time and is eligible as of September 2010 with that time in place to retire. Sgt. Maye with prior contributory pension time in PERS (Public Employees Retirement System) is eligible to retire as of August of 2011.

Table 4: Civilian Hire Dates¹¹

Title	Name	Hire Date
Administrative Assistant	Patricia Morrone	01/01/01
Civilian Police Dispatcher	Ross Wagner	01/01/00
Civilian Police Dispatcher	Bryan Reinhardt	11/17/05
Civilian Police Dispatcher	Ian Cordero	08/21/06
Civilian Police Dispatcher	Nicola Attanasio	12/1/05
<i>Per Diem</i>		
Civilian Police Dispatcher	Michael Colombini	04/17/08
Civilian Police Dispatcher	David Delia	11/06/08
Civilian Police Dispatcher	Michael LaFerrera	04/21/11

The Bogota Police Department provided Blue Shield with a list of duties and a job description for the Administrative Assistant. This position was established in January of 2001.

¹¹ R.F.P. Compliance Matrix Item #8

- Prepare discovery for municipal prosecutor, Bogota Municipal Court, and Public Defender for municipal court sessions.
 - Prepare all case and incident files. Follow-up on laboratory examination reports, New Jersey Certified Driver Abstracts, and attorney correspondence.
 - Process requests for discovery from private attorneys, so cases can be disposed of properly and in a timely fashion.
 - Prepare bi-monthly overtime payroll reports for police officers, civilian dispatchers and school crossing guards for submission to the borough treasurer for her report to the payroll company.
 - Prepare all invoices for reimbursement of funds for private sector traffic details.
 - Prepare all purchase requisitions for the police department. Also maintain purchase orders and invoices for the monthly bill list, and submit same to Accounts Payable.
 - Keep inventory of all office supplies and place orders on an "as needed" basis.
 - Maintain accident report file and submissions made to state of N.J.
 - Maintain a good working relationship with the public providing assistance when needed in the form of distribution of accident reports, (either too involved parties or insurance companies); letters of good conduct, police reports for Domestic Court issues, applications for Handicapped Permits, DYFS and police department walk-ins.
 - Work closely with other law enforcement agencies to provide data and information in mutual aid cases. For example, provide copies of Alcotest certifications, copies of police reports, Change of Venue cases for municipal courts, etc.
 - Process all OPRA Requests as they relate to police department activities.
 - Prepare monthly Unified Crime Report (UCR) for the report of crime statistics to the FBI.
 - Prepare monthly and annual Chief's Report for Police Commissioner on the Borough Council.
- Prepare all correspondence as requested by the chief of police, captain and other officers.

Existing Schedule

The existing schedule for the Borough of Bogota Police Department is based on a twelve (12) hour shift. This schedule is commonly referred to as the "Pitman" schedule.

Example of a traditional Pittman Schedule routine:

Week 1: Monday 7am - 7pm
 Tuesday 7am - 7pm
 Wednesday 7am - 7pm
 Thursday Off
 Friday Off
 Saturday 7am - 7pm
 Sunday 7am - 7pm

Week 2 Monday Off
 Tuesday Off
 Wednesday Off
 Thursday 7am - 7pm
 Friday 7am - 7pm
 Saturday Off
 Sunday Off

Officers will then work two (2) rotations of 7:00pm to 7:00am."¹²

There are four (4) "squads" consisting of one (1) sergeant, two (2) patrol officers and one (1) dispatcher. Minimum staffing is two officers for any given shift.

The chief and captain work mainly Monday through Friday 8:00am-4:00pm and are available after-hours via "on call" status. The detective/sergeant and detective alternate either working hours from 9:00 am -5:00pm or 3:00pm to 11:00 pm, and have differing days off.

Calls for Service

The Bogota Police Department utilizes a records management system named "CODY" for its data entry for police reports. The Bogota Police Department does not subscribe to Computer Aided Dispatch (CAD). This digital Records Management System (CODY) is the agency's information technology solution and infrastructure. It offers easily integrated access to all the information in the police databases built upon by

¹² Memorandum of Agreement between the Borough of Bogota and the Bogota Police Lodge 161, N.J.S. Fraternal Order of Police (F.O.P.) Council for the years January 1, 2007 through December 31, 2010.

department personnel's entries. It enables users to concurrently access and search for information collected by the agency on any person, incident, vehicle or business in one interface.¹³

The total number of calls for service for the past three years is listed in the below table.

Table 5: Calls for Service¹⁴

Year	Received via Dispatch	Received via Walk-in	Received via Other	Total	%Change
2010	Not available	Not available	Not available	13,590	+4.6
2009	Not available	Not available	Not available	12,994	+5.8
2008	Not available	Not available	Not available	12,279	Base

The Bogota Police Department was unable to provide the requested information for the past three years of annual officer initiated calls for service as a breakdown of categories:

Table 6: Officer Initiated Calls for Service

Year	Calls	% Change
2010	Not tracked	Not tracked
2009	Not tracked	Not tracked
2008	Not tracked	Not tracked

Table 7: Complaints Received

Complaints Received			
Year	Walk-ins	Telephonic	Other
2010	942	2,281	10,367
2009	932	2,314	9,748
2008	910	2,213	9,543

The chief of police estimated the average response from the time a call for service call is dispatched until the time the officer arrives at the scene is approximately 70 seconds.

Blue Shield was able to ascertain the annual number of service calls for Fire and Emergency Medical Service (EMS) for the calendar years 2010-2008. Fire calls, whether fire related, alarm response or other requested services, were very limited. The average for these

¹³ R.F.P. Compliance Matrix Item #7,14

¹⁴ R.F.P. Compliance Matrix Item #14

years was approximately 21-23 per month. The average EMS request for service was substantially higher with a monthly average of approximately 51-55 calls for service with a population of approximately 7,917 residents.

Table 8: Fire/EMS Calls for Service

Year	Fire Calls	EMS Calls
2010	273	663
2009	231	590
2008	253	578

Strategies/Methods of Patrol

Most law enforcement agencies use three terms to classify patrol. The patrol function of any police department is generally considered to be the backbone of police work. Patrol officers use marked police cars to patrol geographical boundaries of a certain area to deter persons from committing criminal offenses. The first is "routine" which generally describes random patrol, being in marked police vehicles for the purpose of deterring and detecting crime in a particular geographical area. The second is "reactive" whereby a particular police agency simply waits for crime or incident to take place before taking action. The third is what the officers from the Borough of Bogota continually refer to as "proactive". The police patrol with a specific operational objective. By being "proactive", the Borough of Bogota is afforded the benefit of having prevention as a key component to their continued safety.

As with most police departments, the most commonly utilized mode of patrol for the Borough of Bogota is the patrol vehicle. Large areas can be patrolled in a relatively speedy and efficient fashion. Vehicles can carry a large amount of equipment ranging from simple paperwork, to life saving devices; such as Automatic External Defibrillators, oxygen and trauma supplies to prevent shock or extensive bleeding. Additionally, a shotgun and other tactical weapons can be stored in the vehicle for the officer's use. The disadvantage is isolation from the public.

To counter this isolation, officers are strongly encouraged to make as many "person to person contacts" to promote a greater sense of community policing services.

The Bogota Police Department utilizes "Bicycle Patrol" to close the gap. This is idyllic in the more densely populated areas. It enhances the department's image by having more citizen interaction. Officers cannot carry as much equipment as they can when using a patrol vehicle, but the benefits are as equally valuable. By taking this "proactive" approach, officers have taken the inter-personal barrier of the patrol unit away, and created a more "Community Oriented Policing" philosophy.

As a standard within the law enforcement community, the patrol function is the largest and most important entity within any police department. These officers are on the front line preventing a number of potential incidents and an unknown amount of criminal activity throughout their daily assignments and duties.

Training of Officers and Certifications

After an extensive review of the training records supplied to Blue Shield, it is noted that each officer with the Borough of Bogota Police Department has attended various training classes in addition to the mandatory certification and recertification training set forth annually by the State of New Jersey. Training records were well organized, in chronological order; listing the class attended, the date of the class and the number of scheduled hours.

The chief of police has taken strong initiative to ensure that officers have available training opportunities that align with the department's goals without exhausting the budget.

Table 9: Department Programs/Instructors¹⁵

Program Type	#	Rank/Name or Number of Officers
Baton Instructor	1	Sgt. Maye
Bicycle Unit	3	Chief Burke, Ptl. Fowler, Ptl. Tasca
Certifications in Alcotest	12	N/A
Crime Prevention	3	Sgt. Lynch, Ptl. Tasca, Ptl. Negrón
DARE	1	Ptl. Negrón
Domestic Violence Liaison	2	Sgt. Lynch, Det/Sgt. Piferski
Educational Seminars	2	Capt. Sepp, Sgt. Lynch
Firearms Instructor	2	Det/Sgt. Piferski, Sgt. Creange
Motorcycle Unit	2	Sgt. Maye, Sgt. Geipel
O/C Instructor	2	Sgt. Maye, Det/Sgt. Piferski

¹⁵ R.F.P. Compliance Matrix Item #8,10,16

TAC Officer	2	Capt. Sepp
Tactical Team	3	Capt. Sepp, Sgt. Geipel, Ptl. Fowler
Traffic Unit	3	Sgt. Maye, Sgt. Geipel, Ptl. Fowler
Training Officer	1	Capt. Sepp
CPR/First Responder	1	Ptl. Tasca
Dispatch Training	4	Chief Burke, Capt. Sepp, Det. Cole, Det. Misskerg
Network Administration	4	Chief Burke, Capt. Sepp, Ptl. Liriano, Det. Misskerg

Facility Assessment

The municipal building for the Borough of Bogota has multiple functions. The structure was once an elementary school which was later altered to accommodate the public library, various Borough offices and the police department, which is located in the basement. On appearance it still resembles a school with an academic style atmosphere, main offices and a general floor plan of a typical vintage school. During the transition from school to municipal government facility, there were limited structural modifications for the proper design and application of a municipal complex.

An on-site inspection revealed that as one enters, what appears to be converted garage bay is in fact the lobby of the police department. The entrance was not properly designed to facilitate a secure communications (police dispatch) area.

The Bogota Police Department has a "cuffing bar" which serves as a temporary restraint for persons in custody (prisoners), located in the Processing Room. There is also a holding cell that resembles more of a storage closet than a true, functional and approved prisoner holding facility. Neither prisoner restraint nor holding area is in compliance with the requirements of the New Jersey Department of Corrections. The building also fails to maintain a "Sally Port", as there were limited modifications where the construction of such garage could have been built.¹⁶

The chief of police is currently engaged in discussions with his elected officials to obtain funding and approval to allow for modifications to the prisoner holding facility. The intended modifications to the holding facility would allow for the agency to become compliant with the standards and requirements as set forth by the New Jersey Department of Corrections.

¹⁶ N.J.S. 10A:34.2.2

Equipment

The Bogota Police Department has eleven vehicles to supply its sixteen full-time members, they are listed as follows:

Table 10: Police Vehicles

Department Vehicles				
Year	Make/Model	Unit	Assignment	Miles
2001	Chevrolet Tahoe	39	Undercover	178,381
2004	Ford Crown Victoria	40	Chief	88,751
2004	Ford Crown Victoria	41	Captain	76,826
2000	Acura TL	42	Detective	150,712
2006	Ford Crown Victoria	43	Patrol	102,827
2006	Ford Explorer	44	Patrol	100,845
2004	Ford Crown Victoria	45	Patrol	133,467
2004	Ford Crown Victoria	46	Patrol	140,321
2002	Ford Explorer	47	Patrol	48,280
2009	Ford Crown Victoria	48	Patrol	38,565
2009	Ford Crown Victoria	49	Patrol	35,750
1998	BMW Motorcycle	<i>Not supplied</i>	<i>Not supplied</i>	<i>Not supplied</i>
1999	Radar Trailer	N/A	N/A	N/A

The average motor vehicle mileage for the eleven marked and unmarked vehicles is over 95,000 miles. More than 50% of the department's vehicles have in excess of 100,000 miles, which cause concerns about vehicle reliability and safety.

According to the information received from the Bogota Police Chief, all marked and unmarked vehicles contain the following standard equipment.

Table 11: Vehicle Equipment

Vehicle Equipment Inventory	
Vehicle 43	
Description	
Riot Gear	
Medical Bag	
Oxygen Tank	
Fire Extinguisher	
Blanket	
Bolt Cutter	
AED #3	
Camera Unit	
2 Radios	
1 PA Unit	
Vehicle 44,45,46,47	
Description	
Lockout Kit	
Medical Bag	
Oxygen Tank	
Fire Extinguisher	
Blanket	
Bolt Cutter	
AED #1	
Camera Unit	
2 Radios	
2 Riot Sticks	
Ax	
Rope	
Halligan Bar	
Blackhawk Entry Tool	22
Dog Leash	
Laptop	
Radar Unit	
Vehicle 48	

Description
Ax
Medical Bag
Oxygen Tank
Fire Extinguisher
Blanket
2 Bolt Cutter
AED #4
Halligan Bar
2 Radios
3 Traffic Cones
Laptop
Blackhawk Entry Tool
Vehicle 49
Description
Ax
Medical Bag
Oxygen Tank
Lockout Kit
Blanket
Bolt Cutter
AED #2
Halligan Bar
Laptop
Blackhawk Entry Tool
2 Radios

Table 12: Department Firearms

Department Firearms				
Number	Make	Model	Caliber	Type
18	Glock	32	.357 Caliber	Semi-Auto Pistol
8	Remington	870	12 Gauge	Pump Action Shotgun
1	Remington	17	20 Gauge	Pump Action Shotgun
1	Ithaca	37	12 Gauge	Pump Action Shotgun
1	Stevens	77E	12 Gauge	Pump Action Shotgun
2	H & K	UMP	.40 Caliber	Rifle

Table 13: Office Equipment

Dispatcher Locker Area	
Number	Description
7	Lockers
2	Chairs
3	BMW Bicycles
3	Filing Cabinets
1	3 Tier Plastic Shelf
Electrical Panel Room	
Number	Description
18	Filing Cabinets
3	Plastic Drawers
2	Lockers
Men's Locker Room	
Number	Description
5	Large Lockers
10	Regular Lockers
2	Filing Cabinets
5	Chairs
Women's Locker Room	
Number	Description
2	Lockers
DUI Room	
Number	Description
1	AFIS Machine & Printer
1	Alcotest & Printer
2	Dell Computers
1	Flat Screen TV
1	Filing Cabinet

2	Digital Cameras
1	Desk
1	Table
5	Chairs
Supervisor's Room	
Number	Description
7	Filing Cabinets
1	Computer
1	Desk
1	Phone
Dispatch Room	
Number	Description
2	Phones
1	Printer
1	Copier/Fax/Scanner
1	Server
1	Backup System for Horn
1	Fire Horn System
3	Monitors
2	Computers
1	Radio Console
1	Scanner
1	Typewriter
2	Filing Cabinets
1	Mailbox Setup
1	Desk
3	Chairs
Kitchen	
Number	Description
3	Chairs
1	Microwave
1	Refrigerator
1	Desk
Sunshine Room	
Number	Description
16	Filing Cabinets
1	Fax Machine
1	Panasonic TV

Standard Operating Procedures - Rules & Regulations

The index page of a historical Standard Operating Procedures "Old SOP's" was provided to Blue Shield. The list of policies covers a wide range of personnel duties and responsibilities. These policies are mainly in memorandum format, and initialed by those officers who reviewed same. Attorney General Directives, General Orders, Guidelines, Special Orders, Memorandums and Guidelines were also forwarded and reviewed.

The Standard Operating Procedures as well as Directives, General Orders and Memorandums are in need of update to conform to the current standards and expectations of the New Jersey Attorney General's Office. Chief Burke is aware of the serious need to update the department's procedures, directives, orders and memorandums. He has informed us that he is in the "process of organizing and updating Written Directives and Rules and Regulations to conform to current standards".

Blue Shield is of the opinion that the Bogota Police Department will need to dedicate resource(s) with direct responsibility over updating its written directives, standard operating procedures, policies and orders on current public safety and policing matters. Alternatively, if the Bogota Police Department cannot allocate a resources dedicated to updating their current procedures, policies and orders, the Borough of Bogota should consider retaining the services of a professional company that can assist in developing and revising their directives, policies, procedures, orders and memorandums to reflect the current day requirements and standards of policing. An option that should be explored is the ability for the Borough of Bogota to leverage their membership in the self-insured joint insurance fund program, which may allow an opportunity to gain funding to permit for the aforementioned professional services. This recommended option is currently being employed by numerous police agencies that belong to the Bergen County Joint Insurance Fund. In these instances, the Rogers Group¹⁷ (a professional consulting services organization) was retained to write policies and procedures for all participating police departments.

Communications

The Bogota Police Department maintains a public safety communications function, operating 24 hours, seven days a week, and consists of four full-time and three part-time public safety dispatchers. The annual estimated cost associated with public safety

¹⁷ <http://www.rodgersgrouppllc.com/aboutus.asp>

dispatcher personnel is \$260,000.00 per year. The Borough of Bogota also estimated that \$5,151.00 is allocated towards equipment and maintenance required to operate the public safety communication function of their police department.¹⁸ All police agencies are working within the required changes and conditions of narrow banding radio systems.

Table 14: Radio Frequencies¹⁹

Radio Frequencies	
Police	482 / 485.625
Fire	151.265
EMS	155.205
County	477.1875
SPEN	154.680
DPW	46.08
Other	<i>Not supplied</i>

Table 15: Communication Equipment²⁰

Communications Equipment	
Mobile	13
Portable	18
Desk	1

Existing Legal Contracts²¹

There is an existing Collective Bargaining Agreement between the Borough of Bogota and the Bogota Police Lodge 161, N.J.S. Fraternal Order of Police (F.O.P.) Council for the time period of January 1, 2007 through December 31, 2010. This appears to be a traditional labor contract between the municipality and the F.O.P., stating the rights and benefits of the agreed parties. Listed below are the contractual financial agreements of the collective bargaining agreement.

- The percentage increase for 2007 was 2% paid on January 1st and an additional 2% increase on July 1st, 2007.

¹⁸ R.F.P. Compliance Matrix Item #3,4,5,8,16

¹⁹ R.F.P. Compliance Matrix Item #3,7

²⁰ R.F.P. Compliance Matrix Item #3,7

²¹ Collective Bargaining Agreement between the Borough of Bogota and the Bogota Police Lodge 161, N.J.S. Fraternal Order of Police (F.O.P.) Council for the years January 1, 2007 through December 31, 2010.

- The percentage increase for 2008 was 2% plus rolled in compensation paid on January 1st and an additional 2% increase on July 1st, 2008.
- The percentage increase for 2009 was 2% paid on January 1st and an additional 2.25% increase on July 1st, 2009.
- The percentage increase for 2010 was 2% paid on January 1st and an additional 2.25% increase on July 1st, 2010.

The table below shows the salary step as of July 1st of each calendar year.

Table 16: Contractual Salaries

Salary Array				
Patrolman Steps	2010	2009	2008	2007
Academy	\$41,592	\$39,879	\$38,236	\$36,311
0-12 Months	\$46,791	\$44,864	\$43,016	\$40,850
13-24 Months	\$51,990	\$49,849	\$47,796	\$45,389
25-36 Months	\$62,387	\$59,818	\$57,355	\$54,467
37-48 Months	\$72,785	\$69,788	\$66,914	\$63,545
49-60 Months	\$83,183	\$79,758	\$76,473	\$72,622
61-72 Months	\$93,581	\$89,727	\$86,032	\$81,700
73+ Months	\$103,979	\$99,697	\$95,591	\$90,778
Sergeant	2010	2009	2008	2007
Base	\$110,643	\$106,086	\$101,717	\$96,667
Lieutenant	2010	2009	2008	2007
Base	\$117,306	\$112,475	\$107,843	\$102,554
Detective	2010	2009	2008	2007
Stipend	\$1,250	\$1,250	\$1,250	\$1,250

Longevity shall be paid on a regular periodic paycheck basis and will commence after the completion of the 6th year of service. Once an officer is entitled to longevity they will receive 2% of their base and thereafter at the rate of 1% additional for each three years of completed service up to a maximum of 8%.

Once an officer is issued his/her initial uniform allotment, he/she will receive \$1,000 uniform allowance each calendar year which shall be paid as salary and included in the annual base salary.

Vacation days are granted and accumulated in typical accordance with similar contracts, however the sick leave policy is different than most. The first three years, an officer receives 15 working days the first year, 30 working days the second year and 45 working days

the third year. All are non-cumulative. Upon the completion of five years, the sick leave is unlimited.

There is also a Memorandum of Agreement between the Borough of Bogota and the Bogota Lodge, 161 NJSFOP Labor Council which expired on December 31, 2010. This MOA basically serves the purpose of the (12) hour shift. In ARTICLE X - SALARIES Subsection F, a \$3,300 annual stipend is awarded to any sworn law enforcement officer in their base as long as the (12) hour schedule is in place. Work day scheduling, vacation and holiday conversions to hours, overtime and management rights were agreed upon and are within normal ranges of typical contracts.²²

The chief of police does not have an Employment Agreement with the Borough of Bogota.

Mutual Aid Agreements

The Bergen County Police Chiefs Association developed a Mutual Aid Agreement in 2008 with all municipalities in Bergen County. This plan was adopted in accordance with the provisions of N.N.S.A. 40A:14-156, N.J.S.A. 40A14-156.1, N.J.S.A. 40A14-156.4 and N.J.S.A. App. A: 9-40.6. The "Purpose: To provide a uniform procedure for the coordination of the requesting, dispatching and utilization of law enforcement personnel and equipment whenever a local law enforcement agency requires mutual aid assistance from any other jurisdiction, both contiguous and non-contiguous, in the event of an emergency, riot or disorder, in order to protect life and property". This plan utilizes the nationally accepted Incident Command System with a Unified Command Structure by bringing together human and operational resources collectively or use in major spontaneous event planning or scheduled anticipated or planned events where mutual aid resources are required to protect life and property.

The local chief of police or his designee in any jurisdiction has complete authorization to activate this plan and call for additional personnel for assistance.

22 Memorandum of Agreement between the Borough of Bogota and the Bogota Police Lodge 161, N.J.S. Fraternal Order of Police (F.O.P.) Council for the years January 1, 2007 through December 31, 2010.

Existing External & Internal Litigation

The only internal litigation reported to Blue Shield by the Borough of Bogota involves an officer currently on suspension for failing a "Fitness for Duty" examination

U.C.R. Statistics

Crime Rate Analysis – Introduction

The New Jersey Uniform Crime Rate is prepared and issued by the New Jersey State Police Uniform Crime Reporting Unit. All reported offenses are related to the municipality in which they occur rather than to the agency conducting the investigation. The clearance is credited to the municipality in which the offense occurred. Each contributing agency is responsible for compiling its own reports. Law enforcement agencies report the number of known offenses according to the following categories:

- Homicide (Murder and Manslaughter)
- Rape
- Robbery
- Aggravated Assault
- Burglary
- Larceny-Theft
- Motor Vehicle Theft
- Arson

The "Crime in New Jersey" and the Federal Bureau of Investigation's "Crime in the United States" publications exclude manslaughters, simple assaults, and arsons from the "Index" offenses. These are further referred to as "violent" and "nonviolent" crimes. All reported offenses are compiled from a record of all criminal complaints received by police from victims or other sources, or discovered by the police during routine operations. (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).²³

Complaints determined to be unfounded are eliminated from the analysis. Analytical data pertaining to specific crime categories are also reported (i.e. total adult and juvenile arrests made during the

²³ <http://www.state.nj.us/njsp/info/ucr2010/index.html>

month). Arson data is also collected monthly (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).

The factors which influence crime rates are dependent upon characteristics of the community.

When attempting to interpret the crime statistics presented herein, one should be aware of the social structure and factors that lead to or cause criminal behavior. (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).

Crime rates in this publication are based on the stable population of the municipality. Municipalities that experience high population increases due to special events or commuters or with high seasonal populations, may indicate a higher crime rate per one thousand than may be normal for a municipality their size. A separate section provides statistics for resort municipalities using crime rates which include seasonal populations. (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).

Set forth below are some factors which, by type and volume, will affect the crime rate that occurs from place to place (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR):

- Density and size of the community population and the metropolitan areas of which it is a part.
- Composition of the population with reference particularly to age, sex and race.
- Economic status, including job availability, and modes of the population.
- Relative stability of population, including commuter, seasonal, and other transient types.
- Climate, including seasonal weather conditions.
- Cultural conditions, such as educational, recreational, and religious characteristics.
- Effective strength of law enforcement agencies.
- Administrative and investigative emphases of law enforcement.
- Policies of other components of the criminal justice system (i.e., prosecutorial, judicial, correctional, and probationary).
- Crime reporting practices of the general citizenry.
- Attitudes of the public toward crime reporting.
- The administrative and investigative efficiency of the local crime reporting standards.
- Cooperation of adjoining and overlapping Police agencies.

The following definitions will be important as Blue Shield Consulting begins its analysis of crime rates:

Crime index: The total of the seven major offenses used to measure the extent, fluctuation and distribution of crime in a geographical area. The following crimes make up the index: Murder, rape, robbery, aggravated assault, burglary, larceny-theft, and motor vehicle theft; these offenses are referred to as Index offenses.

Crime rate: The number of Index offenses reported for each unit of population per 1,000.

Effective law enforcement practices and strategy requires accurate crime statistics in order to identify, to the extent possible, type and location of criminal activity. Criminal justice administrators and planners have long recognized the Uniform Crime Reporting Program as the vehicle to accomplish this objective.

The Borough of Bogota experienced a 13% decrease in the crime index total from 2008 to 2009 and a 3.4% decrease in 2010. Breaking down the totals into two categories, the first being violent crimes and the latter being non-violent crimes. There was a 35.7% increase in violent crimes and a 20.9% decrease in non-violent crimes for 2009. In 2010, there was a 36.8% decrease in violent crimes and a 5.9% increase in non-violent crimes.

The aggregate totals supplied by the Borough of Bogota Police Department to the New Jersey State Police are listed below.

Table 17: Borough of Bogota General Crime Statistics

Year	Crime Index Total	Violent Crime	Non-violent crime	Crime rate per 1,000	Violent Crime rate per 1,000	Nonviolent crime rate per 1,000
2010	84	12	72	10.3	1.5	8.8
2009	87	19	68	11.0	2.4	8.6
2008	100	14	86	12.5	1.8	10.8

Table 18: Borough of Bogota Comprehensive Crime Statistics

Year	Violent Crime				Nonviolent Crime					
	Murder	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Motor Vehicle Theft	Arson	Domestic Violence	Bias Crime
2010	0	1	2	9	21	48	3	0	29	1
2009	0	0	3	16	10	70	4	0	43	0
2008	0	0	3	11	12	54	4	1	21	0

Blue Shield requested the police department's Crime Clearance Rate and was advised of the Borough of Bogota Police Department's Crime Clearance rate for the previous three years.

Table 19: Crime Clearance Rate

2010	54.5%
2009	53.3%
2008	33.9%

An increase in arrests was noted in the years 2009 and 2010.

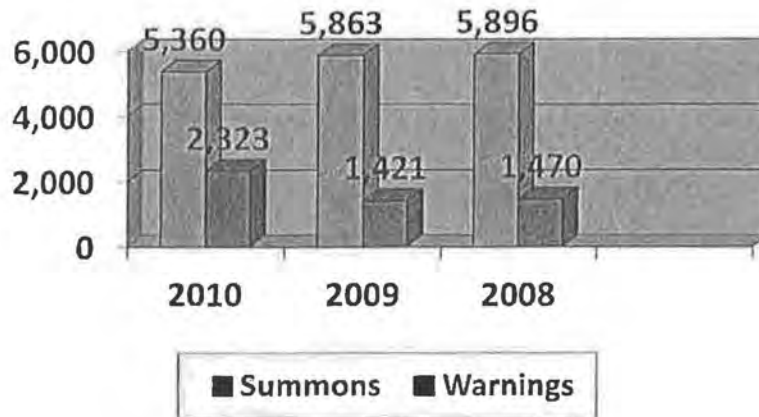
Table 20: Number of Arrests

Year	# of Arrests
2010	180
2009	188
2008	142

Traffic & Crash Statistics

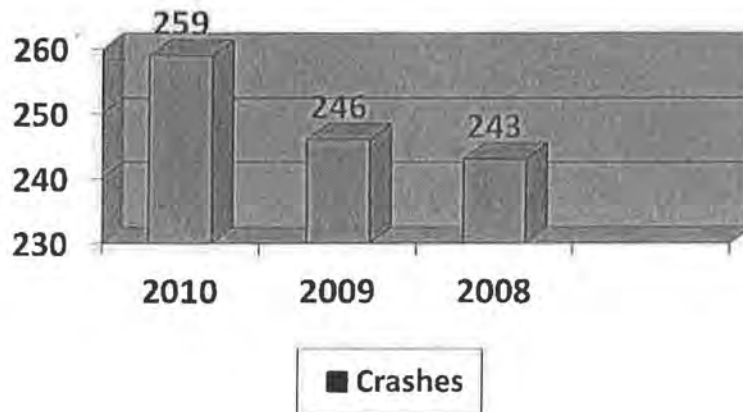
The Borough of Bogota Police Department issued a total of 17,119 motor vehicle summons and a total of 5,214 "warnings" for motor vehicle law violations in a three year period. The breakdown for the years 2010-2008 are listed below.

Chart 2: Motor Vehicle Summons Statistics



The data collected for vehicle crashes for the years 2010-2008 as shown by the chart below showed a slight increase in 2010 however nothing out of the normal range.

Chart 3: Crash Investigation Statistics



Quality of Life Issues

In consultation with the Chief of Police, Blue Shield learned that the majority of officers' time, in any given shift, is dedicated to proactive traffic enforcement and responding to calls for police service. This is no different than most police agencies. The Bogota Police Department concentrates heavily on traffic enforcement, and has

very few repetitive calls for police service, (criminal in nature) that would constitute a quality of life issue. Patrol officers target areas of enforcement involving graffiti, gangs, parking complaints, domestic violence, drugs & alcohol abuse

Salary & Wages Cost Analysis

The budget for the calendar year 2010 was provided by the Borough of Bogota. The annual costs associated with salaries are captured below with further quantitative analysis.

Table 21: Total Cost Salary

	2010	Percentage of Budget
Officer Salary	\$1,709,622	82.2
Overtime	\$105,513	5.1
Crossing Guards	\$70,000	3.4
Dispatchers	\$156,000	7.5
Civilian – Other	\$38,000	1.8
Totals	\$2,079,135	100

A more granular analysis showed:

- \$1,846,754 in total base salary for police personnel
- \$74,068 in longevity
- \$52,800 in stipends for the Pitman Schedule adjustments
- 105,513 in total overtime.
- Total amounts to \$2,079,135 as provided by the borough. The Borough of Bogota made the follow contributions (for each of the below categories) for the year 2010, in connection to personnel assigned to the police department. The largest expense to the borough is the municipality's required monetary contribution to the police officers' pension system followed by contributions to the police health benefits.

Table 22: Total Cost Benefits

Borough Contributions	2010
Borough Pension (PFRS)	\$336,838
Borough F.I.C.A.	\$20,196
Borough Health Benefit	\$306,432

Over the past three years, a total of \$153,555 was expensed for "terminal pay". (In 2008, \$54,705, in 2009 no funds were expended and in 2010 \$98,850).

Operation Expenses

The Bogota Police Department provided Blue Shield with a historical budget breakdown since 2010.

Table 23: Total Operating Expenses

Budget Expenses	2010
Miscellaneous	\$47,000
Acquisition of Vehicles	\$18,000
Reserves	\$1,500
Clothing Allowance	\$2,000
Totals	\$68,500

In 2010, \$36,000 was allocated in the Capital budget for purchase of police and public safety related equipment. The total police budget for the Borough of Bogota was \$2,945,951. This includes salaries, operating expenses, health benefits, pension costs, social security, terminal pay and capital budget purchases.

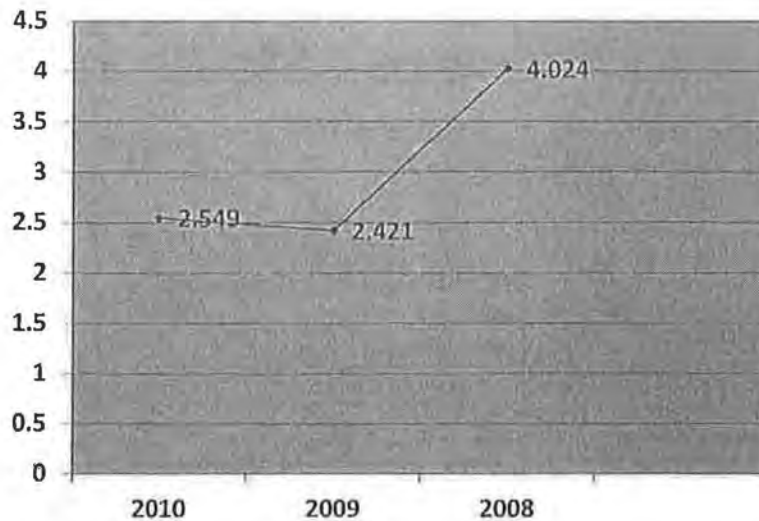
Budget History

The Total Cost Salary, Total Cost Benefits and Total Operation Expenses for 2010 were added together in order to obtain the total cost to operate the police department, which amounted to \$2,811,101. Further analysis based on the borough population of 7,917 revealed that a resident of Bogota, on average, pays \$355 per year, \$29.58 per month or \$0.97 per day to fund the total cost of the police department.

The information forwarded to Blue Shield Consulting for the Borough of Bogota was the tax rate for the previous three years. The rates are listed below;

o Tax Rate---2010=2.549 2009=2.421 2008=4.024

Chart 4: Change in Yearly Tax Point



There was a significant reduction from the year 2008 to 2009 of 39.8% which Blue Shield learned was attributed to a tax revaluation. In 2010, a slight increase in the tax rate occurred at 5.29%

Table 24: Percentage Share of Taxes

Year	Municipal %	County %	Board of Education %
2010	28	8	64
2009	28	9	63
2008	27	9	64

There are a total of 2,201 taxable properties in the Borough of Bogota with a total assessed value of \$435,507,600. These properties are classified further into the following categories: 50 Class 1 (vacant land), 2,022 Class 2 (residential), 91 Class 4A (commercial), 13 Class 4B (industrial), and 25 Class 4C (apartment).

The asset inventory for the capital resources are as follows and should be noted that the Capital Asset Inventory confirms with the \$5,000 fixed asset policy of State or local direction lowering amounts:

Table 25: Capital Asset Inventory²⁴

Description	Value
Bicycles	
(3) BMW	\$3,450
Subtotal	\$3,450
Communication Equipment	
(3) Base stations	\$9,600
(3) Base radios	\$17,769
Router	\$2,850
Switch	\$2,495
Eventide recorder	\$30,000
Motorola communication tower & equipment	\$58,852
Subtotal	\$121,566
Radios	
(4) Motorola CDM1150LS	\$15,000
(3) Motorola CDM1250	\$4,485
(2) Portables HT1250	\$2,990
Motorola GM300	\$1,045
Subtotal	\$23,520
Dispatch	
(2) Zetron explanation unit radios	\$6,225
File server	\$2,000
Copier	\$1,239
Fire alarm system air horn	\$3,995
Fire alarm	\$5,200
Countertop work area	\$1,070
Printer	\$1,489
Subtotal	\$21,218
Computers	
(4) Panasonic tough books	\$11,196
IBM Laptop	\$1,699
Subtotal	\$12,895
Traffic Equipment	
(2) Stalker radar	\$5,390
(2) Mobilevision recorders	\$2,600
Subtotal	\$7,990
Boiler Room	
Telephone system	\$12,000
Subtotal	\$12,000
Furniture	

Kitchenette unit	\$2,550
Subtotal	\$2,550
Defibrillators	
(4) Lifepak	\$12,000
Subtotal	\$12,000
Vehicle Equipment	
(2) Whelen light bars	\$2,200
Subtotal	\$2,200
Vehicles	
(11) Vehicles	\$275,000
(1) BMW Motorcycle	\$17,000
(1) MPH Trailer	\$10,000
Subtotal	\$302,000
Total	\$521,389

Grant History

The Bogota Police Department supplied the following grant funding information for the years 2010-2008. They were awarded in excess of \$41,000 in a combined three year history. A breakdown of the grant funding awards is listed below.

- 2010 Drunk Driving Enforcement Fund grant awarded by the New Jersey Division of Highway Traffic Safety in the amount of \$3,316
- 2010 Body Armor Grant reimbursement in the amount of \$3,780
- 2010 "Over the Limit, Under Arrest" in the amount of \$4,400
- 2009 Drunk Driving Enforcement Fund grant awarded by the New Jersey Division of Highway Traffic Safety in the amount of \$1,532
- 2009 Body Armor Grant reimbursement in the amount of \$1,834
- 2009 "Over the Limit, Under Arrest" in the amount of \$6,000
- 2009 "Click-it-or-Ticket" annual seat belt campaign awarded by the Jersey Division of Highway Traffic Safety in the amount of \$6,000
- 2008 Drunk Driving Enforcement Fund grant awarded by the New Jersey Division of Highway Traffic Safety in the amount of \$3,339
- 2008 Body Armor Grant reimbursement in the amount of \$1,882
- 2008 "Over the Limit, Under Arrest" in the amount of \$5,000
- 2008 Highway Traffic Safety in the amount of \$2,000
- 2008 Bergen County 200 Club Grant in the amount \$3,100

Municipal Court Staffing

The Borough of Bogota contracts with the Borough of Little Ferry for municipal court services.

Table 26: Court Expenses

Description	2010	2009	2008
Salaries & Wages	\$46,606	\$64,022	\$62,294
Other Expenses	\$2,744	\$3,475	\$3,500
Prosecutor	\$7,135	\$6,925	\$6,925
Public Defender	\$2,865	\$2,782	\$2,782
Total	\$59,350	\$77,204	\$7,501

Table 27: Total Court Revenue

2010	% Change	2009	% Change	2008	Base
\$169,715	+17.6	\$144,311	+10.6	\$130,534	

Note: The aforementioned total court revenue and analysis were provided directly by the Borough of Bogota.

Synopsis of Existing Municipal Ordinances

(Addressing Police Department)

The Bogota Police Department was created and later formally adopted through Resolution via Borough Ordinance.²⁵ The Department Rules and Regulations are also established as per Ordinance 23-4.1.

An extensive review was conducted of the existing municipal ordinances supplied by the Borough of Bogota regarding the police department. The Bogota Borough Ordinances specific to its police department in the context of police duties, responsibilities and procedures are specific and detailed as to requirements and standards.

²⁵ Borough Ordinance Chapter XXIII section 23-1.1

Staffing of the Borough of Bogota²⁶

Blue Shield reviewed the Bogota Police Department as a stand-alone agency and makes the following observations:

The Bogota Police Department consists of sixteen (16) sworn police officers; it is a professional and service-oriented police agency that lacks appropriate staffing. In essence, the agency is understaffed according to various accepted staffing and resource models.

There are many ways of determining proper staffing levels for a police department. Most staffing assessments speak to the use population as a key driver, in part, of a formula to determine appropriate staffing levels.

The most common resources used to evaluate staffing resources in police agencies throughout the nation are as follows:²⁷

The FBI Model applied to Bogota

The Federal Bureau of Investigation ("FBI") makes staffing recommendations based solely on population statistics. It recommends a ratio of 2.4²⁸ officers per 1,000 residents. The Borough of Bogota currently has a population of approximately 7,917. Utilizing the FBI model for staffing appropriateness, the Borough of Bogota Police Department should have **19 sworn police officers** to protect and serve the community

$$(2.4 \times 7,917 = 19,000.8 / 1,000 = 19)$$

The U.S. Department of Justice Model applied to Bogota

The U.S. Department of Justice ("USDOJ") staffing recommendation for a police agency is based on population statistics. The USDOJ recommends a ratio of 2.5²⁹ police officers per 1,000 residents. Utilizing the USDOJ method, the Borough of Bogota Police Department should have **19.7 sworn police officers**.

$$(2.5 \times 7,917 = 19,729 / 1,000 = 19.7)$$

²⁶ R.F.P. Compliance Matrix Item #8,16

²⁷ International Association Chiefs of Police (I.A.C.P.) Model

²⁸ FBI UCR Crime Statistics 2010

²⁹ [Bjs.ojp.usdoj.gov/content/pub/pdf/cs11ea08](http://bjs.ojp.usdoj.gov/content/pub/pdf/cs11ea08)

The Bureau of Justice Statistics Model applied to Bogota

The Bureau of Justice Statistics ("BJS") uses the 2010 census of state and local law enforcement agencies to arrive at its statistics. According to the Bureau of Justice Statistics, there is an average of 2.3 police officers per 1,000 residents in New Jersey municipal police departments.³⁰

Utilizing the BJS model, the Borough of Bogota Police Department should have **18.2 Sworn Officers**.
 $(2.3 \times 7,917 = 18,209 / 1,000 = 18.2$

The Borough of Bogota Police Department according to these models supplied by the International Association of Chiefs of Police (I.A.C.P.) is understaffed as many as four (4) police officers.

Section 2: Borough of Little Ferry

Borough of Little Ferry Demographics

The Borough of Little Ferry was originally part of New Barbados and later became part of Lodi Township when it was formed in 1825. The Borough of Little Ferry was named after the rope-drawn Little Ferry that crossed the Hackensack River between 1659 and 1826 and the Borough was later incorporated in 1894. A bridge was built to connect Little Ferry to Ridgefield Park roads in 1828 and established a toll road which later became the Bergen Turnpike. In 1872, the first brick yard was opened in Little Ferry and because of clay deposits became the second largest brick yard in the, producing more than 2,200,000 bricks a year. By early 1900, Little Ferry had eight brickyards in operation but declined after World War I.

The Ferry played an important role in the American Revolution as a shelter for a detachment of Washington's troops who were fleeing the advancing British Army in 1776. The troops marched up what is now Washington Avenue and Liberty Street, into Hackensack to join the other troops.³¹

³⁰ <http://hjs.ojp.usdoj.gov/index>

³¹ LittleFerryNJ.org

The Borough of Little Ferry is considered an Urban Center with a population of 10,626, a density population of 6,985 per square mile and a square mileage land mass of 1.7³². Over the past ten years the Borough has had a stable population base decreasing by 1.6%. The median household income is 17.9% lower than the U.S. average, estimated at \$57,276 versus the National average of \$69,811. There are an estimated 4,439 housing units with 95.5% occupancy whereby 45.9% are owner-occupied housing units and 54.1% are renter-occupied housing units.³³

Within the borders of Little Ferry, there are four educational facilities. The Washington School houses kindergarten and first grade. The Memorial School is Pre-K and second through eighth grade and Little Ferry Nursery and Corporate Child Care which are both Pre-K.³⁴

The Borough of Little Ferry's website is: <http://www.littleferrynj.org>

Additionally, the total number of present roads is listed below. These numbers were supplied by the Little Ferry Police Department.

Table 28: Present Number of Roads

Municipal	26
Private	1
County	2
State	2
Interstate	0

The Borough of Little Ferry could only supply the approximate total number of roadway miles, stating "At this time, there is no breakdown of ownership available". Traffic volume was also requested but not supplied.

Table 29: Present Miles of Roadway

	Number of Miles	Daytime Traffic Volume	Nighttime Traffic Volume
Municipal	<i>no breakdown available</i>	<i>not supplied</i>	<i>not supplied</i>
Private	<i>no breakdown available</i>	<i>not supplied</i>	<i>not supplied</i>
County	<i>no breakdown available</i>	<i>not supplied</i>	<i>not supplied</i>
State	<i>no breakdown available</i>	<i>not supplied</i>	<i>not supplied</i>

32 NJSP UCR 2009

33 www.factfinder.census.gov

34 R.F.P. Compliance Matrix Item #4

Interstate	<i>no breakdown available</i>	<i>not supplied</i>	<i>not supplied</i>
Total	52		

Table of Organization

The Little Ferry Police Department has a police chief, one captain, two (2) lieutenants, three (3) sergeants, twelve patrol officers and three detectives, for a total of twenty-two (22) sworn officers. Civilian personnel include one (1) records clerk, six (6) public safety communication dispatchers, and fourteen (14) school crossing guards with an additional six as sub-crossing guards.

The police chief manages the day-to-day operation of the police department and reports directly to the Public Safety Chairman.³⁵ The department has four first line supervisors who act in the position of police sergeant, performing a variety of functions within the agency. Their responsibilities range from training officers and, reviewing policy, to performing investigations and conducting internal affairs investigations. Sergeants also supervise patrol officers. In addition, they are also charged with patrol and traffic enforcement duties.

The patrol officers also have a variety of duties and responsibilities. Typical patrol and traffic enforcement is a daily endeavor, as is community policing, community programs and assigned details.

The chain of command structure for the Borough of Little Ferry Police Department is listed below.

Chart 5: Little Ferry Police Department Organizational Chart



³⁵ Appropriate Authority - NJSA 40A:14-118. Police force; creation and establishment; re-organization; powers and duties.

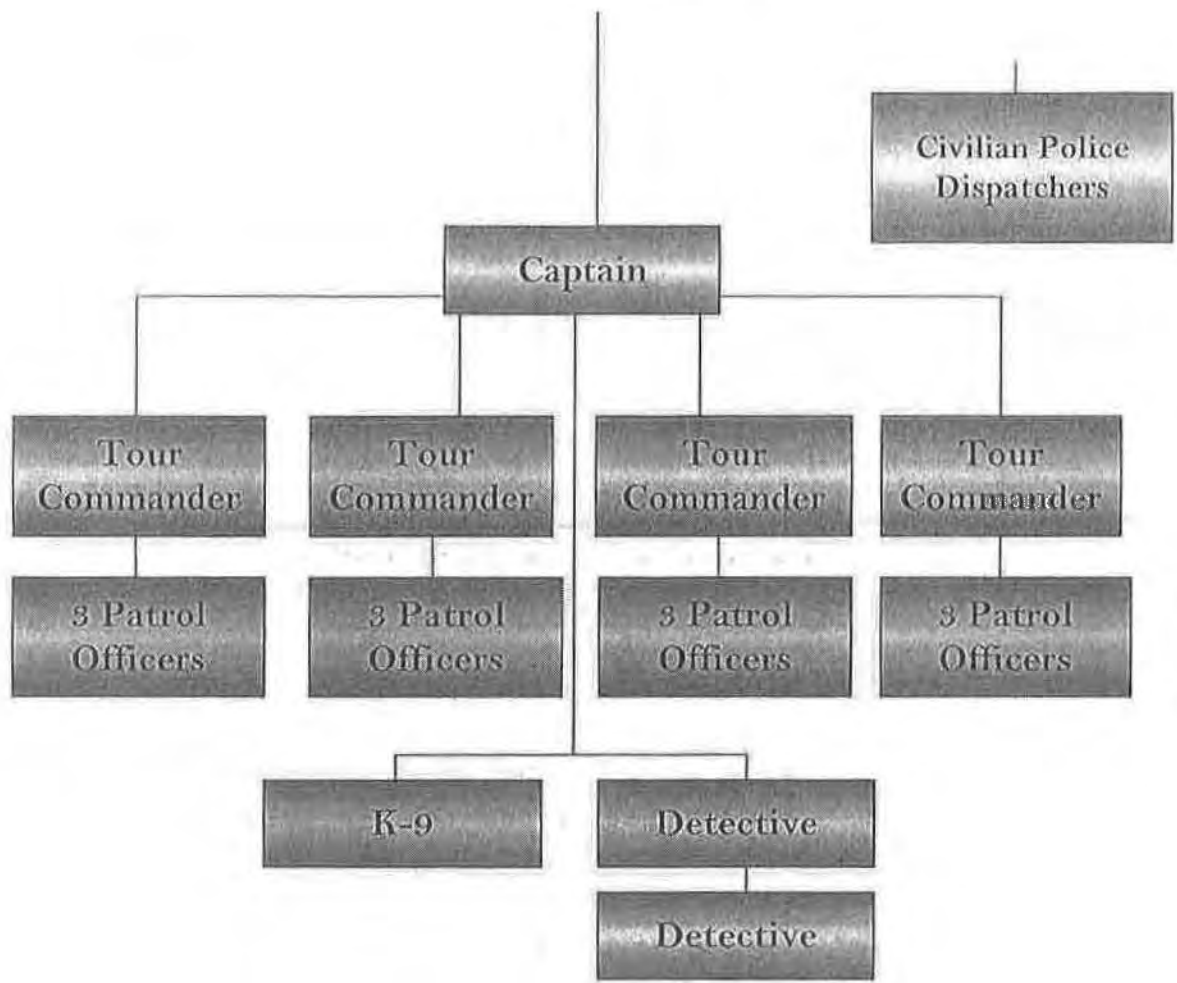


Table 30: Hire Dates

Rank	Officer	Hire Date	25 Years' Service
Captain	Klein Sr.	04/16/74	04/01/99
Chief	Verdi	01/22/80	01/01/05
Lieutenant	Ebenau	11/07/84	11/01/09 (RETIRED)
Detective	Hartless	01/02/88	01/01/13
Lieutenant	Kral	12/15/89	12/01/14
Detective	Callahan	02/02/93	02/01/18
Sergeant	Walters	02/02/93	02/01/18
Sergeant	Gutierrez	07/05/94	07/01/19
Sergeant	Boel	07/05/94	07/01/19
Patrolman	Ehalt	12/23/96	12/01/21
Detective	Klein Jr.	12/17/97	12/01/22
Patrolman	Strunk	04/18/00	04/01/25
Patrolman	Aguilar	12/27/00	12/01/25
Patrolman	Clark	07/02/01	07/01/26
Patrolman	Warne	07/02/01	07/01/26
Patrolman	Hinchcliffe	06/10/03	06/01/28
Patrolman	Schwedhelm	06/10/03	06/01/28
Patrolman	Sciacca	07/13/04	07/01/29
Patrolman	Dacres	07/13/04	07/01/29
Patrolman	Derwin	07/03/06	07/01/31
Patrolman	Andronaco	07/03/06	07/01/31
Patrolman	Egan	07/03/06	07/01/31
Special Police	Bruce Spain	10/01/91	N/A
Special Police	Jennifer Ali	05/17/11	N/A

Table 31: Civilian Hire Dates³⁶

Title	Name	Hire Date
Police Records Clerk	Sara Reilly	09/11
Title		
Civilian Police Dispatcher	Barbara Meccia	12/21/89
Civilian Police Dispatcher	Christopher Nepil	06/04/04
Civilian Police Dispatcher	James Rose	07/12/05
Civilian Police Dispatcher	Sean Kennedy	10/09/07
Civilian Police Dispatcher	Michael Walsh	01/05/10
Civilian Police Dispatcher	Jessie Tam	04/12/11

Existing Schedule

The existing schedule for the Borough of Little Ferry Police Department is based on twelve hour rotating shifts. The chief of police works mainly Monday through Friday and is on call 24 hours a day. The administrative officers, as well as the records clerk, work Monday through Friday, eight hour days and predominately during the dayshifts. The detective bureau is staged between Monday and Friday with weekends, and nights worked as required. The patrol division works the twelve hour work schedule, commonly referred to as the "Pitman" Schedule, which establishes the squad concept. In this case, it establishes four squads, consisting of one sergeant and four patrol officers and a minimum of two officers on any particular shift at all times.

Because of human resource shortages and a restricted over-time budget, the Little Ferry Police Department is by necessity routinely operating with two officers. The need for assistance could be for aid of traffic flow or redirection due to a simple motor vehicle crash, a non-life threatening or life threatening medical call, or for the safety of the officer due to the nature and severity of the call. An arrest will leave the town without patrol until the arrestee is processed and released, because of the necessity of two officers being involved in the arrest process. Blue Shield recommends that the Borough of Little Ferry considers increasing the minimum standard to three police officers for any given shift.

The detective bureau, as well as the records and administration bureaus work a traditional eight hour shift.

Calls for Service

The Little Ferry Police Department uses the Matrix Records Management System (RMS) for its data entry of police reports, and does not utilize a Computer Aid Dispatch (CAD). This digital Records Management System is the agency's information infrastructure. It offers easily integrated access to all the information in the databases, built upon by department personnel's entries. It enables users to concurrently access, and search for, all information collected by the agency on any person, incident, vehicle or business in one interface.³⁷

The total number of calls for service for the past three years is listed in the table below.

³⁷ R.F.P. Compliance Matrix Item #7.14

Table 32: Calls for Service³⁸

Year	Received via Dispatch	Received via Walk-in	Received via Other	Total	%Change
2010	<i>Not supplied</i>	<i>Not supplied</i>	<i>Not supplied</i>	28,874	+7.5
2009	<i>Not supplied</i>	<i>Not supplied</i>	<i>Not supplied</i>	31,031	-.4
2008	<i>Not supplied</i>	<i>Not supplied</i>	<i>Not supplied</i>	31,161	<i>Base</i>

The Little Ferry Police Department provided the requested information for the past (3) years of annual officer initiated calls for service.

Table 33: Officer Initiated Calls for Service

Year	Calls	%Change
2010	29,991	-6.7
2009	32,150	-.25
2008	32,229	<i>Base</i>

Table 34: Complaints Received

Complaints Received			
Year	Walk-ins	Telephonic	Other
2010	550	7,109	22,322
2009	558	6,683	24,909
2008	439	7,175	24,620

The chief estimated the average response time from the call dispatch until the time the officer arrives at a particular scene is approximately two minutes.

Fire calls, whether fire related, fire alarm response or other requested fire services, were limited. The average call for fire services for the past three years was approximately 19 calls per month. The average E.M.S. request for service was substantially higher with a monthly average of approximately 72 calls for service.

Table 35: Fire/EMS Calls for Service

Year	Fire Calls	EMS Calls
2010	239	878
2009	221	898
2008	242	826

Strategies/Methods of Patrol

Analysis showed that the most commonly utilized method of patrol for the Borough of Little Ferry is the patrol vehicle. Large areas can be patrolled in a relatively speedy and efficient fashion. Traffic enforcement using radar, computer tablets or even watchful eyes are a great asset to patrol. The vehicles can carry a large amount of equipment ranging from simple paperwork, to life saving devices such as Automatic External Defibrillators, oxygen and trauma supplies to prevent shock or extensive bleeding. Additional weapons such as the shotguns that are equipped are within the officer's reach if the need arises. Little Ferry also has an additional tool in its crime fighting arsenal by having a Police Canine Unit within their department. The disadvantage to patrol vehicles being utilized by officers is isolation from the public.

"Aggressive Patrol" details such as D.U.I. roadblocks, "Click-it-or-Ticket" details and actively pursuing criminal activity, is also a practice in this department.

The Borough of Little Ferry combats quality of life issues by using multiple strategies and methods of patrol. This is apparent by the number of arrests, such as criminal, D.W.I. and C.D.S. generated by the department each and every year.

The chief of police suggested to Blue Shield that he would encourage his personnel to do more in terms of police initiatives services, however only when staffing levels permit.

Training of Officers and Certifications

After an extensive review of the training records, it was noted that each officer with the Borough of Little Ferry Police Department has attended various training classes related to law enforcement other than the mandatory certification and recertification training set forth annually by the State of New Jersey. The records were organized in chronological order, listing the class attended, the date of the class and the number of scheduled hours.

The chief of police has encouraged personnel to take on additional learning opportunities by enrolling in training without exhausting the budget. An example of this is the by using the MEL videos. The officers receive an abundance of training which serves the Borough well. This surpasses training requirements as per the

Popow v. Margate. For a considerably small sized police department, it is apparent that the administration of the Little Ferry Police Department takes great initiatives to go well beyond the normal requirements for police officer training.

Table 36: Department Programs/Instructors³⁹

Type	#	Rank/Name or Number of Officers
Blood borne Pathogens	2	Det. Hartless, Lt. Ebenau
CERT	3	Det. Hartless, Lt. Ebenau, P.O. Schwedhelm
Certifications in Alcotest	11	Various
Child Safety Seat Install	2	Capt. Klein, Sgt. Walters
Crime Prevention	2	Sgt. Gutierrez, P.O. Schwedhelm
DARE/GREAT	3	Sgt. Boel, P.O. Hinchliffe, P.O. Derwin
Domestic Violence Liaison	2	Lt. Ebenau, Sgt. Walters
Fatal Crash	2	Capt. Klein, Lt. Ebenau
FTO	4	Sgt. Walters, Det. Klein, P.O. Ehalt, P.O. Clark
First Aid & CPR Instructor	1	Lt. Ebenau
Firearms Instructor	3	Det. Klein, P.O. Sciacca, P.O. Derwin
K-9 Officer	1	Det. Callahan with K-9 Lazlo
O/C Instructor	2	Sgt. Gutierrez, Ptl. Andronaco
OEM	3	Chief Verdi, Det. Hartless, P.O. Schwedheim
Radar Instructor	2	Lt. Ebenau, P.O. Strunk
Rifle Instructor	2	P.O. Aguilar, P.O. Sciacca
Rifle Officers	4	P.O. Aguilar, P.O. Sciacca, P.O. Ehalt, P.O. Warne
SRO	2	P.O. Hinchliffe, P.O. Derwin
TAC Officer	3	Lt. Ebenau, Det. Klein, P.O. Schwedhelm
Traffic Unit	1	P.O. Strunk <i>(All Officers certified in Radar/Ladar)</i>
Training Officer	1	Capt. Klein

Facility Assessment⁴⁰

In 1999, the Borough of Little Ferry purchased an existing bowling alley/bar which was modified into the existing municipal complex. A site inspection of the Little Ferry Police Department was performed. Blue Shield learned that the police department shares its facility within the same complex as the Little Ferry Borough Hall.

³⁹ R.F.P. Compliance Matrix Item #8,10,16

⁴⁰ R.F.P. Compliance Matrix Item #5,14

The rear entrance to the borough hall also serves as the entrance to the police station, which provides access to the police communications center ("dispatch"), shielded behind a secure window to guests. The lobby also provides access to the municipal employees and court staff during regular business hours, and serves as a control point to other municipal functions located on the second floor. The dispatcher has a side door that allows access into the police station, but currently has no security camera to allow viewing of persons entering the police station. Chief Verdi explained that a new access control system to include a security camera and remote key card access has been proposed, however implementation is pending. The lack of physical security standards may create a safety concern for personnel and guests inside the department.

The Little Ferry Police Communications Center provides police dispatch for its emergency responses, but does not process 9-1-1 emergency calls or provide pre-medical arrival instructions. Rather, these services are provided by the Bergen County Communications Center. The Little Ferry Police Department is in the process of updating its technology to include a new radio system from "High Band to Digital", and implement new computers and laptops for the entire department.

The police facility has a few physical matters of concern; one such concern is the "Sally Port". The sally port was retro-fitted to meet the site requirements; the parking lot configuration and the neighboring buildings were not conducive for a modern sally port. Regrettably, the sally port is located away from the prisoner processing room and the cell block area hence; prisoners must be escorted through a central hallway to the processing area. There are two cells which are approved by the Department of Corrections as well as a processing area which is also approved, and could potentially hold additional prisoners if necessary.

Blue Shield acknowledges that the Department of Corrections (DOC) has approved this site, but this condition is not ideal for processing prisoners.

Blue Shield notes that the current power generator is not the appropriate size so when a power failure occurs, the police department only has partial power service.

Equipment

The Little Ferry Police Department has fifteen motor vehicles to supply its twenty-two full-time members, they are listed as follows:

Table 37: Police Vehicles

Department Vehicles				
Year	Make/Model	Unit	Assignment	Miles
2009	Chevrolet Impala	600	Unmarked	18,720
2005	Ford Explorer	601	Unmarked	27,250
2010	Jeep Wagon	602	Marked	16,770
2009	Chevrolet Impala	603	Marked	34,649
2010	Jeep Wagon	604	Marked	18,099
2006	Ford Crown Victoria	605	Marked	78,748
2009	Chevrolet Impala	606	Marked	32,840
2009	Ford Escape	6K9	Marked	36,230
2007	Ford Crown Victoria	607	Marked	40,000
2006	Dodge Durango	608	Marked	78,320
2005	Ford Explorer	609	Marked	Out of Service
2008	Ford Explorer	610	Marked	28,910
2008	Ford Economy Van	611	Marked	4,200
2001	Ford Crown Victoria	612	Unmarked	69,395
2011	Chevrolet Tahoe	613	Marked	5,406
2001	MPH NTTRL Radar Trailer	N/A	N/A	N/A
2005	NTTRL Trailer	N/A	Barricades	N/A
2006	NTTL Vermac Trailer	N/A	Sign Board	N/A

The average mileage for the fourteen marked and unmarked vehicles is 35,109 miles. The Little Ferry Police Department appears to have the support of its governing body in terms of ensuring officer safety, and to the extent possible to ensure the reliability of their police vehicles.

According to the information received from the Little Ferry Police Department, all marked vehicles contain the following standard equipment:

Table 38: Vehicle Equipment

Vehicle Equipment Inventory	
Description	
Police Radios	
Computers	
Portable Automatic External Defibrillators	
Portable Oxygen Units	
Medical Bags	
Blackhawk Entry Tools	
Detective Units/Unmarked Unit	
Not Provided	

Table 39: Department Firearms

Department Firearms				
Number	Make	Model	Caliber	Type
33	Glock	23	.40 Caliber	Semi-Auto Pistol
4	Remington	870	12 Gauge	Pump Action Shotgun
4	Bushmaster	XM15	.223 Caliber	Rifle

The Little Ferry Police Department did not provide the consulting team with its existing equipment inventory. Borough Administrator Michael Capabianco stated: "At the time of the writing of this report, the Borough was currently updating all of its office equipment, and had not updated its Fixed Asset inventory as of yet. All new computers have been purchased along with printers. Additionally, at the February 22, 2012 meeting, the Borough introduced a Capital Ordinance to upgrade its existing radio and communication equipment. It is anticipated that equipment shall be installed late summer or early fall. This will equip the Little Ferry Police Department with state-of-the-art equipment to conduct their daily operations."

Standard Operating Procedure - Rules & Regulations

The Standard Operating Procedures and Policies of the police department appeared extensive and cover a wide range of duties and responsibilities. On face value, without an extensive review, it appears that the Borough of Little Ferry Police Department has incorporated professional standards of operation. The Borough also anticipates beginning the CALEA certification in 2012.

Table 40: Radio Frequencies⁴¹

Radio Frequencies	
Police	155.490
Fire	155.490
EMS	155.490
County	<i>Not supplied</i>
SPEN	154.680
DPW	<i>Not supplied</i>
Other	<i>Not supplied</i>

Existing Legal Contracts⁴²

There is an existing Collective Bargaining Agreement between the Borough of Little Ferry and the Police Benevolent Association, Local #102. The effective date is January 1, 2007, through December 31, 2011. This appears to be a typical labor contract between the municipality and the P.B.A., stating the rights and benefits of the agreed parties.

The agreement on the existing contract differentiates the salaries before and after the hire date of January 1, 2004. The most significant change was the addition of a step during police academy training and probationary period. Listed are the contractual financial agreements below.

⁴¹ R.F.P. Compliance Matrix Item #3,4,5,8,16

⁴² Collective Bargaining Agreement between the Borough of Little Ferry and the Little Ferry P.B.A. Local #102 for the years January 1, 2007 through December 31, 2011.

Table 41: Contractual Salaries

Salary Array (Hire before 01/01/04)					
Patrolman Steps	2011	2010	2009	2008	2007
Starting	\$44,059	\$42,364	\$40,735	\$39,168	\$37,662
2 nd Year	\$58,264	\$56,023	\$53,869	\$51,797	\$48,771
3 rd Year	\$65,706	\$63,1479	\$60,749	\$58,412	\$55,132
4 th Year	\$88,169	\$84,778	\$81,518	\$78,382	\$74,334
5 th Year	\$95,212	\$91,550	\$88,029	\$84,643	\$80,354
6 th Year	\$100,930	\$97,048	\$93,316	\$89,727	\$85,242
Maximum	\$113,426	\$109,063	\$104,868	\$100,835	\$95,923
Sergeant		2010	2009	2008	2007
Base	\$119,770	\$115,163	\$110,734	\$106,475	\$101,346
Lieutenant		2010	2009	2008	2007
Base	\$127,760	\$122,846	\$118,121	\$113,578	\$108,176
Captain		2010	2009	2008	2007
Base	\$132,277	\$127,189	\$122,297	\$117,593	\$112,037

Table 42: Contractual Salaries

Salary Array (Hired after 01/01/04)					
Patrolman Steps	2011	2010	2009	2008	2007
Academy	\$31,298	\$30,095	\$28,937	\$27,824	\$26,754
Graduation – 1 Year	\$44,059	\$42,364	\$40,735	\$39,168	\$37,662
2 nd Year	\$58,264	\$56,023	\$53,869	\$51,797	\$48,771
3 rd Year	\$65,706	\$63,1479	\$60,749	\$58,412	\$55,132
4 th Year	\$88,169	\$84,778	\$81,518	\$78,382	\$74,334
5 th Year	\$95,212	\$91,550	\$88,029	\$84,643	\$80,354
6 th Year	\$100,930	\$97,048	\$93,316	\$89,727	\$85,242
7 th Year	\$113,426	\$109,063	\$104,868	\$100,835	\$95,923
Sergeant		2010	2009	2008	2007
Base	\$119,770	\$115,163	\$110,734	\$106,475	\$101,346
Lieutenant		2010	2009	2008	2007
Base	\$127,760	\$122,846	\$118,121	\$113,578	\$108,176
Captain		2010	2009	2008	2007
Stipend	\$132,277	\$127,189	\$122,297	\$117,593	\$112,037

Longevity shall be paid on a regular periodic paycheck basis. Employees hired before January 1, 1995 shall receive payments based on the following criteria.

- 3% after three (3) years of service
- 4% after eight (8) years of service
- 6% after fifteen (15) years of service
- 7% after eighteen (18) years of service
- 9% after twenty-five (25) years of service

Employees hired after January 1, 1995, shall receive payments based on the following criteria.

- 3% after five (5) years of service
- 4% after ten (10) years of service
- 6% after fifteen (15) years of service
- 7% after twenty (20) years of service
- 9% after twenty-five (25) years of service

All percentages shall be computed on the individual employee's base salary.

Once an officer is issued his/her initial uniform allotment, he/she is entitled to request replacement only if the uniform or equipment is damaged. *(Not caused by negligence)*

Vacation days are granted and accumulated in accordance with similar police labor contracts, but for those officers hired after January 1, 1995, maximum vacation allotment does not occur until the 22nd year of actual service. Officers accumulate ninety-six (96) hours per year and which are allowed to be carried over to a total of nine hundred and sixty (960) hours.

Each employee assigned to the patrol division is entitled to sixty (60) hours personal leave per year. Those assigned to the administrative division are entitled to forty (40) hours per year of personal leave. Employees assigned by the chief as detectives shall receive an additional compensation of \$2,000 because of their designation to the position of "detective".

All benefits set forth in the contract shall be paid by the employer even after an employee retires provided the employee meets the requirements as set forth in N.J.S.A. 40A:10-23.

Mutual Aid Agreements

The Bergen County Police Chiefs Association developed a Mutual Aid Agreement in 2008 with all municipalities in Bergen County. This plan was adopted in accordance with the provisions of N.N.S.A. 40A:14-156, N.J.S.A. 40A14-156.1, N.J.S.A. 40A14-156.4 and N.J.S.A. App. A: 9-40.6. The "Purpose: To provide a uniform procedure for the coordination of the requesting, dispatching and utilization of law enforcement personnel and equipment whenever a local law enforcement agency requires mutual aid assistance from any other jurisdiction, both contiguous and non-contiguous, in the event of an emergency, riot or disorder, in order to protect life and property". This plan utilizes the Incident Command System with a Unified Command Structure by bringing together resources collectively, or use in major spontaneous event planning or scheduled anticipated or planned events where mutual aid resources are required.

The local Chief of Police or his designee in any jurisdiction has authorization to activate this emergency response plan calling for additional personnel to assist with a particular incident. This is a valued asset to the residents of the county.

The Borough of Little Ferry provided contracted police services to the Borough of Teterboro. In turn, they were compensated \$197,000 in salary and wages and \$63,000 in other operational related expenses. During the course of this study, the contract between the Borough of Little Ferry and the Borough of Teterboro ended and Little Ferry lost the associated revenue. Teterboro now contracts with the Bergen County Police Department for policing services.

Existing External & Internal Litigation

There was no external or internal litigation reported to Blue Shield by the Borough of Little Ferry.

U.C.R. Statistics

Crime Rate Analysis – Introduction

The New Jersey Uniform Crime Rate is prepared and issued by the New Jersey State Police Uniform Crime Reporting Unit. All reported offenses are related to the municipality in which they occur, rather than to the agency which may conduct the investigation. The clearance

is credited to the municipality in which the offense occurred. Each contributing agency is responsible for compiling its own reports. Law enforcement agencies report the number of known offenses according to the following categories:

- Homicide (Murder and Manslaughter)
- Rape
- Robbery
- Aggravated Assault
- Burglary
- Larceny-Theft
- Motor Vehicle Theft
- Arson

The "Crime in New Jersey" and the Federal Bureau of Investigation's "Crime in the United States" publications exclude manslaughters, simple assaults, and arsons from the "Index" offenses. These are further referred to as "violent" and "nonviolent" crimes. All reported offenses are compiled from a record of all criminal complaints received by police from victims or other sources, or discovered by the police during routine operations. (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).⁴³

Complaints determined to be unfounded are eliminated from this count. Analytical data pertaining to specific crime categories are also reported, i.e. total adult and juvenile arrests made during the month. Arson data is also collected monthly (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).

The factors which influence crime rates are dependent upon characteristics of the community.

When attempting to interpret the crime statistics presented herein, one should be aware of the social structure and factors that lead to or cause criminal behavior. (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).

Crime rates in this publication are based on the stable population of the municipality. Municipalities that experience high population increases due to special events or commuters or with high seasonal populations, may indicate a higher crime rate per one thousand than may be normal for a municipality of its size. A separate section provides statistics for resort municipalities using crime

⁴³ <http://www.state.nj.us/njsp/info/ucr2010/index.html>.

rates which include seasonal populations. (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).

Set forth below are some factors which, by type and volume, will affect the crime rate that occurs from place to place (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR):

- Density and size of the community population and the metropolitan areas of which it is a part.
- Composition of the population with reference particularly to age, sex and race.
- Economic status, including job availability, and modes of the population.
- Relative stability of population, including commuter, seasonal, and other transient types.
- Climate, including seasonal weather conditions.
- Cultural conditions, such as educational, recreational, and religious characteristics.
- Effective strength of law enforcement agencies.
- Administrative and investigative emphases of law enforcement.
- Policies of other components of the criminal justice system (i.e., prosecutorial, judicial, correctional, and probationary).
- Crime reporting practices of the general citizenry.
- Attitudes of the public toward crime reporting.
- The administrative and investigative efficiency of the local crime reporting standards.
- Cooperation of adjoining and overlapping Police agencies.

The following definitions will be important as Blue Shield Consulting begins its analysis of crime rates:

Crime index: The total of the seven major offenses used to measure the extent, fluctuation and distribution of crime in a geographical area. The following crimes make up the index: Murder, rape, robbery, aggravated assault, burglary, larceny-theft, and motor vehicle theft; these offenses are referred to as Index offenses.

Crime rate: The number of Index offenses reported for each unit of population per 1,000.

Effective law enforcement requires accurate crime statistics in order to identify the extent, type, and location of criminal activity. Criminal Justice administrators and planners have long recognized the Uniform Crime Reporting Program as the vehicle to accomplish this objective.

The Borough experienced a slight 2.5% increase in the crime index total from 2008 to 2009 and a 3.3% increase in 2010. Breaking down the totals into two categories, the first being violent crimes, there was a 14.3% decrease in violent crimes in 2009 and an 8.3% increase in non-violent crimes. In 2010, there was a 41.7% decrease in violent crimes and a 4.8% increase in non-violent crimes.

The aggregate totals supplied by the Borough of Little Ferry Police Department to the New Jersey State Police are listed below.

Table 43: Borough of Little Ferry General Crime Statistics

Year	Crime Index Total	Violent Crime	Non-violent crime	Crime rate per 1,000	Violent Crime rate per 1,000	Nonviolent crime rate per 1,000
2010	125	7	118	11.8	.7	11.1
2009	121	12	109	11.5	1.1	10.4
2008	118	14	104	11.2	1.3	9.8

Table 44: Borough of Little Ferry Comprehensive Crime Statistics

Year	Violent Crime				Nonviolent Crime					
	Murder	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Motor Vehicle Theft	Arson	Domestic Violence	Bias Crime
2010	0	0	1	6	31	74	13	0	87	0
2009	1	1	3	7	28	73	8	0	94	1
2008	0	0	3	11	13	80	11	0	95	0

Blue Shield requested the police department's Detective Bureau clearance rate and was advised that they do not maintain crime clearance rates for the department.

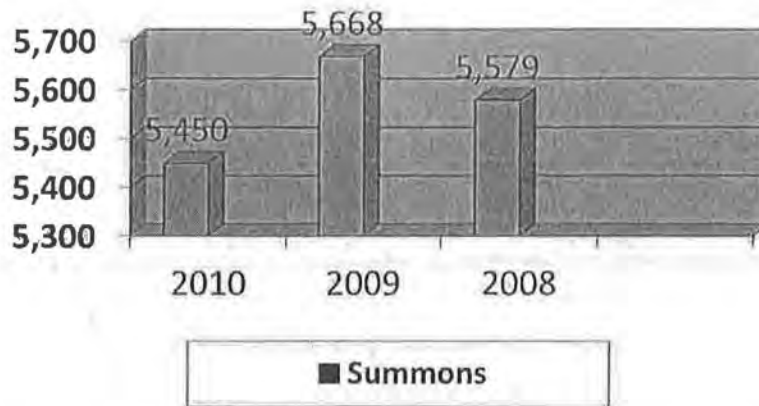
Table 45: Number of Arrests

Year	# of Arrests
2010	133
2009	104
2008	116

Traffic & Crash Statistics

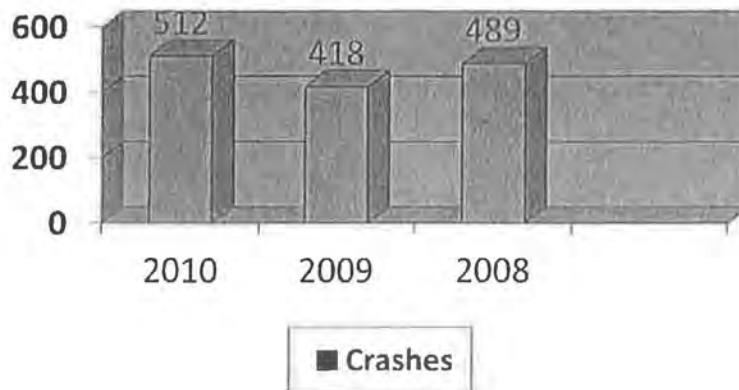
The Borough of Little Ferry Police Department issued a total of 16,697 motor vehicle summons in a three year period. The breakdown for the years 2010-2008 are listed below.

Chart 6: Motor Vehicle Summons Statistics



The data collected for vehicle crashes for the years 2010-2008 as shown by the chart below showed a 22.5% increase in 2010 but a 14.5% decrease in 2009. These statistics are not out of the normal range with no unusual circumstances contributing to the varied number of crashes.

Chart 7: Crash Investigation Statistics



Quality of Life Issues

The police chief advised Blue Shield that the majority of time allocated in an officer's day was on routine patrol and calls for police service. This is no different than most police agencies. Officers concentrate on traffic enforcement and have very few repetitive calls for service, (criminal in nature) that would constitute a quality of life issue.

Other issues which the Officers face on a regular basis is the cultural diversity encompassing (48) forty eight different languages and dialects. Also 98% of the Borough of Little Ferry is in a flood plain. This offers a challenging, costly and an extreme service oriented type of "Quality of Life" for the Officers and residents to contend with.

Salary & Wages Cost Analysis

The budget for the calendar year 2010 was provided by the Borough. The annual costs associated with salaries and wages was broken down to each category listed below. These categories were then tabulated as to the exact percentage of the total budget.

Table 46: Total Cost Salary

	2010	Percentage of Budget
Officer Salary	\$2,736,230	90.7
Overtime	\$41,305	1.4
Crossing Guards	\$108,939	3.6
Dispatchers	\$129,766	4.3
Special Police	\$799	.003
Totals	\$3,017,039	100

A breakdown of the above table's salary consists of the following: \$2,736,230 in total base salary for all officer salaries with \$41,305 paid in overtime, relatively low for a twenty-two (22) person department. Crossing guards are an account for 3.6% of the police budget amounting to \$109,939. Costs associated to police dispatching is \$129,766.

The borough's contribution to each of the below categories for year 2010 were provided by the Borough. The largest expense to the Borough is the officers' pension (PFRS) and the second being the Borough's contribution to health benefits.

Table 47: Total Cost Benefits

Borough Contributions	2010
Borough Pension (PFRS)	\$677,775
Borough F.I.C.A.	\$35,373
Borough Health Benefit	\$336,907
Dental Cost	\$20,335

Appropriations in the amounts of \$197,000 for salaries and wages and \$63,000 in other expenses were received from the Teterboro Police in an Interlocal Municipal Service Agreement for 2010. During this study, this agreement was nullified.

Operation Expenses

The Little Ferry Police Department provided Blue Shield Consulting with a budget breakdown and history for the year 2010.

Table 48: Total Operating Expenses

Budget Expenses	2010
Miscellaneous	\$48,690
Police Dispatch 911 Other	\$ 8,100
Police Dispatch Reverse 911	\$750
Totals	\$57,530

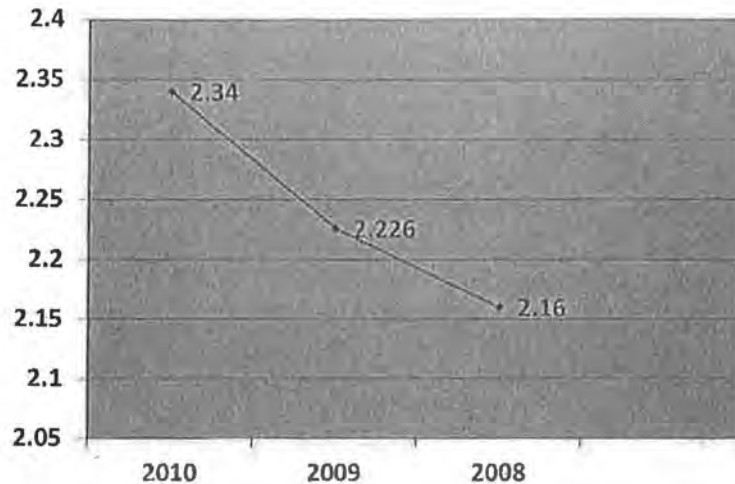
Budget History

The total cost for Salary, Total Cost Benefits and Total Operation Expenses for 2010 were added together in order to obtain the total cost to operate the police department. This totaled \$4,144,959 for the year 2010. Dividing the population of 10,626 into this total, each resident pays \$390 per year or \$32.51 per month or \$1.07 per day to fund the total cost of the police department.

The information forwarded to Blue Shield Consulting for the Borough of Little Ferry was the tax rate for the previous three years. The rates are listed below;

- o Tax Rate---2010=2.34 2009=2.226 2008=2.16

Chart 8: Change in Yearly Tax Point



Using 2008 as a base, the tax points increased 3.1% in 2009 and 5.1% in 2010.

Table 49: Percentage Share of Taxes

Year	Municipal %	County %	Board of Education %
2010	34	9	57
2009	34	9	57
2008	33	9	58

There are a total of 2,540 taxable properties within the borders of Little Ferry with a total assessed value of \$423,149,700 listed in 2010. These properties break down into the following categories; 35 Class 1 (vacant land), 2,238 Class 2 (residential), 164 Class 4A (commercial), 77 Class 4B (industrial), and 25 Class 4C (apartment) and 1 telephone parcel. There are 109 senior citizen deductions, 5 disabled persons deductions, 8 surviving spouse deductions, 195 veterans' deductions and 59 veteran widow deductions.

The Borough of Little Ferry provided a fixed asset listing by asset identification.⁴⁴ The asset inventory for the capital resources are as follows:

Table 50: Capital Asset Inventory⁴⁵

Description	Purchase Value
2001 Ford Crown Victoria	\$24,000
2006 Ford Crown Victoria	\$20,826
2007 Ford Crown Victoria	\$20,826
2008 Ford Explorer	\$22,999
2008 Ford Van E-250	\$18,350
2009 Chevrolet Impala	\$20,966
2009 Chevrolet Impala	\$20,966
2009 Chevrolet Impala	\$19,481
Police Miscellaneous Equipment	\$60,000
201 Ford Speed Trailer	\$10,800
Main Antenna/Repeater	\$14,126
Message Board Trailer	\$14,980
Drager Alcotest	\$13,910
2006 Dodge Durango	\$27,575
2010 Jeep Grand Cherokee	\$29,228
2010 Jeep Grand Cherokee	\$29,228
2005 Ford Explorer	\$20,134
2005 Ford Explorer	\$20,134
2009 Ford Escape	\$34,611
2011 Chevrolet Tahoe	\$25,803

Grant History

The Little Ferry Police Department furnished the grant funding information for 2009 and 2008. A breakdown of Awards is listed below.

- 2009 Drunk Driving Enforcement Fund grant awarded by the New Jersey Division of Highway Traffic Safety in the amount of \$7,516
- 2009 Body Armor Grant reimbursement in the amount of \$2,721.

⁴⁴ Borough of Little Ferry Fixed Asset Listing - Dated 8/19/11

⁴⁵ R.F.P. Compliance Matrix Item 13

- 2008 Drunk Driving Enforcement Fund grant awarded by the New Jersey Division of Highway Traffic Safety in the amount of \$21,281.
- 2008 Body Armor Grant reimbursement in the amount of \$457.

Municipal Court Staffing

The Borough of Little Ferry Municipal Court staff consists of two full-time employees. Court security is provided by the officers of the police department for all public court sessions.

Table 51: Court Expenses

Description	2010	2009	2008
Salaries & Wages	\$78,355	\$75,790	\$83,057
Other Expenses	\$10,200	\$8,503	\$8,841
Municipal Prosecutor	\$5,500	\$5,500	\$5,725
Public Defender	\$2,000	\$2,000	\$2,000
Total	\$96,055	\$91,793	\$99,623

The hours of operation for the court are Monday through Friday from 9:00am to 4:00pm. There are two scheduled Court sessions per month.

The Court is held every Thursday at 3:00pm, alternating between Little Ferry and Bogota. The Court handles approximately 100 cases per week combined between both municipalities and the duration of each court session is approximately five (5) hours.

Table 52: Total Court Revenue

2010	% <i>Change</i>	2009	% <i>Change</i>	2008	% <i>Change</i>
\$195,500	-.04	\$195,572	+21.5	\$161,027	Base

In 2011, the Borough of Little Ferry agreed upon and later established a shared court with the Borough of Bogota for court services which appear to work well and has resolved to the extent possible prior negative conditions for the Borough of Bogota Court.

Synopsis of Existing Municipal Ordinances

(Addressing Police Department)

The establishment and organization of the police department was ratified and approved as per Borough Ordinance section 2-24. This lists the number of officers authorized at (29) twenty nine, however currently the Department is staffed at (22) twenty two. The ordinance also establishes appointments and testing, Special Law Enforcement Officers, and the establishment of Chairman of the Police Committee known as "Police Commissioner" or "Chairman of the Police Committee". Blue Shield Consulting was advised that this Public Safety Chairman is the "Appropriate Authority".

Section 2-24.1a provides the establishment of a Police Director who would act as the "Appropriate Authority" and in 2-24.1b provides if a vacancy for chief or deputy Chief of Police then the Police Director would exercise the authority of the chief of police. Borough ordinance 2-19 creates the position of "Civilian Dispatcher" and his salary.

Staffing of the Borough of Little Ferry⁴⁶

Blue Shield has reviewed the Little Ferry Police Department as an individual Department and makes the following observations:

The Little Ferry Police Department is a professional and service-oriented police department that is understaffed according to various accepted staffing models. The police department consists of twenty-two (22) sworn officers and two (2) special officers.

There are many methods of determining proper staffing levels for a police department which were previously addressed in this study. Most of these methods use population as a part of a formula to determine staffing.

The most common are as follows: ⁴⁷

The FBI Model applied to Little Ferry

The Federal Bureau of Investigation (FBI) makes staffing recommendations based solely on population statistics. It recommends a ratio of 2.4⁴⁸ police officers per 1,000 residents. The Borough of

⁴⁶ R.F.P. Compliance Matrix Item #8, 16

⁴⁷ International Association Chiefs of Police (I.A.C.P.) Model

⁴⁸ FBI UCR Crime Statistics 2010

Little Ferry currently has twenty-two (22) police officers serving a population of approximately 10,626. Utilizing the FBI model the Borough of Little Ferry Police Department should have **25.5 Sworn Officers**.

($2.4 \times 10,626 = 28,690 / 1,000 = 25.5$)

The U.S. Department of Justice Model applied to Little Ferry

The U.S. Department of Justice (USDOJ) also makes staffing recommendations based on population statistics. It recommends a ratio of 2.5⁴⁹ officers per 1,000 residents. Utilizing the USDOJ method the Borough of Little Ferry Police Department should have between **24.4 and 28.7 Sworn Officers**. ($2.5 \times 10,626 = 25,502 / 1,000 = 24.4$)

The Bureau of Justice Statistics Model applied to Little Ferry

The Bureau of Justice Statistics uses the 2010 census of state and local law enforcement agencies to arrive at its statistics. According to the Bureau of Justice Statistics, there is an average of 2.3 police officers per 1,000 residents in New Jersey municipal police departments.⁵⁰

Utilizing this data the Borough of Little Ferry Police Department should have **25.6 Sworn Officers**. ($2.3 \times 10,626 = 26,565 / 1,000 = 25.6$)

The Borough of Little Ferry Police Department according to the aforementioned staffing models is understaffed as many as four police officers.

⁴⁹ [Bjs.ojp.usdoj.gov/content/pub/pdf/cs11ea08](http://bjs.ojp.usdoj.gov/content/pub/pdf/cs11ea08)

⁵⁰ <http://bjs.ojp.usdoj.gov/index>.

Section 3: Township of Teaneck

Township of Teaneck Demographics

The Township of Teaneck was established on February 19, 1895, and was comprised of parts of Englewood, Hackensack, Ridgefield Park, Bergen Fields and Bogota. The origin of the boundaries and history date back an additional two hundred years, days when Tribe of Lenape and the settlement of Dutch farmers inhabited the high ridge and shore banks of the Hackensack River. The town's population at the turn of the century was 811. During this time, the focus was developing an infrastructure with the ability to sustain a town setting.⁵¹

Residential development boomed after the opening of the Phelps Estate in 1927 and after the completion of the George Washington Bridge in 1931 and its connection to Teaneck via State Highway Route 4. The population increased 300% between 1920 and 1930, from 4,192 to 16,513. This was the first major population growth in the Township's history.⁵²

The Township of Teaneck is considered an Urban Center with a population of approximately 38,662, a Density Population of approximately 6,553 per square mile and a square mileage land mass of 5.9⁵³. Over the past twenty years the Township has had a relatively steady population base, only increasing by 2.13%. In 1990 the population was 37,825, in the year 2000 the population increased to 39,260 but dropped in 2009 to 38,631.⁵⁴ The median household income is 81.5% higher than the U.S. average, estimated at \$93,349 versus the National average of \$51,425. There are an estimated 13,568 housing units where 96.5% are occupied. Of those, 77.5% are owner-occupied housing units and 22.5% are renter-occupied housing units.⁵⁵

There are thirty-six educational facilities within the geographic boundaries of Teaneck. Fifteen of these facilities are either day cares or nursery schools. Depending on the facility and time of the day, these day cares or nurseries are filled to capacity. They are Beth Shalom/GarRina, Blocks & Bridges, B'Nai Yeshurun, Montessori, Congregation Beth Am, Merry Go Round, Our Gang Day Care, Rhymes and Reasons, Sniffles (HINMC), Kidz Place, Teaneck Recreation, Temple Emeth, Yaldenu, Shalom Yeledin, and the Academy of L'Leads. Jemf Early Start Kids, Jewish Center Nursery of Teaneck, Sydney J. Walker

⁵¹ Source: www.teanecknj.gov

⁵² Source: www.teanecknj.gov

⁵³ NJSP UCR 2009

⁵⁴ U.S. Census Bureau, 2009 Population Estimates, Census 2000, Census 1990

⁵⁵ www.factfinder.census.gov

Memorial Learning Center and the Teaneck Country Day Care Center are all preschools. The Bryant School houses Pre-K and Kindergarten students and the Grace Lutheran School houses Pre-K, Kindergarten and 1st grade students. There are an additional three schools slated for 1st - 4th grade students. They are the Whittier School, the Lowell School, and the Hawthorne School. The Community School ranges from grades two through eight, the Teaneck Charter School ranges from Kindergarten through eighth grade and the Wilbert F. Mays Seventh Day Adventist has students from Kindergarten through 6th grade. Both the Thomas Jefferson and the Benjamin Franklin School are 5th - 8th grade facilities.

Five schools are high school level ranging from 9th Grade through 12th Grade. They are the Community High School, the Torah Academy, Ma'Ayanot High School, Karasick Shalem Sinai High School for Boys and the Teaneck High School. The Al Ghazaly offers education for 7th grade through 12th grade. The Township is also the host to one State University for higher education (undergraduate and graduate programs) known as Fairleigh Dickinson University.⁵⁶

There are forty-three (43) religious houses of worship. They are categorized as provided below.

1A Houses of Worship

1. Kingdom Hall of Jehovah's Witness - 292 Willow Street
2. Teaneck United Methodist Church - 201 Degraw Avenue
3. True Light Presbyterian Church- 55 Hillside Avenue
4. Trinity Evangelical Free Church - 390 Teaneck Road
5. Dar-ul-Islah Mosque - 320 Fabry Terrace

1B Houses of Worship

1. St. Mark's Episcopal Church - 118 Chadwick Road
2. St. Peter's Mar Thoma Church - 70 Cedar Lane
3. Congregation Arzei Durom - 725 Queen Anne Road
4. Union for Traditional Judaism - 811 Palisade Avenue
5. Congregation Beth Aaron - 950 Queen Anne Road
6. Jewish Center of Teaneck - 70 Sterling Place
7. Young Israel - 868 Perry Lane

2S Houses of Worship

1. New Hope Church - 192 East Forest Avenue
2. NJ Grace Baptist Church - 1075 Queen Anne Road

3. Saint Anastasia's Church - 1095 Teaneck Road
4. Asian Women's Christian Association - 9 Genesee Avenue
5. Presbyterian Church of Teaneck - 1 Church Street
6. St. Paul's Lutheran Church - 61 Church Street
7. Teaneck Baha'i Center - 126 Evergreen Place
8. Evergreen Baptist Church - 1321 Teaneck Road

2N Houses of Worship

1. First Seventh Day Adventist Church - 405 Englewood Avenue
2. First Baptist Church of Teaneck - 1592 Teaneck Road
3. Teaneck Assembly of God - 185 West Englewood Avenue
4. Christ Sent Ministries - 1377 Palisade Avenue
5. Grace Redeemer Church - 125 Galway Place
6. Nidaul Islam - 250 Hargreaves Avenue
7. Yeshiva Gedolah - 1443 Palisade Avenue

4W Houses of Worship

1. Congregation Beth Am - 510 Claremont Avenue
2. St. Mark's Church - 260 Elm Avenue
3. Chabad House - 513 Kenwood Place
4. East Bergen Christian Church - 320 Beverly Road
5. Ethical Cultural Society - 687 Larch Avenue

3W Houses of Worship

1. Unity Church of Christ - 735 Rutland Avenue
2. Christ Episcopal Church - 480 Warwick Avenue
3. Hope Presbyterian Church - 1190 River Road
4. Grace Lutheran Church - 1200 River Road
5. Keter Torah - 600 Roemer Avenue
6. Congregation Beth Sholom - 354 Maitland Avenue
7. Temple Emeth - 1666 Windsor Road
8. Mikva House - 1726 Windsor Road
9. Temple - 268 West Englewood Avenue (unknown name)
10. Rinat Yisrael - 389 West Englewood Avenue
11. B'nai Yeshurun - 641 West Englewood Avenue

The Township of Teaneck's website is: <http://www.teanecknj.gov>

Additionally, the total number of present roads, present miles of roadway and an estimate of traffic volume are listed below. These numbers were supplied by the Teaneck Police Department.

Table 53: Present Number of Roads

Municipal	401
Private	4
County	11
State	3
Interstate	2

Table 54: Present Miles of Roadway

	Number of Miles	Daytime Traffic Volume	Nighttime Traffic Volume
Municipal	126	Heavy at Peak	Heavy at Peak
Private	3	Minimal	Minimal
County	10.62	Heavy at Peak	Heavy at Peak
State	3	Heavy at Peak	Heavy at Peak
Interstate	2.5	Heavy at Peak	Heavy at Peak

Table of Organization

The Teaneck Police Department has one chief of police, three (3) captains, six (6) lieutenants, ten (10) sergeants, fifty-four (54) patrol officers one detective/lieutenant, four (4) detective/sergeants and thirteen (13) detectives for a total of (92) ninety-two sworn police officers.

The chief of police manages the day-to-day operation of the department and reports to the Township Administrator.⁵⁷

The Chain of Command structure for the Township of Teaneck Police Department is listed below.

57 Appropriate Authority - NJSA 40A:14-118. Police force; creation and establishment; regulation, members; chief of Police; powers and duties. Full Title referenced page 11.

Chart 9: Teaneck Police Department Organizational Chart

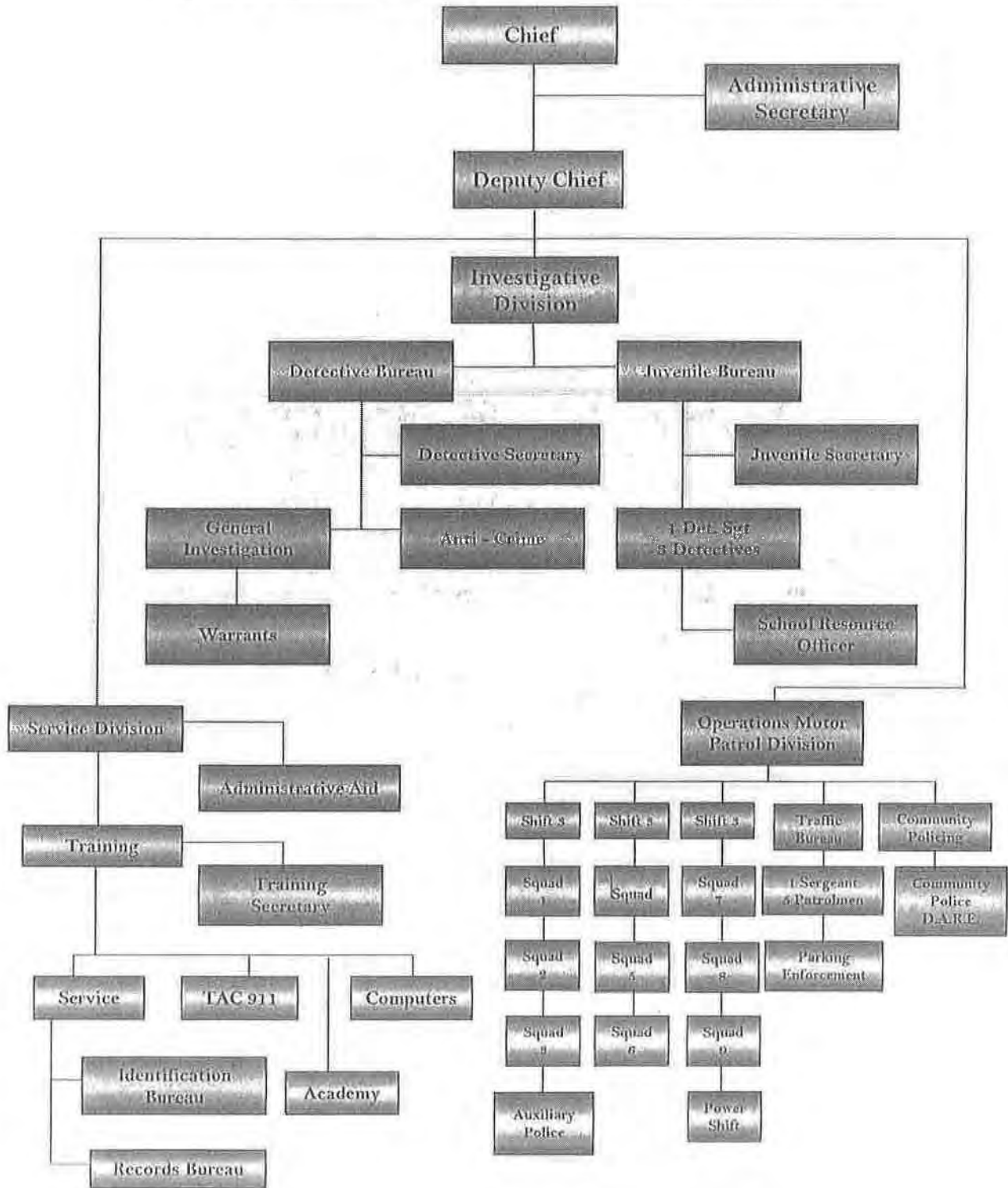


Table 55: Hire Dates⁵⁸

Rank	Name	Hire Date	25 Years' Service
PO	Walter Haase	01/04/82	01/01/07
Lt	Kenneth Croonquist	04/01/84	04/01/09
PO	George Miros	09/03/84	09/01/09
Chief	Robert Wilson	09/03/84	09/01/09
Det	Mark Fisco	08/17/87	08/01/12
Capt	Robert Carney	01/25/88	01/01/13
PO	Charles Mulligan	01/25/88	01/01/13
Det	Thomas Melvin	01/25/88	01/01/13
Sgt	Christopher Kurschner	07/13/90	07/01/15
Capt	Mark Distler	07/23/90	07/01/15
Det/Sgt	Harry Harrison	07/23/90	07/01/15
Det/Sgt	Thomas Sullivan	07/23/90	07/01/15
PO	James DeAnni	07/23/90	07/01/15
Det	Michael Richter	07/23/90	07/01/15
Lt	Veronica Thornton	07/23/90	07/01/15
PO	Dennis Kiebler	07/29/81	07/01/06
Capt	Glenn O'Reilly	07/29/91	07/01/16
PO	Joseph Careccio	07/29/91	07/01/16
PO	Gregory Kerrison	01/13/92	01/01/17
Sgt	Raymond Byrne	01/13/92	01/01/17
PO	Anthony Brezi	01/13/92	01/01/17
PO	Ross Burns	01/13/92	01/01/17
Det/Lt	Andrew McGurr	07/26/93	07/01/18
Det	Rodney Ryland	07/26/93	07/01/18
Lt	John Faggello	07/26/93	07/01/18
Lt	Michael Ferrante	07/26/93	07/01/18
Sgt	Paul Finkler	07/26/93	07/01/18
PO	Edward Hahn	01/10/94	01/01/19
Sgt	Robert Mehnert	01/10/94	01/01/19
PO	Gerard Rosano	01/10/94	01/01/19
Sgt	Michael Adomill	01/10/94	01/01/19
PO	Jose Gonzalez	01/10/94	01/01/19
PO	Kimberly Johnson	01/10/94	01/01/19
Det	Saul Santiago	08/01/94	08/01/19
Lt	Thomas Tully	08/01/94	08/01/19
Det	Harold Clark	08/01/94	08/01/19
Sgt	Douglas Alcott	08/01/94	08/01/19
Det	Eddy Lievano	08/01/94	08/01/19
PO	Mark Adomill	08/01/94	08/01/19

Det	Michael Crowley	08/01/94	08/01/19
PO	Gregory Rucker	08/01/94	08/01/19
Lt	Tanya Balser	08/01/94	08/01/19
Sgt	William Croonquist	01/09/95	01/01/20
PO	Eugene Dunnigan	01/09/95	01/01/20
PO	Daniel Garcia	01/09/95	01/01/20
PO	Thomas Caruso	01/09/95	01/01/20
PO	Patrick Forrest	01/09/95	01/01/20
Det	John Garland	07/31/95	07/01/20
Sgt	Thomas Finley	07/31/95	07/01/20
PO	Zoraida Lopez	07/29/06	07/01/21
Det	Jeanette Williams	07/29/06	07/01/21
PO	Michael Danenza	07/29/06	07/01/21
PO	Arno Peters	02/21/98	02/01/23
Det/Sgt	Kenneth Egbert	02/02/98	02/01/23
PO	William Brittingham	01/18/99	01/01/24
PO	John Noguera	01/18/99	01/01/24
PO	Sara Brittingham	01/18/99	01/01/24
PO	Robert Harvey	08/02/99	08/01/24
Det	Christopher Buscavage	08/02/99	08/01/24
Sgt	Scott Tesser	07/30/01	07/01/26
PO	Edward Kazmierczak	07/15/02	07/01/26
PO	John Rodriguez	07/15/02	07/01/26
PO	Glenn Coley	07/15/02	07/01/26
Sgt	Seth Krieger	01/23/03	01/01/28
PO	George Molina	07/14/03	07/01/28
PO	Michael Chaloub	02/02/04	02/01/29
Det/Sgt	Kevin Marrero	03/29/04	03/01/29
PO	Percy West	01/31/05	01/01/30
PO	Robert Gloria	07/25/05	07/01/30
PO	Gabriel Santiago	07/25/05	07/01/30
PO	Jason Hosey	07/25/05	07/01/30
PO	Rolando Acosta	07/25/05	07/01/30
PO	Michael Moliere	07/25/05	07/01/30
PO	Lamon Meeks	02/01/06	02/01/31
Det	Randy Morales	02/01/06	02/01/31
PO	Anthony Biondi	04/17/06	04/01/31
Det	Ronald Boswell	07/24/06	07/01/31
PO	Gregory Wright	07/16/07	07/01/32
PO	Stephen Ramirez	07/16/07	07/01/32
PO	Michael Sunga	07/16/07	07/01/32
PO	Spence Osaigbovo	07/16/07	07/01/32

PO	Daniel Dalessio	07/16/07	07/01/32
PO	Angel Pagan	07/16/07	07/01/32
PO	Craig Luebeck	07/16/07	07/01/32
PO	Kevin Brennan	07/16/07	07/01/32
PO	Victoria Suarez	01/25/10	01/01/35
Recruit	Robert Diaz	01/13/11	01/01/36
Recruit	Nicholas Vanadium	01/13/11	01/01/36
Recruit	Darragh Quinn	01/13/11	01/01/36
Recruit	Richard Factor	01/13/11	01/01/36
Recruit	Steven Balista	01/13/11	01/01/36
Recruit	Charles Antinori	01/13/11	01/01/36

Existing Schedule

The schedules for the Teaneck Police Department are regulated by contract. The bureaus of Detective, Juvenile, ID, Computers, Training/Accreditation, Warrants, Traffic and Records work a "five and two" (5-2) schedule and work either day or evening hours. The deputy Chief and chief currently also work the five and two (5-2), and their respective hours are 8:30am-4:30pm, and are regulated by local ordinance.

Police Officers belong to PBA Local #215, which by Agreement are required to work either a "six on and three days off" (6-3) or a five days on and two days off (5-2). The schedule is based on eight (8) hour day. The patrol division also follows the command and squad structure and motor patrol schedule. Eight officers are scheduled per shift, one officer is assigned to the "desk" (an administrative function that is responsible for various duties such as walk in complaints) and seven are assigned specified posts. The minimum number of officers for any given shift coverage is five.

The superior officer's schedule is regulated by contractual agreement.⁵⁹ Superior officers are required to work either a "six and three" or a "five and two" schedule consisting of eight hours. They may work either the day or night shift.

Calls for Service

The Teaneck Police Department uses the CODY Records Management System (RMS) for its data entry for police reports and as a Computer Aid Dispatch (CAD). This digital Records Management System is the

⁵⁹ Collective Bargaining Agreement between the Township of Teaneck and the Superior Officers Association of the Teaneck Police Department dated for the January 1, 2008 through December 31, 2012.

agency's information infrastructure. It offers easily integrated access to all the information in the databases built upon by Department personnel's entries. It enables users to concurrently access and search for all information collected by the agency on any person, incident, vehicle or business in one interface.

The Computer Aid Dispatch System also is integrated into the dispatch center and enhances their ability and skills in receiving and dispatching calls for service. CAD is integrated with all CODY components and features NCIC, State lookups, and 911 services.⁶⁰

During the course of 2010, the Teaneck Police Department totaled 424,074 miles in vehicle operation. An average per vehicle would be fewer than 10,000 miles traveled in the year period; however it is unknown how many of these miles were for actual police patrol of the Township.

In 2009, the calls for various police services increased by 12.7%. In 2010, the calls for various policing services increased an additional 37.4%. This is a substantial increase in incidents within the boundaries of the community. The total number of calls for service for the past three years is listed in the table below.

Table 56: Calls for Service⁶¹

Incident Type	2010	2009	2008
Calls for Service	96,276	70,077	62,195
Reports	11,118	Not supplied	Not supplied
Animal Bites	15	Not supplied	Not supplied
Unsecured Premises	120	Not supplied	Not supplied
Impounds	174	Not supplied	Not supplied

When comparing the number of initiated calls for policing services over the past three years, it was determined that 41.5% of the calls for service in 2010 were officer initiated.

Table 57: Initiated Calls for Service

	2010	2009	2008
Number of Initiated Calls for Service	39,914	48,659	39,749

⁶⁰ R.F.P. Compliance Matrix Item 117.14

⁶¹ R.F.P. Compliance Matrix Item 114

Table 58: Complaints Received

Complaints Received			
Year	Walk-ins	Telephonic	Other
2010	1,355	10,033	44,974
2009	1,174	9,867	10,377
2008	1,335	10,008	11,103

The annual number of calls for service for Fire and Emergency Medical Service calls for the calendar years 2010-2008. Fire calls whether fire related, alarm response or other requested services, were within normal parameters. The average for these years was approximately seventy-one per month. The average E.M.S. request for service was substantially higher with a monthly average of approximately two hundred and one, increasing by 57% from 2008 to 2010.

Table 59: Fire/EMS Calls for Service

Year	Fire Calls	EMS Calls
2010	909	3,135
2009	716	2,090
2008	929	1,999

Strategies/Methods of Patrol

Most law enforcement agencies use three terms to classify patrol which was previously discussed in this Study. The Teaneck Police Department appears to be a proactive police agency, whereby the police patrol with a specific objective. By being "proactive", the Township is afforded the benefit of having prevention as a key component to their continued safety.

In part of their proactive objectives, Blue Shield learned of an Inter-Office Communication mandating "Directed Patrols". Directed Patrols are intended to encompass various property inspections within the Township where increased patrol is warranted due to suspected or suspicious activity, such as burglary and thefts. For example, there are forty three (43) Houses of Worship which are "checked" on a regular basis. Several Township parks and timeline specific properties are also patrolled to monitor activity or to prevent illegal activity.

As with most departments, the most commonly utilized method of patrol for the Township of Teaneck is the patrol vehicle. Notwithstanding the traditional function of the patrol vehicle (as previously mentioned in this Study), the Teaneck Police Department is strongly committed to community policing by offering numerous programs throughout the borough. They recognize the growing needs of the community to provide said service. The department appears to have found a balance between providing the best possible community policing programs while staying within budgetary controls.

The Township of Teaneck Police Department offers its residents various and effective methods to identify and resolve quality of life issues, by using multiple policing strategies and methods of patrol. Target-specific criminal activities such as illegal dumping, criminal mischief, teenage nuisance conditions, and drug activities are all aggressively monitored. The Teaneck Police Department offers target-specific traffic enforcement including Speeding, Stop Sign Violations, and Jaywalking, Improper Parking as well as other motor vehicle violations.

As a standard within the law enforcement community, patrol is the largest and most important entity within any police department. The officers of Teaneck are on the front line preventing a number of potential incidents and an unknown amount of criminal activity throughout their daily assignments and duties.

Bureaus⁶²

The Teaneck Police Department has several functions within its Table of Organization. These functions (also referred to as bureaus) are an organizational asset to the department, targeting specific units using a fewer supervisors to subordinate ratio. This is a great benefit to the Township, since assignments are specific in nature and are assigned to officers who have particular training and experience addressing the incident with a higher degree of professionalism.

The Teaneck Police Department supplied Blue Shield with data relevant to these Bureaus. This information is directly taken from the 2010 Municipal Service-Manager's Report.

Detective Bureau: Individuals or groups are encouraged to contact the Detective Bureau to discuss matters related to crime and criminal investigations. The Detective Bureau can be contacted at (201) 837-2565.

⁶² R.F.P. Compliance Matrix Item #4,8,10,14,16

The Detective Bureau is broken down into 2 different squads; general investigations and anti-crime.

The General Investigation Squad's primary responsibility is to investigate all adult related crimes. Some examples include homicides, aggravated assaults, sex crimes, thefts, robberies, arsons, harassment, identity theft and credit card fraud. In addition, the squad handles all police and fire background investigations, confidential investigations including internal affairs, and assists with dignitary protection details.

The Anti-Crime Squad's mission is to exist as a useful and efficient resource to the Teaneck Police Department. The Team strives to accomplish this by involving itself in project-oriented enforcement in those areas where focused specialized enforcement is justified based on unique crime trends. The Unit is a project oriented proactive street crime team that is charged with targeting and suppressing selective 'street level crime problems within the Township of Teaneck through specialized enforcement methods. The Anti-Crime squad focuses the majority of their time on narcotics and burglary related cases. Members of the Bureau's Anti-Crime Squad are available to provide home and business security surveys.

The Bureau participates in the "Cops in Shops" program, which is designed to deter the sale of alcohol to minors. The Bureau continues to work closely with the "Tri-Community Crime Stoppers" program. Crime Stoppers will pay up to \$1, 000 dollars for information leading to an arrest or conviction. The Bureau thoroughly investigates all calls received on the Crime Stoppers tip line (201-833-4222). All callers remain anonymous.

The Detective Bureau continues to conduct warrant sweeps, which target individuals who are deemed court absconders (fugitives). Previous "sweeps" have resulted in numerous arrests and the collection of funds.

The focus of the Bureau continues to be on Hometown Security. The bureau works in conjunction with Federal, State and County officials to ensure the highest level of security for the residents. The Detective Bureau maintains a liaison to the Office of Counter Terrorism. Intelligence information is received and evaluated on a daily basis. The Detective Bureau encourages residents to IMMEDIATELY contact the Teaneck Police Department to report suspicious activity at 201-837-2600.

Juvenile Bureau: The Juvenile Bureau is in operation from 8:20 AM to 11:00 PM daily Monday to Friday. The Bureau is staffed with a Detective Lieutenant, Detective Sergeant, and four Detectives. After work hours there is always an "on-call" Detective available. The Juvenile Bureau can be contacted at (201) 833-0495. All emergency related needs should call 911 or 201-837-2600.

The specially trained members of the Juvenile Bureau are all experts in their field and are available to speak to families, groups or individuals on a wide range of topics related to crime.

During the school year a Juvenile Detective is assigned to Teaneck High School as the Resource Officer. That Detective is housed at the high school and patrols the school in full uniform. This position has been a great deterrent for criminal activity occurring at the school.

The Juvenile Bureau has participated in a number of programs over the years. These have included:

- Station House Adjustments (court diversion program)
- Curb Side Adjustments (minor infractions)
- Juvenile Conference Committee
- Teaneck Advisory Board on Community Relations
- School Safety Drills including "lock down" and evacuation of students and faculty
- Youth Counselling and family mediation
- High school mentoring of students
- Participation in the high school's annual career day program
- "Stone Cold II" presentations to high school students
- On-site reports taken from Teaneck students for convenience by THS Resource Officer
- Title 39 review for Driver Education students at the High school
- Planning, organization and implementation of annual school events such as the Annual Bonfire, "Prom Show-Off" and graduation exercises
- Referrals to local, county and state agencies for counselling, physical and mental abuse
- Halloween safety talks to students

- Training of Police recruits in Ethics, Juvenile Justice, Conflict Resolution, and Cultural Diversity
- Provide speakers to Teacher/parent organizations on drug use, peer pressure, etc.
- Bias Awareness Training
- Assistance to runaways
- Educational tables at Teaneck Night Out
- Megan's Law Registration and Enforcement
- Anti-Bullying Presentations
- Gang Awareness Presentations

Traffic Bureau: Residents can request that the radar trailer be placed on their street to alert oncoming vehicles of the speed at which they are traveling. Officers certified in the operation of radar will remove the trailer after a few days and follow up with enforcement. The Traffic Bureau can be contacted at (201) 837-2600

Mission: The mission of the Traffic Bureau is to facilitate the flow of pedestrian and vehicular traffic throughout the Township.

Responsibilities: The Traffic Bureau is responsible for addressing traffic related concerns throughout the Township. The Traffic Bureau maintains a variety of statistical information, which is used in determining what actions are best suited for the specific concern. Once a determination has been made, the Traffic Bureau implements a plan of education, enforcement or engineering and evaluates its effectiveness. In late 2003, the Traffic Bureau implemented a Parking Enforcement Program. The purpose of the program is to ensure the consistent turnover of "premium" parking spaces within the business districts.

Sight Obstructions

Each year the Traffic Bureau receives numerous complaints from motorists reporting the inability to observe vehicles due to some type of a sight obstruction. After receiving such a complaint, a report indicating the location, type of obstruction, ordinance violation, and recommended course of action is submitted. The most common complaints received are obstructions caused by overgrown hedges. These matters are reported to the Health Department who advises the homeowner of the violation and ensures that corrective action is taken.

Traffic Analysis

The Traffic Bureau provides the necessary information for the Building Department and Board of Adjustments to consider when determining whether to grant a building permit. Once the blueprints are received, the proposed site is then surveyed to determine if vehicular traffic will be negatively impacted.

Further consideration must also be given to the amount of on-site parking, the availability of off-site parking, pedestrians, and the impact upon the residents. In some cases, a traffic count must be conducted to determine the volume of vehicular traffic during any given hour. After establishing an opinion as to whether the proposal should be granted, the Traffic Bureau submits a report of the results, along with its recommendations, to the necessary departments.

Traffic Signs

Residents frequently request the placement or removal of various traffic control devices. Whether the request is for a parking sign, stop sign, traffic light, or any other device, the Traffic Bureau conducts an investigation as to its necessity. Depending on the request, traffic counts may have to be conducted to ensure the warrants specified in the manual on Uniform Traffic Control Devices are met. Upon conclusion of the investigation, a report indicating the source of complaint and recommendations is submitted to the Township through the chain of command.

Special Events

In developing such a plan, numerous considerations must be taken into account. Once an event has been assigned to the Traffic Division, the organization sponsoring the event is contacted to obtain accurate information. A site survey is conducted at the scheduled location, as well as the surrounding area. In the event a parade or roving demonstration is planned, site surveys along the route are to be conducted. Based on the information obtained, locations requiring officers or equipment (barricades, signs, horses, dogs, motorcycles, etc.) will be reflected on the map. Detour routes are established and notification is made to all emergency services, which are affected. In addition, should a major thoroughfare be affected, surrounding towns must be advised, along with the County Police and New Jersey Transit. Detour signs are utilized to minimize the impact upon motorists.

Upon the completion of each event, the Traffic Bureau is responsible to reopen roadways and make the necessary notifications.

Escorts

Officers assigned to the Traffic Bureau provide police escorts for Dignitaries and Parades. Funeral escorts are also conducted upon request, provided sufficient manpower exists.

Motorcycle Squad

The Teaneck Police Motorcycle Squad was officially reactivated on July 4, 1996, after being disbanded in 1973. The response received from residents, as well as merchants, has been positive. Unexpectedly, the motorcycles have not only enhanced the ability for effective enforcement, but have become a community relations tool. The use of motorcycles for patrolling business districts has resulted in a decrease of vehicles double parking, as well as violations of time limitations. They are also utilized to assist with patrol, accident and fire scenes, parade details, funeral escorts, Dignitary escorts, as well as the numerous programs run through the Traffic Bureau.

The Traffic Bureau has participated in and/or assisted with a number of programs.

Course Programs:

Crossing Guard Program:

The adult crossing guard program was implemented to help protect children on their way to and from school. Crossing guards are placed at locations where gaps in traffic are inadequate for children to safely cross.

Pedestrian Safety Program:

Children and seniors are targeted for lectures in proper pedestrian safety. A minimum of ten lectures are conducted yearly. Intersections maintaining a high number of pedestrian accidents are targeted for strict enforcement.

Child Safety Seat Program:

Officers trained in proper installation of child safety seats provide a service to residents of Teaneck, as well as parents of newborn infants leaving Holy Name Hospital, by ensuring the correct seat is being utilized and is installed properly.

Inspections are conducted at Police Headquarters by appointment only.

NJ Safe Kids Walk This Way:

This program is designed to enhance safety for the children when walking to and from school. Parents and schools are encouraged to become active participants.

Safety Patrol Program:

The Safety Program utilizes students within the Township's grammar schools assist in maintaining a safe environment before and after school, as well as monitoring student behaviour on school buses.

Bicycle Helmet Program:

During the spring/summer season, children riding bicycles are stopped by police officers regardless if they are wearing a helmet or not. Through the generosity of the local 7-11 Convenience Stores, officers reward children wearing helmets by presenting them with a coupon, which entitles them to a free beverage.

National Night Out:

National Night Out allows the public to interact with members of the police department, as well as other departments and organizations, in a positive manner. Individuals are presented with safety literature and given demonstrations of services provided.

Traumaroo:

This program was developed by the American Trauma Society, and is presented by the Trauma Department of Hackensack University Medical Center. "Troo", the Trauma Kangaroo, will instruct children on the importance of safety. Children will learn how they can prevent accidents from happening. The program is designed for children preschool age to second grade.

55 Alive:

The Traffic Bureau is a sponsor of the 55 ALIVE PROGRAMS. This program is taught by the American Association of Retired Persons, and is a driver improvement program designed for senior citizens.

AAA Defensive Driving:

The Traffic Bureau sponsors the AAA DEFENSIVE DRIVING CLASS. This program is open to drivers of all age groups. Participants completing the 55 ALIVE or AAA DEFENSIVE DRIVING CLASS will be entitled to an insurance discount, as well as the removal of two DMV points from their driving record.

Fatal Vision:

Individuals experience the effects of alcohol by utilizing goggles, which are designed to simulate intoxication by way of visual impairment.

Stoned Cold:

A film presentation based on a DWI re-enactment, which incorporates segmented interviews with family members of DWI victims and trauma centre personnel. An excellent program that leaves participants emotionally impacted, this program is recommended for adults and high school students. It also may be viewed by children 12 to 15 years of age accompanied by a parent.

End/DWI:

The Traffic Bureau works closely with this Teaneck based organization on numerous programs. Some of these programs include DWI seminars and "Sabers and Roses."

"OTTO" The Auto:

With the assistance of the American Automobile Association, a pedestrian safety lecture is provided to children attending third grade. A remote controlled talking police car, "Otto", is utilized to grasp the children's attention. Officers are asked questions by "Otto" and seek the answers from the participants. Children learn about crossing the street, what color clothing they should wear, riding bicycles and general safety rules.

The Service Bureau consists of Records, Identification, Computers, TAC, Training, and Accreditation. This unit handles a variety of functions, including an "I want to" advisory which is a question and answer format to alleviate confusion of commonly asked questions by local residents. ⁶³

Training of Officers and Certifications

Each police officer with the Township of Teaneck Police Department has attended various training classes relative to law enforcement and public safety in addition to the mandatory certification and recertification training set forth annually by the State of New Jersey. Blue Shield Consulting was given extensive training records, in fact more than 225 pages of well formatted, organized and precise records. A review of these records, strongly suggests that the department takes training and education seriously and provides its officers with opportunities to learn and gain new experiences.

The Township of Teaneck utilizes twelve Auxiliary Police Officers. Philip Lavigne is one of the unit members, who is a former Teaneck Police Officer, and has been trained as such. The other eleven Auxiliary Police Officers for the Township of Teaneck have attended at least the 52-hour training program conducted by the Bergen County Law and Public Safety Institute. "Enrollment is strictly limited to personnel who fall under the Emergency Management (CD-DC) category. This is NOT a course for Special Police Officers. Furthermore, this course does NOT contain any firearms training, whether lecture or practical"⁶⁴. Other training consisted of various courses teaching first aid, heart saver, Incident Command System, Community oriented classes and Hazardous Awareness to name a few.

The nine police dispatchers all have the required Basic Telecommunicator Course and Emergency Medical Dispatcher course. Certain personnel have more specified training than others. Dispatcher C. Challenger has the most extensive training at 17 courses attended in her eleven years with the police department. Dispatcher Mellor would be a "close second" at 16 classes attended. The remainder is as listed: Dispatcher Kazmierczak, 11 courses, Dispatcher Costello, 10 courses, Dispatcher Florio, 10 courses, Dispatcher Mohring, 10 courses, Dispatcher Trenn also at 10 courses attended. Dispatcher Mayer has attended 7 courses and Dispatcher T. Challenger has the basic 2 courses and the least amount of training.⁶⁵

The six civilian employees that have received training were schooled in areas related to their respective job functions; a mainstay in their training consisted of service oriented communication skills, diversity and dealing with difficult people, which serves the Teaneck Police Department and the community well.

⁶⁴ Course Catalog : Bergen County Law and Public Safety Institute
⁶⁵ R.F.P. Compliance Matrix Item #3,16

This police agency is not without a strong core of instructors and subject matter experts in community policing. The department has several training officers. This is a benefit for ongoing training and assessment of police performance as well as financial savings to the borough's budgeted line item.

Table 60: Department Programs/Instructors⁶⁶

Program Type	#	Rank/Name or Number of Officers
Lead Certifications in Alcotest	2	PO Brezi, PO Brittingham
Certifications in Alcotest	24	N/A
Armorers	8	N/A
Assault Rifle Instructor	1	Det. Crowley
BLS Instructors	3	PO Johnson, PO Brittingham, PO Garland
CPR Instructors	3	PO Johnson, PO Brittingham, PO Garland
CPR Certifications	22	N/A
Domestic Violence Liaison	2	Det. Williams, PO Johnson
Educational Seminars	2	Lt. Ferrante, Carol Stevenson
Environmental Officer	1	Sgt. Adomilli
Firearms Instructors	9	N/A
Lead Firearms Instructor	1	Det. Crowley
Motorcycle Unit	4	PO Mulligan, PO Chaloub, PO Kerrison, PO Brezi
PTC Firearms Instructors	2	Det. Crowley, PO Molina
Radar Instructors	4	PO Kurschner, PO Kerrison, PO Mulligan, PO Brezi
Radar Operators	40	N/A
RDF Members	9	N/A
School Resource Officer	1	Det. Santiago
Shotgun Operators	13	N/A
Sub-Gun Instructors	3	Det. Crowley, PO Finley, PO Molina
Sub-Gun Operators	14	N/A
TAC Officer	2	Supervisor Costello, Sgt. Adomilli
Specialized Units	13	Identification Bureau, Records, Computers, General Investigations, Warrants, Anti-Crime, Juvenile Bureau, School Resource Officer, Traffic Bureau, Parking Enforcement, Auxiliary Police, Motor Patrol
Traffic Unit	7+	Lt. Fagello, Sgt. Mehnert, PO Mulligan, PO Kerrison, PO Brezi, PO Rucker, PO Chaloub and Parking Enforcement Officers
Training Officer	1	Lt. Ferrante

⁶⁶ R.F.P. Compliance Matrix Item #8, 10, 16

Facility Assessment

The Teaneck Police Department is a modern, two story building designed for the sole purpose of serving the requirements of police department. On the exterior, the building is all brick and has the required physical security infrastructure. The physical appearance of the building is starting to show some wear but functions well for the department with its current staffing levels.

The department has a canopy design that functions as Canopy/Garage and entrance to the sally port which allows prisoners to be escorted into the processing area. The front door of the building is used by the public and leads to the lobby area where a police officer is available to meet and greet guests. The Desk Officer assists the public with general questions, directions and/or taking complaints or police information related reports. The desk area is shielded with bullet resistant glass and material to protect staff. This area is also covered by security cameras which record the movements of individuals. The shift commander's office is located near the Communication Desk where three positions can be staffed to answer telephone calls or dispatch officers to calls for assistance. The Communication Desk area appears to be in need of update. It is aged and due for a full replacement, which is being considered by the police administration.

The patrol division functions on the ground level of the building. The prisoner processing room and cells are also located in this area. The Teaneck Police department has six prisoner holding cells in total; four male cells and two female cells. Because of the geographical location within Bergen County, the Township of Teaneck Police Department benefits from a being in close proximity to the Bergen County Jail, which permits officers to facilitate prisoner transports in an efficient manner.

The police administrative function of the Teaneck Police Department is held on the second floor of the building. This area contains the functional working areas of the Administrative Command Staff, Detective Bureau, Traffic, and all other support functions. The basement serves as armory, storage, evidence, and inventory of equipment and weapons for the department. It would appear that the Teaneck Police Department has a large inventory of evidence and

property. However based on the size of the community and calls for service, the amount of accumulated items is relative in nature.

Police officers assigned to the patrol function work a steady shift; days, afternoons and midnights. (Sergeant) and one officer assigned to Desk Duty.

The Teaneck Police Department has civilian police dispatchers, who dispatch for police services, but do not dispatch for fire service calls for the Township of Teaneck. It was explained that the Teaneck Fire Department has a completely separate location for their fire department dispatch which is staffed with firefighters. Note: Blue Shield was not asked to study the emergency communications for the Township of Teaneck individually for the purpose of Police and Fire Communications Systems. However, Blue Shield notes that the current separation of dispatching services should receive a review by the governing body to evaluate the value in having firefighters performing the function of a dispatcher.

Equipment⁶⁷

The Township of Teaneck Police Department supplied Blue Shield with a listing of existing police equipment. The inventory of police and public safety equipment is listed below. Vehicle mileage is based on data received dated January, 2011.

Table 61: Police Vehicles

Department Vehicles				
Year	Make/Model	Unit	Assignment	Miles
2010	Dodge	1	Chief	8,379
2003	Ford	2	Gang Invest	36,036
2007	Ford	3	Captain	48,595
2005	Ford	4	Captain	22,678
2003	Ford	5	Deputy Chief	46,986
N/A	N/A	6	N/A	0
2010	Ford	7	Patrol Supervisor	34,224
2007	Ford	8	Patrol Supervisor	62,703
2006	Ford	9	Traffic	49,993
2007	Ford	10	Patrol	76,045
2010	Dodge	11	Patrol	16,701
2010	Dodge	12	Traffic	15,032

⁶⁷ R.F.P. Compliance Matrix Item #3,4,7,9

2007	Ford	14	Patrol	100,361
2007	Ford	15	Patrol	79,013
2010	Dodge	16	Patrol	15,260
2010	Ford	17	Patrol	26,514
2010	Ford	18	Patrol	35,001
2010	Dodge	19	Traffic	8,167
2007	Ford	20	Traffic	93,654
2010	Dodge	21	Traffic	3,995
2010	Dodge	22	Traffic	1,657
2004	Ford	23	Traffic	105,064
2003	Explorer	24	Traffic	46,303
2007	Ford	25	Patrol	22,507
2003	Explorer	26	Detective	40,170
2001	Durango	27	Detective	61,402
2003	Explorer	28	Patrol	88,837
1995	Chevy Truck	29	Patrol	68,316
2003	Ford	40	Anti-Crime	69,813
2003	Ford	41	Gen. Invest.	46,335
2003	Ford	42	Gen. Invest.	85,419
2003	Ford	43	Captain	23,258
2000	Ford	44	Anti-Crime	84,923
2004	Ford	45	Gen. Invest.	71,474
2007	Ford	46	Gen. Invest.	78,131
2007	Ford	47	Gen. Invest.	85,677
2005	Ford	50	Juvenile Bureau	84,633
2005	Ford	51	Juvenile Bureau	63,183
2000	Ford	52	Juvenile Bureau	78,316
1996	White	60	Snow Blower	N/A
1997	Pac	61	DWI Trailer	N/A
2006	Ver-Mac	62	Radar Trailer	N/A
2001	Ver-Mac	63	Message Board Trailer	N/A
1995	Redmax	64	Leaf Blower	N/A
2008	Nissan	80	Surveillance	N/A
N/A	N/A	81	N/A	N/A
N/A	N/A	82	N/A	N/A
1999	Dodge	84	Surveillance	151,875
1998	Dodge	85	Surveillance	108,206
2003	BMW	86	Surveillance	91,255
2007	Ford	91	Parking Enforcement	95,025
2002	Dodge Van	96	Surveillance	15,490
2003	Ford F-250	97	Command	18,270
2004	Ford	98	Parking Enforcement	110,770

2004	Ford	99	S.R.O.	101,702
2004	Ford	101	Patrol	105,034
2005	Ford	102	Patrol	103,741
2007	Ford	103	Patrol	84,241
2007	Ford	N/A	Patrol	76,640
2003	Ford	N/A	Parking Enforcement	98,160
1995	Chevrolet	N/A	Gen. Invest.	72,893
2000	Harley Davidson Motorcycle	MC1	Traffic	13,161
2004	Harley Davidson Motorcycle	MC2	Traffic	24,873
N/A	(3) Trek Bicycles	-----	N/A	N/A
-----	Vermac Speed Monitor	-----	Traffic	N/A

According to the information received from the Teaneck Police Department, marked and unmarked vehicles contain the following standard equipment.

Table 62: Vehicle Equipment

Vehicle Equipment Inventory	
Quantity	Description
12	Radar Units
4	Blackhawk Dynamic Entry Tools
2	Command Boards
2	Riot Shields
1	Camera
13	Portable Oxygen Units
5	Fire Extinguishers
30	First Aid Kits
17	PC Air Cards
12	Cell Phones

As anticipated, this agency has an extensive arsenal due to the size and scope of the Department as well as officer safety.

Table 63: Department Firearms

Department Firearms				
Number	Make	Model	Caliber	Type
111	Glock	23		Semi-Auto Pistol
2	Glock	22		Semi-Auto Pistol
5	Glock	27		Semi-Auto Pistol
2	Smith & Wesson	Special	.38 Cal.	Revolver
3	Smith & Wesson	Snub	.38 Cal.	Revolver
8	Heckler & Koch	MP-5	.40 Cal.	Submachine Gun
5	Heckler & Koch	UMP	.40 Cal.	Submachine Gun
5	Heckler & Koch	UMP	.40 Cal.	Suppressor
8	Benelli	N/A	12 gauge	Shotgun
1	Remington	870	12 gauge	Shotgun
2	Ruger	Mark77	.223 Cal.	Rifle
2	Remington	700	.308	Rifle
1	Garand	M1	.308 Cal.	Honor Guard Rifle
1	Smith-Corona	M1	.308 Cal.	Honor Guard Rifle
1	Remington	N/A	40mm	Gas Gun
1	Thompson	A1-A0	.45 Cal.	N/A
1	Combined Systems	N/A	.37mm	N/A
1	Chap-Chur	N/A	N/A	Tranquilizer Dart

Teaneck supplied Blue Shield Consulting with an extensive equipment inventory. They are to be complimented on their organizational and asset acquisition auditing skills.

Table 64: Equipment Inventory

2010 Equipment Inventory List		
Administrative Offices		
Quantity	Description	Manufacturer
3	Heaters	Dayton
1	Copy/Fax Machine	Hewlett Packard
1	Shredder	GBC
4	Cell Phones	Blackberry
1	Typewriter	Brother
2	Tactical Entry Tools	Blackhawk Dynamic Entry
1	Television/VCR Combination	Panasonic
2	Radiation Detectors	Thermo Scientific RadEye PRD
3	Printers	N/A

2	Displays	N/A
4	Keyboards	N/A
4	Mouse	N/A
2	Computers	N/A
2	USB Bluetooth	N/A
2	Laptops	N/A
Identification Bureau		
Quantity	Description	Manufacturer
1	Recording System	Mirra
1	Breathalyzer Machine	N/A
1	Typewriter	Panasonic
2	Computer Towers & Monitors	Dictaphone/IBM
1	Logger Unit	Dictaphone
1	Computer Speaker	Lab Tech
1	ASA Alert Box	American Power
1	Cassette Deck	JVC
1	Tape Magnetizer	Benjamin
1	Printer w/ Laminator	Data card
1	Photo Cutter	Identicard
1	Sealer Machine	Clamco
1	Telephone/Answering Machine	Uniden
1	Camera	Canon - Inoperative
5	Cameras	Olympus/Polaroid/Cannon/Sunpak
2	Camera Bags	Pelican/Polaroid
1	Label Maker	Brother
1	Heater	Dayton
2	Dollies	Bogen
1	Marker Board	Boone
10	Flashlights	Stream light
Computer Services		
Quantity	Description	Manufacturer
1	Safe	Sentry
1	Vacuum	Metro-Data
1	Paper Cutter	N/A
Chief of Police		
Quantity	Description	Manufacturer
2	Computers	N/A
2	USB Bluetooth	N/A
2	Mouse	N/A
2	Keyboards	N/A
Detective Bureau		
Quantity	Description	Manufacturer

1	Tac Com Repeater	N/A
1	Monitor	N/A
2	Camera	Nitemax – N/A
2	Play Record	N/A
1	Monitor w/Intelligent Charger	N/A
1	Tie Cam	Van Heusen
1	DVR Recorder	N/A
1	Safe	Stack-on
1	Audio Receiver/Recorder	Mini-mate
1	Ballistic Shield	Protech
2	Riot Shields	N/A
1	Accessory Kit	N/A
1	Tac-Com Kit	N/A
3	Cams	N/A
7	Cases	Pelican
4	Cases	Vanguard
1	Car Window Mount	Bushnell
1	Think Pad	IBM
1	VCR	Sanyo
1	ID View	N/A
1	Thermal Imager	Bullard
1	Binocular	Galls
1	Scope	ITT
1	Spotlight	Galls
1	Car Jumper	N/A
1	Body Wire	Sirchie
1	Body Wire Receiver	Sirchie
1	Body Wire Cassette	Sirchie
1	Repeater	N/A
1	Ram	N/A
2	Pry Tools	N/A
2	Snips	N/A
2	Digital Night Vision	Bushnell
1	Computer	Dell
1	Monitor	N/A
1	Receiver	N/A
1	Battery Transmitter	N/A
1	External Battery	N/A
3	Cameras	N/A
1	Intelligent Charger	N/A
20	Cables	N/A
1	Rack Connector	N/A

1	VCR	Real Time
1	Marker Board	N/A
1	Answering System	AT&T
1	Heater	Dayton
Detective Lieutenant's Office		
Quantity	Description	Manufacturer
1	Audio Surveillance AP8	Loure Electronics
1	Recorder	JVC-HR
1	Computer	Dell
Captain's Office		
Quantity	Description	Manufacturer
3	Speakers	N/A
10	Keyboards	N/A
6	Mouse	N/A
6	USB Bluetooth	N/A
2	Printers	N/A
6	Computers	N/A
6	Displays	N/A
Detective Bureau - C.I.T.U. Office		
Quantity	Description	Manufacturer
1	Telephone/Answering Machine	AT&T
1	VCRs	JVC-HR
1	Television	Samsung
1	Cassette Recorder	Panasonic
1	Video Cassette Recorder	TEAC
1	Radio	Uniden
1	Computer	Dell
1	Modem	Westell
2	Notebooks	Dell
1	Camera	Canon
2	Printers	Canon
1	Video Detective	N/A
2	Link Systems	Linksys
1	Heater	Dayton
Detective Sergeant's Office		
Quantity	Description	Manufacturer
3	Safes	Brinks/sentry
Detective Bureau - Anti-Crime Office		
Quantity	Description	Manufacturer
1	Heat Sealer	N/A
1	Refrigerator	Avanti
1	Balance Scale	Ohaus

1	Book system	Franklin
1	Scale	Detecto
1	Recorder	Philips
1	Narcotics Closet	N/A
4	Speakers	N/A
6	Mouse	N/A
5	Computers	N/A
6	Displays	N/A
6	Keyboards	N/A
Juvenile Bureau		
Quantity	Description	Manufacturer
1	Computer	Dell
2	Typewriter	Olympia/Brother
1	Recorder	Philips
1	Camera	Kodak
1	Binoculars	Galls
1	Marker Board	Quartet
4	Heaters	Dayton
1	Shredder	GBC Shred master
2	Flashlights	Stream light
1	Cell Phone	Samsung
1	Recorder	Memorex
2	Goggles	Fatal Vision
1	Audio Surveillance AP8	Loure
Training Bureau		
Quantity	Description	Manufacturer
1	VCR Plus Recorder	Philips
1	Telephone w/Answering Machine	Panasonic
2	Heaters	Dakota/Holmes
3	Bergen County Respiratory Programs	N/A
Traffic Bureau		
Quantity	Description	Manufacturer
2	Heaters	Dayton
420	Traffic Cones	DWI
1	Traffic Analyzer	Nu-Metrics
1	Intoxilyzer	Deltran
1	Drill & Charger	Dewalt
1	Scanner	Hewlett Packard
1	Wall Projection Screen	N/A
1	Traffic Analyzer	Speed Sentry
TAC Office		
Quantity	Description	Manufacturer

1	VCR Recorder	Sony
1	Personal Monitor	Fostex
1	Printer	HP LaserJet
2	Typing Tables	N/A
1	Mobile Radio/Charger	Midland
Gym – 2nd Floor		
Quantity	Description	Manufacturer
1	Lifecycle	Life Fitness
1	Recumbent lifecycle	Life Fitness
1	Treadmill	Life Fitness
1	Life step	Life Fitness
1	Gym Set	California
1	Leg Press Machine	California
23 Sets	Dumbbells	N/A
1	Heavy Bag	N/A
1	Television	Sony
Copier Room – 2nd Floor		
Quantity	Description	Manufacturer
1	Copy Machine	Canon
Records Bureau		
Quantity	Description	Manufacturer
1	Cash Register	Sharp
1	VHS Recorder	Sensory Science
1	Paper Cutter	N/A
1	Battery Analyzer	Vertex
1	Calculator	Texas Instruments
1	Typewriter	Panasonic
Tour Commander		
Quantity	Description	Manufacturer
1	Heater	Dayton
1	Television	GE
1	Printer	HP LaserJet
1	Battery Charger	Energizer
3	Disposable Cameras	Kodak
Communications		
Quantity	Description	Manufacturer
2	Televisions	Coby/Toshiba
1	Pager	Zetron
1	Trunking Scanner	Uniden Bearcat
1	Mapping Monitor	Sharp
2	Printers	Panasonic/H.P.
GITU		

Quantity	Description	Manufacturer
2	Printers	Various
1	Computer	Dell
1	Display	Dell
1	Keyboard	Dell
1	Mouse	Dell
1	Speaker	Dell
2	Routers	Various
1	Print Server	Linksys
Communications Center		
Quantity	Description	Manufacturer
2	Printers	Various
1	Mouse	Dell
Communications Dispatch #1		
Quantity	Description	Manufacturer
1	Speaker	Enjoy
3	Mouse	Dell
3	Keyboards	Dell
2	Televisions	Sharp
2	Computers	Dell
4	Displays	Dell
2	USB Bluetooth	Dell
Communications Dispatch #2		
Quantity	Description	Manufacturer
1	Speaker	Enjoy
1	UPS	APC
2	Televisions	Sharp
2	Computers	Dell
4	Displays	Dell
2	Keyboards	Dell
2	Mouse	Dell
2	USB Bluetooth	Dell
Communications Dispatch #3		
Quantity	Description	Manufacturer
1	UPS	A P CO
1	Keyboard	Dell
2	Computers	Dell
4	Displays	Dell
2	Keyboards	Dell
2	USB Bluetooth	Dell
2	Mouse	Dell
Communications E911 Interface		

Quantity	Description	Manufacturer
2	Computers	Dell
2	Displays	Dell
2	Keyboards	Dell
2	Mouse	Dell
2	USB Bluetooth	Dell
Communications Info COP		
Quantity	Description	Manufacturer
1	Speaker	Enjoy
1	Computer	Dell
1	Display	Dell
2	Mouse	Dell
2	USB Bluetooth	Dell
Processing Room		
Quantity	Description	Manufacturer
1	Sagem Morpho Computer	Dell
1	Fingerprint Scanning System	Heiman
1	Search Alert Metal Detector	N/A
1	Washer	GE
1	Dryer	GE
1	Camera	Fuji
1	Alcotest	N/A
Community Policing Bureau		
Quantity	Description	Manufacturer
1	Answering Machine	AT&T
2	Cameras	Polaroid/Olympus
4	Projectors	Plus/In Focus/Epson/Sharp
2	Shade Canopies	Quick Shade/EZ-Up
2	Microphone Systems	Samson
2	Speaker Systems	Fendier
2	Speaker System Stands	Groove Pak
2	Heaters	Dayton
1	Microphone System	Shure
1	Projector Lamp	Epson
Community Police		
Quantity	Description	Manufacturer
6	Mouse	Various
4	Speakers	Various
3	Keyboards	Various
6	Computers	Dell
7	Displays	Various
2	Printers	Various

Community Police Lieutenant		
Quantity	Description	Manufacturer
1	Mouse	Dell
1	Computer	Dell
1	Keyboard	Dell
2	Displays	Various
Community Print Server V3.2		
Quantity	Description	Manufacturer
2	Keyboards	Dell
2	Mouse	Various
2	Computers	Various
1	Display	KDS
Computer Room		
Quantity	Description	Manufacturer
8	Servers	Various
2	Logic Units	IBM
21	Keyboards	Various
2	Speakers	Jüster
3	Printers	H Pack
2	Laptops	Various
3	Switch	DLINK
8	Mouse	Various
1	KVM Switch	DLINK
1	Firewall	SONICW
2	Routers	Cisco
6	Tablet PC	Xplore
8	Displays	Various
1	VDSL Line Driver	Black Box
4	Memory Card Reader	IOGEAR
4	Computers	Dell
Computer Room-Old Records		
Quantity	Description	Manufacturer
9	Displays	Various
1	UPS	B P TE
1	Print Server	H Pack
9	Computers	Various
5	Keyboards	Various
5	Mouse	Various
1	Scanner	H Pack
Computer Room-Stock		
Quantity	Description	Manufacturer
25	Mouse	Various

1	KVM Switch	Unical
6	Speakers	Enjoy
14	Keyboards	Various
4	USB Bluetooth	Logite
Deputy Chief		
Quantity	Description	Manufacturer
1	Speaker	A Lans
2	Keyboards	Logite
2	Mouse	Logite
2	USB Bluetooth	Logite
2	Computers	Dell
2	Displays	Dell
Detective		
Quantity	Description	Manufacturer
1	Printer	H Pack
Detective Bureau- Detectives		
Quantity	Description	Manufacturer
5	Speakers	Enjoy
6	Mouse	Dell
6	Computers	Dell
6	Keyboards	Dell
7	Displays	Dell
2	Scanners	H Pack
Detective-Lieutenant		
Quantity	Description	Manufacturer
3	Speakers	Various
4	Computers	Dell
4	Displays	Dell
4	Mouse	Dell
8	Video	DVTEL
2	Switch	Planet
2	Laptops	HP
Detective Secretary		
Quantity	Description	Manufacturer
1	Computer	Dell
1	Display	Dell
1	Mouse	Dell
1	Keyboard	Kensin
Detective Sergeant		
Quantity	Description	Manufacturer
1	Speaker	Enjoy
1	Computer	Dell

1	Display	Dell
1	Keyboard	Dell
1	Mouse	Dell
Finance Department- Municipal Building		
Quantity	Description	Manufacturer
1	Logic Unit	IBM
1	Keyboard	IBM
ID Basement- Evidence		
Quantity	Description	Manufacturer
1	Speaker	Juster
1	Printer	H Pack
1	Switch	DLINK
1	Display	Dell
1	Mouse	Dell
1	Keyboard	Dell
1	Computer	Dell
1	Barcode Scanner	Worth
1	Barcode Receiver	Worth
1	Barcode Printer	Zebra
ID Bureau Back Office		
Quantity	Description	Manufacturer
1	Printer	H Pack
2	Computers	Dell
2	Displays	Dell
2	Keyboards	Dell
2	Mouse	Dell
ID Bureau- Evidence		
Quantity	Description	Manufacturer
1	Speaker	Enjoy
2	Computers	Dell
2	Displays	Dell
2	Keyboards	Dell
2	Mouse	Dell
ID Bureau- Front Office		
Quantity	Description	Manufacturer
1	Keyboard	MITSUM
1	Mouse	Micros
1	Computer	Dell
1	Display	Dell
Juvenile		
Quantity	Description	Manufacturer
3	Speakers	Various

2	Printers	Various
3	Displays	Dell
3	Computers	Dell
3	Keyboards	Dell
3	Mouse	Dell
Juvenile Lieutenant		
Quantity	Description	Manufacturer
1	Speaker	Juster
1	Computer	Dell
1	Mouse	Dell
1	Keyboard	Dell
1	Display	Dell
Juvenile Secretary		
Quantity	Description	Manufacturer
1	Computer	Dell
1	Display	Dell
1	Mouse	Dell
1	Keyboard	Dell
Juvenile Sergeant		
Quantity	Description	Manufacturer
1	Display	Dell
1	Computer	Dell
1	Keyboard	Dell
1	Mouse	Dell
2	Laptops	HP
Patrol Report		
Quantity	Description	Manufacturer
2	Displays	KDS
2	Computers	Dell
2	Mouse	Dell
2	Keyboards	Dell
1	Printer	HP
Patrol Supervisor		
Quantity	Description	Manufacturer
2	Computers	Dell
2	Keyboards	Dell
2	Mouse	Dell
Police Department Vehicle		
Quantity	Description	Manufacturer
7	Tablet PC	XPLORE
7	Keyboards	IKEY
8	Laptops	Panasonic

Records		
Quantity	Description	Manufacturer
3	Speakers	Various
4	Computers	Dell
4	Displays	Dell
4	Keyboards	Dell
4	Mouse	Dell
1	Printer	H Pack
Records Sergeant		
Quantity	Description	Manufacturer
2	Computers	Dell
2	Mouse	Various
1	Speaker	H Kard
2	Displays	Various
3	Keyboards	Various
Roll Call		
Quantity	Description	Manufacturer
1	Mouse	Micros
1	Keyboard	MITSUM
1	Computer	Sopran
1	Display	Dell
Storage		
Quantity	Description	Manufacturer
2	Keyboards	Various
4	Computers	Various
2	Scanners	H Pack
2	Logic Units	IBM
6	Barcode Decoders	IBM
5	Barcode Wands	IBM
4	Barcode Cables	IBM
1	Barcode Slot Readers	IBM
3	Printers	Various
2	Switch	DLINK
1	UPS	APC
4	Displays	KDS
TAC Officer		
Quantity	Description	Manufacturer
1	Speaker	Juster
1	Printer	H Pack
2	Computers	Dell
2	Displays	Dell
2	Keyboards	Dell

2	Mouse	Dell
2	USB Bluetooth	Dell
TAC Officer- HOLD- 911 Grant		
Quantity	Description	Manufacturer
4	Displays	Dell
Tour Commander		
Quantity	Description	Manufacturer
1	Speaker	Juster
1	Printer	H Pack
2	Computers	Dell
2	Displays	Dell
2	Keyboards	Dell
2	Printers	Dell
Tour Commander 2		
Quantity	Description	Manufacturer
1	Speaker	Enjoy
Traffic Bureau		
Quantity	Description	Manufacturer
2	Speakers	Juster
1	Printer	H Pack
4	Displays	Various
4	Computers	Dell
4	Keyboards	Dell
4	Mouse	Dell
Traffic Lieutenant		
Quantity	Description	Manufacturer
1	Speaker	Juster
2	Scanners	H Pack
2	Computers	Dell
2	Displays	Dell
2	Keyboards	Dell
2	Mouse	Dell
Traffic Sergeant		
Quantity	Description	Manufacturer
1	Speaker	Juster
1	Computer	Dell
1	Mouse	Dell
1	Keyboard	Dell
1	Display	KDS
Training Lieutenant		
Quantity	Description	Manufacturer
1	Speaker	Juster

1	Printer	H Pack
2	Laptops	Panasonic
2	Keyboards	Logite
2	Mouse	Logite
2	USB Bluetooth	Logite
2	Computers	Dell
2	Displays	Dell
Training Secretary		
Quantity	Description	Manufacturer
1	Speaker	Enjoy
1	Display	Dell
1	Computer	Dell
1	Mouse	Dell
1	Keyboard	Dell
Warrants		
Quantity	Description	Manufacturer
2	Keyboards	Various
2	Mouse	Various
2	Speakers	Enjoy
1	Printer	H Pack
2	Displays	Various
2	Computers	N/A
Watch Commander		
Quantity	Description	Manufacturer
1	Keyboard	Dell
Watch Office		
Quantity	Description	Manufacturer
2	Mouse	Dell
2	Computers	Dell
8	Displays	Various
2	Keyboards	Dell
2	USB Bluetooth	Dell
4	DVR	Pelco
Roll Call Room		
Quantity	Description	Manufacturer
4	Training Mats	MacGregor
4	Defensive Training Pads	N/A
1	VCR/DVD Player	Sony
1	Television	Sony
1	Projection Screen	N/A
Report /Copier Room 1 st Floor		
Quantity	Description	Manufacturer

1	Copy Machine	Canon
1	Shredder	N/A
1	Typewriter	Brother
Hallway 1 st Floor		
Quantity	Description	Manufacturer
1	Time Punch Clock	Simplex
1	Fax Machine	Kodak
Storage Closet 1 st Floor		
Quantity	Description	Manufacturer
3	Defibrillators	Lifepak
2	Riot Shields	N/A
Sally Port		
Quantity	Description	Manufacturer
1	Snow blower	Snow boss
2	Coolers	Igloo
4	Extenda Life Spot Lights	N/A
3	Generators	Honda
1	Battery Tender	Super Smart
3	Handheld Radar Units	Stalker
Basement Storage Room #1		
Quantity	Description	Manufacturer
1	Air Compressor	Westward
1	Gun Cleaner	Crest
Basement Storage Room #2		
Quantity	Description	Manufacturer
2	Radios	KE Kustom
1	Fax Machine	Canon
Basement Storage Room #3		
Quantity	Description	Manufacturer
26	CBRN Canisters	Drager
10	Tactical Entry Tools	Blackhawk Dynamic
Basement Maintenance Room		
Quantity	Description	Manufacturer
1	Carpet Cleaner	Castex
1	Vacuum	Nitfisk
1	Vacuum	Dirt Devil
1	Fan	Cyclone
1	Ladder	N/A
1	Buffing Machine	Mercury
Miscellaneous		
Quantity	Description	Manufacturer
4	Cell Phones	Blackberry

Standard Operating Procedures- Rules & Regulations

The Teaneck Police Department is recognized for taking on the initiative of CALEA Accreditation. This is an arduous undertaking but is beneficial for the Department, the Township and for those they serve. Inspections are scheduled for 2012.

The Standard Operating Procedures and Rules and Regulations are well established, relative to their department's mission and goals, extensive and encompass a wide range of duties and responsibilities that guide police behavior. It is the opinion of Blue Shield Consulting that the department has an established and well maintained set of standards for the officers to utilize on a daily basis.

The Rules and Regulations provided were last updated on July 19, 2011 and encompass all requirements set forth to operate a police department, as needed. The Rules and Regulations were codified by State and local ordinance, Sec. 2-73 establishing the police department.

The Township Manager is the "Appropriate Authority" set by section 1:4.1 of the Rules and regulations.

Communications

The Police Communications Center for the Township of Teaneck is a full service PSAP handling all dispatching calls for service including 9-1-1 operations 24 hours per day. Blue Shield Consulting reviewed the Department's Standard Operating Procedure Volume 5, Chapter 4 under "Communications"; satisfied with the time and effort put into the various components of their communications systems and the compliance with local, state and federal guidelines. Teaneck currently has nine dispatchers on staff. The Telecommunicators handle all of these calls through one centralized communications center without any reduction of individualized service.⁶⁸

Table 65: Radio Frequencies⁶⁹

Radio Frequencies	
Police	155.700
Fire	158.820
EMS	155.160
County	Varied
SPEN	154.680
Other	156.135
Other	156.000

Table 66: Equipment⁷⁰

Communications Equipment	
Mobile	Approximately 50
Portable Radios	231
VHF Portable Radios	40

Existing Legal Contracts

An active contract between the Township of Teaneck and Local 820 Council 52, A.F.S.C.M.E⁷¹AFL-CIO exists from January 1st, 2008,

⁶⁸ R.F.P. Compliance Matrix Item #3,7

⁶⁹ R.F.P. Compliance Matrix Item #3,4,5,8,16

⁷⁰ R.F.P. Compliance Matrix Item #3,7

⁷¹ Collective Bargaining Agreement between the Township of Teaneck and the Local 820 Council 52, A F S C M E AFL-CIO exists from January 1st, 2008 through December 31st, 2011.

through December 31st, 2011. This bargaining unit encompasses the positions of Clerk Typist, Sr. Clerk Typist, Technical Assistant, Construction Official, Clerk Stenographer and Public Safety Telecommunicators. The Municipal Manager may extend this clause to other titles in other departments at his/her sole discretion.

The pay scales vary depending on job description, however all full time employees are entitled to an additional longevity stipend as listed below.

Table 67: Longevity

Longevity Incentive	
Years of Service	Amount
4 th	\$300
8 th	\$600
12 th	\$900
16 th	\$1,200
20 th	\$1,500

The vacation, holiday and sick leave policies appear to be within F.L.S.A. compliance. Those who receive health care benefits contribute \$20.00 (twenty dollars) per month for single coverage, \$30.00 (thirty dollars) per month for husband and wife and \$40.00 (forty dollars) per month for family health care coverage.

There is an existing Collective Bargaining Agreement between the Township of Teaneck and the Superior Officers Association of the Teaneck Police Department dated January 1, 2008 through December 31, 2012.⁷² This appears to be a typical labor contract between the Municipality and the Superior Officers, stating the rights and benefits of the agreed parties. Listed below are the contractual financial agreements.

Table 68: Longevity

Longevity Incentive	
4 th year	2% of Base
8 th year	4% of Base
12 th year	6% of Base
16 th year	8% of Base
20 th year	10% of Base
24 th year	12% of Base

⁷² Collective Bargaining Agreement between the Township of Teaneck and the Superior Officers Association of the Teaneck Police Department dated for the January 1, 2008 through December 31, 2012.

Table 69: Contractual Salaries

Salary Array					
	2008	2009	2010	2011	2012
Sergeant	\$102,067	\$104,618	\$106,972	\$109,058	\$111,185
Lieutenant	\$112,275	\$115,082	\$117,671	\$119,966	\$122,305
Captain	\$123,504	\$126,592	\$129,440	\$131,964	\$134,538

Each member of the contract receives a maximum of \$600.00 annually for "Clothing and Maintenance" of police uniforms.

There is an existing Collective Bargaining Agreement between the Township of Teaneck and the Teaneck Police PBA Local No. 215 dated January 1, 2008, through December 31, 2012.⁷³ This appears to be a binding labor contract agreement between the municipality and the police officers, stating the rights and benefits of the agreed parties. Listed below are the contractual financial agreements.

Table 70: Longevity

Longevity Incentive	
4 th year	2% of Base
8 th year	4% of Base
12 th year	6% of Base
16 th year	8% of Base
20 th year	10% of Base
24 th year	12% of Base

Table 71: Contractual Salaries

Salary Array					
	2008	2009	2010	2011	2012
0-6 months	\$32,141	\$32,463	\$32,787	\$33,115	\$33,446
6 months-1 year	\$39,617	\$40,013	\$40,414	\$40,818	\$41,226
2 nd year	\$48,589	\$49,075	\$49,566	\$50,061	\$50,562
3 rd year	\$59,052	\$59,642	\$60,239	\$60,841	\$61,449
4 th year	\$69,518	\$70,213	\$70,916	\$71,625	\$72,341
5 th year	\$79,985	\$80,785	\$81,593	\$82,409	\$83,233
6 th year (max)	\$92,791	\$95,111	\$97,251	\$99,148	\$101,081

⁷³ Collective Bargaining Agreement between the Township of Teaneck and the PBA Local #215 dated for the January 1, 2008 through December 31, 2012.

Each member of the contract receives a maximum of \$600 annually for Clothing and Maintenance of uniforms.

Table 72: Contractual Salaries-Hire Date 6/5/2011

	2011	2012
0-6 months	\$33,115	\$33,446
6 months-1 year	\$40,818	\$41,226
2 nd year	\$50,061	\$50,562
3 rd year	\$60,841	\$61,449
4 th year	\$71,625	\$72,341
5 th year	\$82,409	\$83,233
6 th year	\$90,788	\$92,157
7 th year (max)	\$99,148	\$101,081

The Chief of Police and the Deputy Chief have no contract or memorandum of agreement with the Township. Their salaries and benefits are covered by Township resolution.

Mutual Aid Agreements

The Bergen County Police Chiefs Association developed a Mutual Aid Agreement in 2008 with all municipalities in Bergen County. This plan was adopted in accordance with the provisions of N.N.S.A. 40A:14-156, N.J.S.A. 40A14-156.1, N.J.S.A. 40A14-156.4 and N.J.S.A. App. A:9-40.6. The Purpose: "To provide a uniform procedure for the coordination of the requesting, dispatching and utilization of law enforcement personnel and equipment whenever a local law enforcement agency requires mutual aid assistance from any other jurisdiction, both contiguous and non-contiguous, in the event of an emergency, riot or disorder, in order to protect life and property". This plan utilizes the nationally recognized Incident Command System with a Unified Command Structure by bringing together human and logistical resources for use in major spontaneous or planned event where mutual aid resources are required.

The local chief of police or his designee, in any jurisdiction, has complete authorization to activate this plan and call for additional personnel for assistance. This is a valued asset to the residents of the county.

Existing External & Internal Litigation

There is a present lawsuit filed against the borough of Teaneck involving a matter of promotion in rank and file. However, the case is active and no further information is available.

U.C.R. Statistics

Crime Rate Analysis – Introduction

The New Jersey Uniform Crime Rate is prepared and issued by the New Jersey State Police Uniform Crime Reporting Unit. All reported offenses are related to the municipality in which they occur rather than to the agency which may conduct the investigation. The clearance is credited to the municipality in which the offense occurred. Each contributing agency is responsible for compiling its own reports. Law enforcement agencies report the number of known offenses according to the following categories:

- Homicide (Murder and Manslaughter)
- Rape
- Robbery
- Aggravated Assault
- Burglary
- Larceny-Theft
- Motor Vehicle Theft
- Arson

The "Crime in New Jersey" and the Federal Bureau of Investigation's "Crime in the United States" publications exclude manslaughters, simple assaults, and arsons from the "Index" offenses. These are further referred to as "violent" and "nonviolent" crimes. All reported offenses are compiled from a record of all criminal complaints received by police from victims or other sources, or discovered by the police during routine operations. (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).⁷⁴

Complaints determined to be unfounded are eliminated from this count. Analytical data pertaining to specific crime categories are also reported i.e. total adult and juvenile arrests made during the month. Arson data is also collected monthly (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).

The factors which influence crime rates are dependent upon characteristics of the community. When attempting to interpret the crime statistics presented herein, one should be aware of the social structure and factors that lead to or cause criminal behavior. (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).

⁷⁴ <http://www.state.nj.us/njsp/info/ucr2010/index.html>.

Crime rates in this publication are based on the stable population of the municipality. Municipalities that experience high population increases due to special events or commuters or with high seasonal populations, may indicate a higher crime rate per one thousand than may be normal for a municipality their size. A separate section provides statistics for resort municipalities using crime rates which include seasonal populations. (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR).

Set forth below are some factors which, by type and volume, will affect the crime rate that occurs from place to place (Source: Section 1: Synopsis of Uniform Crime Reporting Program of the NJ 2010 UCR):

- Density and size of the community population and the metropolitan areas of which it is a part.
- Composition of the population with reference particularly to age, sex and race.
- Economic status, including job availability, and modes of the population.
- Relative stability of population, including commuter, seasonal, and other transient types.
- Climate, including seasonal weather conditions.
- Cultural conditions, such as educational, recreational and religious characteristics.
- Effective strength of law enforcement agencies.
- Administrative and investigative emphases of law enforcement.
- Policies of other components of the criminal justice system, (i.e., prosecutorial, judicial, correctional, and probationary).
- Crime reporting practices of the general citizenry.
- Attitudes of the public toward crime reporting.
- The administrative and investigative efficiency of the local crime reporting standards.
- Cooperation of adjoining and overlapping police agencies.

The following definitions will be important as Blue Shield Consulting begins its analysis of crime rates:

Crime index: The total of the seven major offenses used to measure the extent, fluctuation and distribution of crime in a geographical area. The following crimes make up the index: Murder, rape, robbery, aggravated assault, burglary, larceny-theft and motor vehicle theft. These offenses are referred to as Index offenses.

Crime rate: The number of Index offenses reported for each unit of population per 1,000.

Effective law enforcement requires accurate crime statistics in order to identify the extent, type, and location of criminal activity. Criminal justice administrators and planners have long recognized the Uniform Crime Reporting Program as the vehicle with which to accomplish this objective.

The Township experienced a 21.7% decrease in the crime index total from 2008 to 2009 but a 10.4% in 2010. Breaking down the totals into two categories, the first being violent crimes. There was a 32.9% decrease in violent crimes and a 20.3% decrease in non-violent crimes. Both contributed to the total reduction in crime for 2009. In 2010, there was a 25.4% increase in violent crimes and an 8.7% increase in non-violent crimes.

The aggregate totals supplied by the Township of Teaneck Police Department to the New Jersey State Police are listed below.⁷⁵

Table 73: Township of Teaneck General Crime Statistics

Year	Crime Index Total	Violent Crime	Non-violent crime	Crime rate per 1,000	Violent Crime rate per 1,000	Nonviolent crime rate per 1,000
2010	678	79	599	17	2	15.1
2009	614	63	551	15.9	1.6	14.3
2008	785	94	691	20.1	2.4	17.7

Table 74: Township of Teaneck Comprehensive Crime Statistics

Year	Violent Crime				Nonviolent Crime					
	Murder	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Motor Vehicle Theft	Arson	Domestic Violence	Bias Crime
2010	3	2	36	38	127	448	24	9	179	11
2009	0	3	20	40	117	399	35	8	172	13
2008	0	5	30	59	143	501	47	6	139	9

⁷⁵ R.F.P. Compliance Matrix Item #14

The Teaneck Police Department has been fairly successful in closing out investigations. The Detective clearance rate for the past three years is listed below. Even though the clearance rate has decreased by 30.5% in a three year period, it still categorizes as an acceptable performance rate. There may be aggregating factors to consider involving manpower and staffing requirements.

Table 75: Detective Clearance Rate⁷⁶

2010	41 %
2009	49%
2008	59 %

Traffic & Crash Statistics

The Borough of Teaneck Police Department issued a total of 17,288 motor vehicle summons in the year 2010. The breakdown of violations is listed below.

Table 76: 2010 Motor Vehicle Summonses

Violations	
Moving	9,631
Parking	5,322
Snow Ordinance	705
Cell Phone	1,169
Miscellaneous	461
Total	17,288

There was a total of 1,482 vehicle crashes in the year 2010 where 246 motor vehicle summons were issued to those involved in the crash including 51 D.W.I. Arrests.

Quality of Life Issues

Captain Distler advised Blue Shield Consulting that an officer's day on routine patrol consisted of conducting Directed Patrol Checks. Officers concentrate on traffic enforcement, property checks as well as House of Worship checks.

⁷⁶ R.F.P. Compliance Matrix Item #10

Salary & Wages Cost Analysis

The budget for the calendar year 2010 was provided by the Township. The annual costs associated with salaries and wages was broken down to each category listed below. These categories were then tabulated as to the exact percentage of the total budget.

Table 77: Total Cost Salary

	2010	Percentage of Budget
Officer Salary	\$9,950,272	94.1%
Overtime	\$479,571	4.5
Crossing Guards	\$149,616	1.4%
Totals	\$10,579,459	100%

The Township's contribution to each of the below categories for the calendar year, 2010 was provided by the department. The largest expense to the Borough is the officer's pension contribution and the second being the borough's contribution to health care benefits for members of the department.

Table 78: Total Cost Benefits

Borough Contributions	2010
Borough Pension (PFRS)	\$4,623,133
Borough F.I.C.A.	\$136,699
Borough Health Benefit	\$3,917,622

The township could not report the 2010 contribution requested for F.I.C.A. Blue Shield estimated, on reasonable and expected bases, the contribution rate with the following calculations. The Teaneck Chief Financial Officer reported "only officers hired after 1987 pay into the Medicare portion of social security". In 2010 the maximum social security taxable income was \$106,000. The Medicare tax continues at a rate of 1.45% of the income. There were only four (4) employees hired prior to 1987, leaving eighty-eight (88) hired after 1987. The cumulative total for these four (4) officers for the year 2010 was \$522,763. By subtracting \$522,763 from the total 2010 salary of \$9,950,272, it leaves a total of \$9,427,509 for the Medicare portion of social security paid by the Township. Accordingly, the 2010 estimate was based on this calculation of eighty-eight (88) at this total of \$9,427,509 multiplied by 1.45% (Medicare tax) equals \$136,699.

Operation Expenses

The Teaneck Police Department provided Blue Shield with an extensive budget breakdown and history for 2010.

Table 79: Total Operating Expenses

Budget Expenses	2010
Tuition, Training & Dues	\$14,364
Uniform Allowance	\$69,950
Department O/E	
Printing & Supplies	\$2,179
Machine Maintenance	\$36,930
Miscellaneous	\$3,096
Equipment	\$33,788
Personal Equipment	\$2,900
Communications Maintenance	\$14,030
Pre-Employment Screening	\$11,410
Photo & ID	\$9,947
Building Maintenance & Supplies	\$9,451
Ammunition/Armory Supplies	\$7,549
Outside Maintenance	\$1,747
First Aid	\$1,490
Supplies	\$13,005
Special Investigations	\$886
Auxiliary Police Program	\$2,363
Parking Enforcement Officers	\$911
Police Vehicles	\$184,000
Vehicle Repairs & Maintenance	\$68,640
Fuel Cost	\$154,486
Total	\$643,122

The Capital Project Fund slated for 2010 was comprised of \$20,000 for various physical improvements within the police department and \$34,500 for police or public safety related equipment. The equipment breakdown is for a computer system upgrade in the amount of \$30,000 and additional automated defibrillators in the amount of \$4,500.

Administrators for the Township of Teaneck are detail-oriented and organized in the billing and collection of service fees set by Borough Ordinance. The Service Bureau collected a total of \$53,977.90 in 2010 which assists in the budgetary process under unanticipated revenue.

Table 80: Total Fees Collected⁷⁷

2010 Fees	
Miscellaneous	\$20,511
Alarm	\$15,325
False Alarms	\$3,800
Identification	\$14,192
Other	\$150
Total	\$53,977

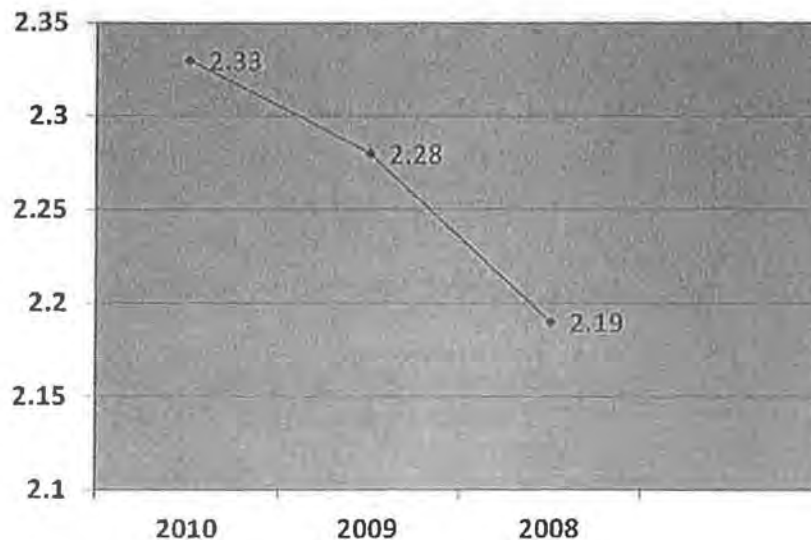
Budget History

The Total Cost Salary, Total Cost Benefits and Total Operation Expenses for 2010 were added together in order to obtain the total cost to operate the police department. This totaled \$19,900,035 for the year 2010. When you divide the population of 38,662 into this total, each resident pays \$514.71 per year or \$42.89 per month or \$1.41 per day to fund the total cost of the police department.

The 2010 adopted budget for the Township of Teaneck was \$32,545,672. The police department encompassed 61.1% of the total municipal budget. The information forwarded to Blue Shield Consulting for the Township of Teaneck was the tax rate for the past three years. The rates are listed below:

- o Tax Rate---2010=2.33 2009=2.28 2008=2.19

Chart 10: Change in Yearly Tax Points



⁷⁷ R.F.P. Compliance Matrix Item #5,6,15

There was a 6.39% increase from 2008 - 2010 in tax points.

Table 81: Percentage Share of Taxes

Year	Municipal %	County %	Board of Education %
2010	8.43	35.85	55.71
2009	8.79	34.95	56.25
2008	8.53	34.52	56.95

There are a total of 11,864 taxable properties within the borders of Teaneck with a total assessed value of \$6,060,857,300. These properties break down into the following categories; 140 Class 1 (vacant land), 11,269 Class 2 (residential), 381 Class 4A (commercial), 15 Class 4B (industrial), and 59 Class 4C (apartment).

The asset inventory for the capital resources are as follows:

Table 82: Capital Asset Inventory⁷⁸

Computers	Value
(70) Computers	\$100,000
(20) Printers	\$20,000
(4) Servers	\$35,000
(19) Laptops	\$57,000
(15) Tablets	\$15,000
Sub-total	\$227,000
Department Firearms	Value
(115) Glock	\$57,500
(8) MP-5 Semi-automatic Rifles	\$8,000
(5) HK UMP .40-caliber	\$5,000
(5) HK UMP .40 caliber SW	\$5,000
(1) Remington 870 Shotgun	\$500
(4) Benelli Shotguns	\$2,000
(10) Rifles	\$3,000
Sub-total	\$81,000
Police Vehicles Includes Emergency Lighting	Value
(14) Dodge Chargers	
(27) Ford Crown Victoria	
(1) Chevy Tahoe	

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(3) Ford Explorers	
(1) Chevy Truck	
(1) Dodge Durango	
(1) Ford F250	
(4) Surveillance Vehicles	
(2) Harley Davidson Motorcycles	
(1) DWI trailer	
(1) Message Trailer	
(1) Radar Trailer	
(1) Dodge Van	
	Sub-total
	\$1,700,000
(2) Police Trek Bicycles	\$1,500
	Sub-total
	\$1,701,500
Radios	
	Value
(115) Portables	\$57,500
(55) Mobiles	\$38,500
	Sub-total
	\$96,000
Defibrillators	
	Value
(7) AEDs	\$7,000
	Sub-total
	\$7,000
Communications Equipment	
	Value
Ayaya Phone System	\$80,000
(2) 9-1-1 Positions	\$50,000
(1) Voice Recorder	\$14,000
(4) Orbacom Dispatch Consoles	\$20,000
	Sub-total
	\$164,000
Processing Equipment	
	Value
Alcotest	\$5,000
Sagem Morpho Fingerprint System	\$10,000
	Sub-total
	\$15,000
Headquarters Facility & Furnishing	
	Value
Gym	\$30,000
Washer and Dryer	\$2,000
(3) Generators	\$1,500
Facility	\$3,000,000
	Sub-total
	\$3,033,500
Surveillance Equipment	
	Value
Electronic Equipment	\$40,000
Cameras	\$20,000
	Sub-total
	\$60,000
	Total
	\$5,385,000

Grant History⁷⁹

The Township of Teaneck grant funding history showed \$66,100 in the year 2010. A breakdown of the funding awards is listed below.

- 2010 "Click-it-or-Ticket" annual seat belt campaign awarded by the Jersey Division of Highway Traffic Safety in the amount of \$4,000.
- 2010 Body Armor Grant reimbursement in the amount of \$10,888.
- 2010 Bulletproof Vest Program in the amount of \$12,496.
- 2010 COPS in SHOPS in the amount of \$2,800.
- 2010 State of New Jersey DEP-Division of Parks and Forestry in the amount of \$7,000.
- 2010 Edward Byrne JAG in the amount of \$9,997.
- 2010 Pedestrian Safety Grant in the amount of \$14,000
- 2010 D.D.E.F: (DWI) in the amount of \$4,919

Municipal Court Staffing

The Township of Teaneck Municipal Court staff consists of seven full-time employees. Court security is managed internally.

Table 83: Municipal Court⁸⁰

Description	2010 Salary
Court Administrator	\$75,981
Senior Clerk	\$45,386
Senior Clerk	\$46,445
Clerk Typist	\$45,073
Clerk Typist	\$44,025
Clerk Typist	\$44,025
Clerk Typist	\$33,878
Judge	\$59,341
Prosecutor	\$59,488
Public Defender (Hourly)	N/A
Subtotal	\$453,642
Description	2010
Total Municipal Court Budget	\$45,207

The hours of operation for the Court are Monday, Wednesday and Thursday from 8:00am to 5:15pm and Tuesday 8:00am to 7:00pm. The

⁷⁹ R.F.P. Compliance Matrix Item #5,6,7,10,15

⁸⁰ R.F.P. Compliance Matrix Item #5,6,15

Court is closed on Fridays. Court sessions are scheduled on Mondays at 4:00pm for traffic, Tuesdays at 10:00am for special DWIs, Wednesdays at 9:30am for criminal matters, at 4:00pm for traffic and lastly on Thursdays at 9:30am for traffic. The Court manages approximately 1,200 cases per month and each Court session is approximately less than five (5) hours in duration. The municipal court disposed of 17,288 traffic offenses and 811 criminal offenses in 2010.

Table 84: Total Court Revenue⁸¹

% Change	2010	% Change	2009	% Change	2008	% Change
Base	\$1,445,279	+32	\$1,440,696	-16.9	\$1,732,628	Base

Synopsis of Existing Municipal Ordinances

The establishment and organization of the police department was ratified and approved as per Township Ordinance section 2-73. This lists the number of officers authorized as well as the duties of the officers.

Staffing of the Township of Teaneck⁸²

Blue Shield has reviewed the Teaneck Police Department as an individual department and has made the following observations; The Township of Teaneck Police Department is a professional, well managed and service-oriented police agency, responsive to the community's needs and wants. They currently have ninety-two (92) officers; however have an authorized staffing contingency of 96 sworn officers. Compared to the number of personnel as recommended by various national accepted staffing model standards, they are understaffed.

There are many ways of determining proper staffing levels for a police department. Most of these methods use population as a part of a formula to determine staffing.

The most common are as follows:⁸³

⁸¹ R.F.P. Compliance Matrix Item #5,6,15

⁸² R.F.P. Compliance Matrix Item #8,16

⁸³ International Association Chiefs of Police (I.A.C.P.) Model

The FBI Model applied to Teaneck

The F.B.I. (*Federal Bureau of Investigation*) makes staffing recommendations based solely on population statistics. It recommends a ratio of 2.4⁸⁴ officers per 1,000 residents. The Township of Teaneck currently has a population of approximately 38,662. Utilizing this method, the Township of Teaneck Police Department should have **92.8 Sworn Officers**.

$(2.4 \times 38,662 = 92,789 / 1,000 = 92.8)$

The U.S. Department of Justice Model applied to Teaneck

The U.S. Department of Justice also makes staffing recommendations based on population statistics. It recommends a ratio of 2.5⁸⁵ officers per 1,000 residents. Utilizing this method, the Township of Teaneck Police Department should have **96.7 Sworn Officers**.

$(2.5 \times 38,662 = 96,655 / 1000 = 96.7)$

The Bureau of Justice Statistics Model applied to Teaneck

The Bureau of Justice Statistics uses the 2010 census of State and Local Law Enforcement Agencies to arrive at its statistics. **According to the Bureau of Justice Statistics, there is an average of 2.6 Police officers per 1,000 residents in New Jersey municipal police departments.**⁸⁶

Utilizing this data the Township of Teaneck Police Department should have **88.9 Sworn Officers**.

$(2.3 \times 38,662 = 88,923 / 1000 = 88.9)$

⁸⁴ FBI UCR Crime Statistics 2010

⁸⁵ [Bjs.ojp.usdoj.gov/content/pub/pdf/csllca08](http://bjs.ojp.usdoj.gov/content/pub/pdf/csllca08)

⁸⁶ <http://bjs.ojp.usdoj.gov/index>

Section 4: Analysis of Police Shared Services

Geographic/Demographic Comparison

The Borough of Bogota is the smallest in size at .7 square miles with a density population of 11,310 per square mile. The median household income is 43.7% higher than the U.S. average, estimated at \$73,911 versus the National average of \$51,425. There are an estimated 3,032 housing units, of which 97.9% are occupied. Of the occupied units, 62.7% are owner-occupied housing units and 37.3% are renter-occupied housing units.⁸⁷

There are six educational facilities in Bogota. The Trinity Lutheran Nursery School is Pre-K through Kindergarten and the Bogart Memorial Nursery School is also a Pre-K but does not offer a Kindergarten service. The Lillian M. Steen School and the E. Roy Bixby School are Kindergarten through 6th grade and the St. Joseph's School is Kindergarten through 8th grade. The last school in the Borough is the Bogota Junior/Senior High School whose curriculum offers 7th grade through 12th grade classes.⁸⁸

The Borough of Little Ferry, at more than twice the size of Bogota is 1.7 square miles with a density population of 6,985 per square mile. The median household income is 17.9% lower than the U.S. average, estimated at \$57,276 versus the National average of \$69,811. There are an estimated 4,439 housing units, of which 95.5% are occupied. Of the occupied units, 45.9% are owner-occupied housing units and 54.1% are renter-occupied housing units.⁸⁹

Within the borders of Little Ferry, there are four educational facilities. The Washington School houses Kindergarten and first grade. The Memorial School is Pre-K and second through eighth grade and Little Ferry Nursery and Corporate Child Care which are both Pre-K.⁹⁰

The largest by geographic measure, Teaneck measures 5.9 square miles with a density population of 6,553 per square mile. The median household income is 81.5% higher than the U.S. average, estimated at \$93,349 versus the National average of \$51,425. There are an estimated

⁸⁷ www.factfinder.census.gov

⁸⁸ R.F.P. Compliance Matrix Item #4

⁸⁹ www.factfinder.census.gov

⁹⁰ R.F.P. Compliance Matrix Item #4

13,568 housing units, of which 96.5% are occupied. Of the occupied units, 77.5% are owner-occupied housing units and 22.5% are renter-occupied housing units.⁹¹

There are thirty-six educational facilities within the geographic boundaries of Teaneck. Fifteen of these facilities are either day cares or nursery schools. Depending on the facility and time of the day these day cares or nurseries are filled to capacity. They are Beth Sholom/GanRina, Blocks & Bridges, B'Nai Yeshurun, Montessori, Congregation Beth Am, Merry Go Round, Our Gang Day Care, Rhymes and Reasons, Sniffles (HNMC), Kidz Place, Teaneck Recreation, Temple Emeth, Yaldenu, Sholom Yeledin, and the Academy of L'Leads. Jemf Early Start Kidsa, Jewish Center Nursery of Teaneck, Sydney J. Walker Memorial Learning Center and the Teaneck Country Day Care Center are all preschools. The Bryant School houses Pre-K and Kindergarten students and the Grace Lutheran School houses Pre-K, Kindergarten and 1st grade students. There are an additional three schools slated for 1st - 4th grade students. They are; the Whittier School, the Lowell School and the Hawthorne School.

The Community School ranges from grades two through eight, the Teaneck Charter School ranges from Kindergarten through eighth grade and the Wilbert F. Mays Seventh Day Adventist has students from Kindergarten through 6th grade. Both the Thomas Jefferson and the Benjamin Franklin School are 5th - 8th grade facilities. Five schools are high school level ranging from 9th grade through 12th grade. They are the Community High School, the Torah Academy, Ma'Ayanot High School, and Karasick Shalem Sinai High School for Boys and the Teaneck High School. The Al Ghazaly offers education for 7th grade through 12th grade. The Township is also the host to one State University for higher education, (undergraduate and graduate programs) known as Fairleigh Dickinson University.⁹²

There are also forty-three (43) religious house of worship.

1A Houses of Worship

- Kingdom Hall of Jehovah's Witness - 292 Willow Street
- Teaneck United Methodist Church - 201 Degraw Avenue
- True Light Presbyterian Church- 55 Hillside Avenue
- Trinity Evangelical Free Church - 390 Teaneck Road
- Dar-ul-Islah Mosque - 320 Fabry Terrace

⁹¹ www.factfinder.census.gov

⁹² R.F.P. Compliance Matrix Item #4

1B Houses of Worship

- St. Mark's Episcopal Church - 118 Chadwick Road
- St. Peter's Mar Thoma Church - 70 Cedar Lane
- Congregation Arzei Durom - 725 Queen Anne Road
- Union for Traditional Judaism - 811 Palisade Avenue
- Congregation Beth Aaron - 950 Queen Anne Road
- Jewish Center of Teaneck - 70 Sterling Place
- Young Israel - 868 Perry Lane

2S Houses of Worship

- New Hope Church - 192 East Forest Avenue
- NJ Grace Baptist Church - 1075 Queen Anne Road
- Saint Anastasia's Church - 1095 Teaneck Road
- Asian Women's Christian Association - 9 Genesee Avenue
- Presbyterian Church of Teaneck - 1 Church Street
- St. Paul's Lutheran Church - 61 Church Street
- Teaneck Baha'i Center - 126 Evergreen Place
- Evergreen Baptist Church - 1321 Teaneck Road

2N Houses of Worship

- First Seventh Day Adventist Church - 405 Englewood Avenue
- First Baptist Church of Teaneck - 1592 Teaneck Road
- Teaneck Assembly of God - 185 West Englewood Avenue
- Christ Sent Ministries - 1377 Palisade Avenue
- Grace Redeemer Church - 125 Galway Place
- Nidaul Islam - 250 Hargreaves Avenue
- Yeshiva Gedolah - 1443 Palisade Avenue

4W Houses of Worship

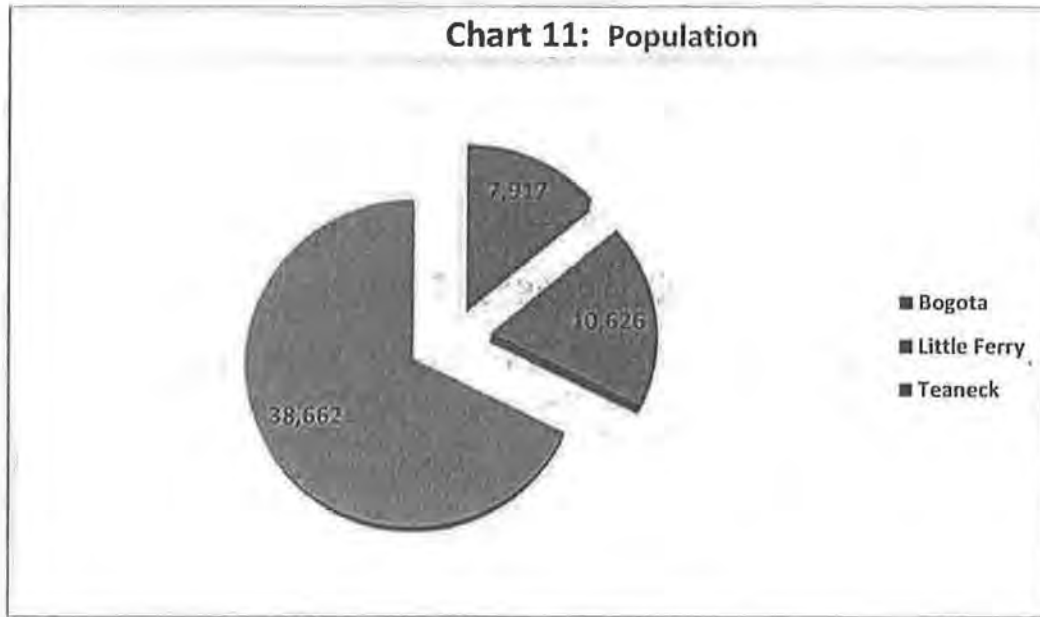
- Congregation Beth Am - 510 Claremont Avenue
- St. Mark's Church - 260 Elm Avenue
- Chabad House - 513 Kenwood Place
- East Bergen Christian Church - 320 Beverly Road
- Ethical Cultural Society - 687 Larch Avenue

3W Houses of Worship

- Unity Church of Christ - 735 Rutland Avenue

- Christ Episcopal Church - 480 Warwick Avenue
- Hope Presbyterian Church - 1190 River Road
- Grace Lutheran Church - 1200 River Road
- Keter Torah - 600 Roemer Avenue
- Congregation Beth Sholom - 354 Maitland Avenue
- Temple Emeth - 1666 Windsor Road
- Mikva House - 1726 Windsor Road
- Temple - 268 West Englewood Avenue (unknown name)
- Rinat Yisrael - 389 West Englewood Avenue
- B'nai Yeshurun - 641 West Englewood Avenue

Teaneck's residential population at 38,662 is more than twice Bogota and Little Ferry's combined total of 18,543.



Municipal Roadways

Teaneck has by far the most number of streets compared to the other two towns studied herein, with 421 roads. Bogota has a total of 68 roads and Little Ferry has the fewest at 31 total roads.

Table 85: Present Number of Roads

Municipal	Private	County	State	Interstate	Total
-----------	---------	--------	-------	------------	-------

Bogota	62	2	3	0	1	68
Little Ferry	26	1	2	2	0	31
Teaneck	401	4	11	3	2	421

Again the Township of Teaneck has the most mileage of roads of all three municipalities at slightly over 145 miles.

Table 86: Present Miles of Roadways

	Municipal	Private	County	State	Interstate	Total
Bogota	15	.5	2.5	N/A	.5	18.5
Little Ferry	<i>Not available</i>	<i>Not available</i>	<i>Not available</i>	<i>Not available</i>	<i>Not available</i>	52
Teaneck	126	3	10.62	3	2.5	145.12

All three municipalities within this study have (within relative range) the same daytime and nighttime traffic volume, which is relatively normal for the traffic flow in this state. A potential concern for the possibility of shared services could be response time, if specific zone coverage was not taken into consideration during peak hours that normally attracts traffic congestion. As with most municipalities in this state, heavier traffic congestion is normal at peak travel times, lessening traffic at non-peak hours.

Land Area & Map

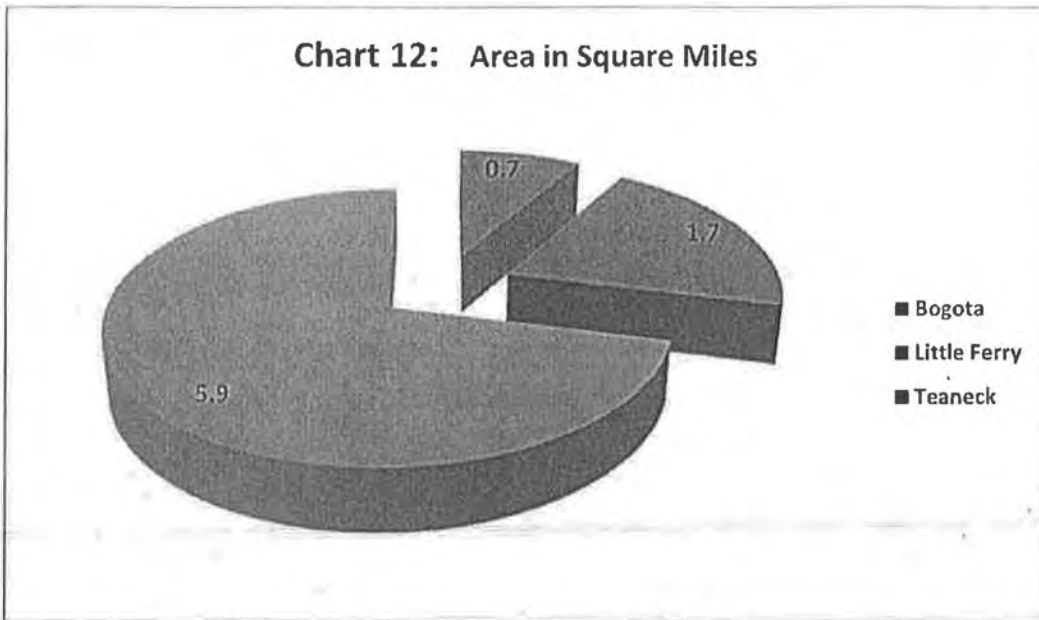
Bergen County has a population of 905,116 according to the 2010 U.S. Census Bureau and a land mass of 233.01 square miles. Its municipalities range from suburban to urban to metropolitan.

The Bergen County map that appears below shows all 70 municipalities. All three towns considering a merger are located in the Southeastern part of the County and all within seven miles from the New York border. The Township of Teaneck has a contiguous border with the Borough of Bogota, which borders the Southwest corner of the Township. The Borough of Little Ferry, located south of both municipalities, does not have a contiguous border. Separating this Borough is the City of Hackensack and the Village of Ridgely Park.

The Little Ferry Police Department is located at 215 Liberty St. #217. It is approximately 3.3 miles from the Bogota Police Department, located at 375 Larch Avenue which is approximately 4.6 miles from the Teaneck Police Department, located at 900 Teaneck Road.

The Township of Teaneck is approximately at 5.9 square miles and is 843% larger than Bogota and 347% larger than Little Ferry in terms of square mileage.

Chart 12: Area in Square Miles



The total geographical area of all three municipalities is 8.3 miles.

Chart 13 : Bergen County Map



Table of Organization Comparison⁹³

Each police department in this study has its own unique organizational structure which consists of policing activities such as officer allocation, coordination and supervision, which are directed towards the achievement of organizational aims. Organizational structure depends on staffing requirements of policing goals to ensure a safe and secure community. Other factors of consideration involving police organization can be structured in various ways. To support the goals of organization the objective must be defined which will help the organization operate and perform. Outside influences such as criminal activity, the need for specialized policing units to combat specific quality of life issues, and, residential and commuter population, also help define the structure of a department.

The below table represents the number of command personnel, supervisory staff and officers each department presently employs.

Table 87: Organizational Rank & Structure

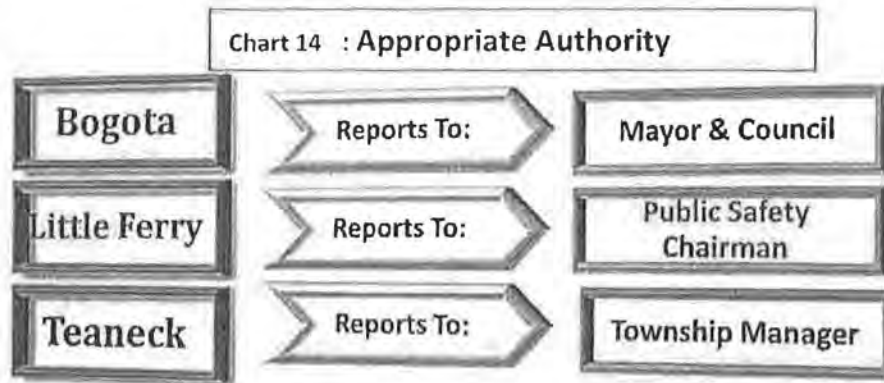
	Chief	Capt.	Lt.	SGT.	Patrolmen	Det/Lt.	Det/Sgt.	Det.	Total
Bogota	1	1	0	4	7	0	1	2	16
Little Ferry	1	1	2	3	12	0	0	3	22
Teaneck	1	3	6	10	54	1	4	13	92
Totals	3	5	8	17	73	1	5	18	130

According to NJSA 40A:14-118 (*Police force; creation and establishment; regulation; members; chief of Police; powers and duties*), the chief of police is primarily in charge and is responsible for the day to day operations of the police department. The chief of police is required to report at least monthly to the "Appropriate Authority". The "Appropriate Authority" often means "the Mayor, manager or other appropriate executive or administrative officer, such as a full-time director of public safety, or the governing body or any designated committee or member thereof, or any municipal board or commission established by ordinance for such purposes, as shall be provided by ordinance in a manner consistent with the degree of separation of executive and administrative powers from the legislative powers provided for in the charter or form of government either adopted by the municipality or under which the governing body operates".⁹⁴

⁹³ R.F.P. Compliance Matrix Item #5,8,16

⁹⁴ Appropriate Authority - NJSA 40A:14-118. *Police force; creation and establishment; regulation; members; chief of Police, powers and duties.*

This chart represents each department and whom the governing body has adopted by ordinance to be its respective "Appropriate Authority".



Command and supervisory officers have a wide variety of performance functions within each agency. Their responsibilities range from administrative, operational, investigative and managerial functions (e.g. training officers, reviewing policy, investigating, internal affairs complaints and supervising patrol officers). In addition, they are also charged with patrol and traffic enforcement duties.

The patrol officers also have a variety of duties and responsibilities. Typical patrol and traffic enforcement is a daily endeavor as are community policing, community programs and assigned details.

Scheduling Comparison⁹⁵

The twelve (12) hour "Pittman" schedule is often referred to as "the most popular" schedule among the file and rank of police agencies in the State of New Jersey. This scheduling pattern often permits for a 50% reserve in human resource allocation ("manpower"). For example, the Borough of Bogota operates four (4) squads consisting of one (1) Sergeant, Two (2) Patrolmen and one (1) Dispatcher. Depending on the time of day and within a 12-hour period, there are two (2) to - three (3) Officers on duty with a minimum of two (2) officers on duty at all times. They rotate every two weeks and are scheduled to work either 7:00am - 7:00pm or 7:00pm - 7:00am. Since two (2) squads are working

in a twenty-four (24) hour period, there are two (2) well-rested squads scheduled off or in reserve if an emergency occurs and are required for recall to service.

The Little Ferry Police Department also works the Pitman schedule with a 30 day cycle (on average one month) rotation from days to nights. The shifts are 6:30am - 6:30pm or 6:30pm - 6:30am) with four officer squads and a Sergeant detailed to cover the three post/zones of the borough. The minimum staffing of the Little Ferry Police Department, during non-peak periods, is two officers.

Teaneck Police Officers covered under the requirements of PBA Local #215 Agreement are required to work either a six and three (6-3) or a five and two (5-2) eight (8)hour work day. Patrol follows the command and squad structure and motor patrol schedule. Eight officers are scheduled per shift, one officer is assigned to the desk and seven are assigned posts. The minimum number of officers for shift coverage is five.

Each chief of police and their command staff as well as detective bureaus work mainly eight (8) hour shifts, but may modify scheduling depending on workload or special assignments.

Calls for Service Comparison⁹⁶

The information requested of the three municipalities for calls for service were as follows: calls received via dispatch, calls received via walk-ins and calls received via other means. Not all of the municipalities could provide specific information regarding the details of how their respective calls were received or officer-initiated. They could however provide totals for the years 2010-2008 so the comparison was calculated on these totals.

The comparison for calls for service for the years 2010-2008 for each municipality is listed in the following table. A breakdown for each year was provided by each municipality. Using 2008 as a base, a plus or minus percentage was calculated for each subsequent year through 2010. The Township of Teaneck has the highest call volume of all of the towns with 228,548 over the three years and has the most observable increase for call service in a three year period. Conversely, the Borough of Bogota has the lowest call volume from the years 2008-2010. Bogota also increased in calls for service as the Borough of Little Ferry showed a decrease in calls for service each year reported.

⁹⁶ R.F.P. Compliance Matrix Item #3.5

Table 88: 2010-2008 Calls for Service

	2010	% Change	2009	% Change	2008	% Change	Total
Bogota	13,590	+10.7	12,994	+5.8	12,279	Base	38,863
Little Ferry	28,874	-6.9	31,031	-.4	31,161	Base	91,066
Teaneck	96,276	+37.4	70,077	+12.7	62,195	Base	228,548
Total	138,740		114,102		105,635		358,477

Calculating the three averages of each municipality for calls for service, and dividing that number by [the number] of officers in each department, will afford the reader with an average number of calls for service each officer responds to in their respective towns. Remarkably, Little Ferry's officers have the highest average number of calls per officer, with a yearly total of 1,380 calls per officer, followed by Teaneck at an average of 828 calls for service per officer. Bogota had the lowest average total 809 calls for service per officer.

Blue Shield calculated the percentage each department contributes to the cumulative totals of all three municipalities. The following table shows the percentage each municipality provides to the total number of calls for service for the years 2008-2010.

Table 89: 2010-2008 Calls for Service Percentage

	2010	% of Total	2009	% of Total	2008	% of Total	Average %
Bogota	13,590	9.8	12,994	11.3	12,279	11.6	10.9
Little Ferry	28,874	20.7	31,031	27.4	31,161	29.5	25.9
Teaneck	96,276	69.5	70,077	61.3	62,195	58.9	63.2
Total	138,740	100	114,102	100	105,635	100	100

The Borough of Bogota could not provide the number of initiated calls for service as they are "not tracked" by the department. The information provided by Little Ferry for initiated calls for service exceeded the total calls for service for the same years. The borough's records maintenance comes into question as to the accuracy of the Records Management System provided to the department. Teaneck volume showed 41.5% of all calls for service in 2010 were officer initiated. In 2009, 69.4% were officer initiated and 63.9% were officer initiated in 2008.

Table 90: 2010-2008 Initiated Calls for Service

	2010	2009	2008

Bogota	<i>Not tracked</i>	<i>Not tracked</i>	<i>Not tracked</i>
Little Ferry	29,991	32,150	32,229
Teaneck	39,914	48,659	39,749

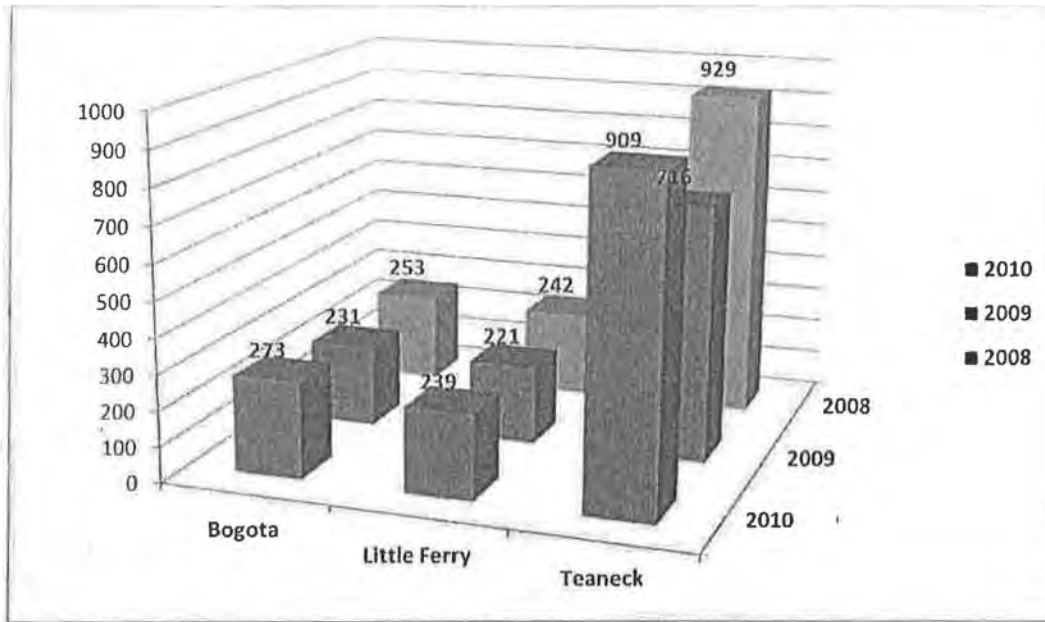
A breakdown of how calls were received was accumulated and categorized as "Walk-Ins", Telephonic and Other. Persons coming to the respective police departments as "walk-in" complaints were surprising. Teaneck was the highest with an average of 1,288 complaints for the three years, but Bogota's average of 928 per year was unexpected. Bogota average 34.5% of the average total; Teaneck averaged 47.1%, only 12.6% more than the much smaller Borough of Bogota. Finally, Little Ferry averaged 18.4% of the total, considerably less than the other two departments.

Table 91: 2010-2008 Complaints Received

	Year	Walk-ins	Telephonic	Other	Total
Bogota	2010	942	2,281	10,367	13,590
Little Ferry	2010	550	7,109	22,322	29,981
Teaneck	2010	1,355	10,033	44,974	56,362
2009					
Bogota	2009	932	2,314	9,748	12,994
Little Ferry	2009	558	6,683	24,909	32,150
Teaneck	2009	1,174	9,867	10,377	21,418
2008					
Bogota	2008	910	2,213	9,543	12,666
Little Ferry	2008	439	7,175	24,620	32,234
Teaneck	2008	1,335	10,008	11,103	22,246

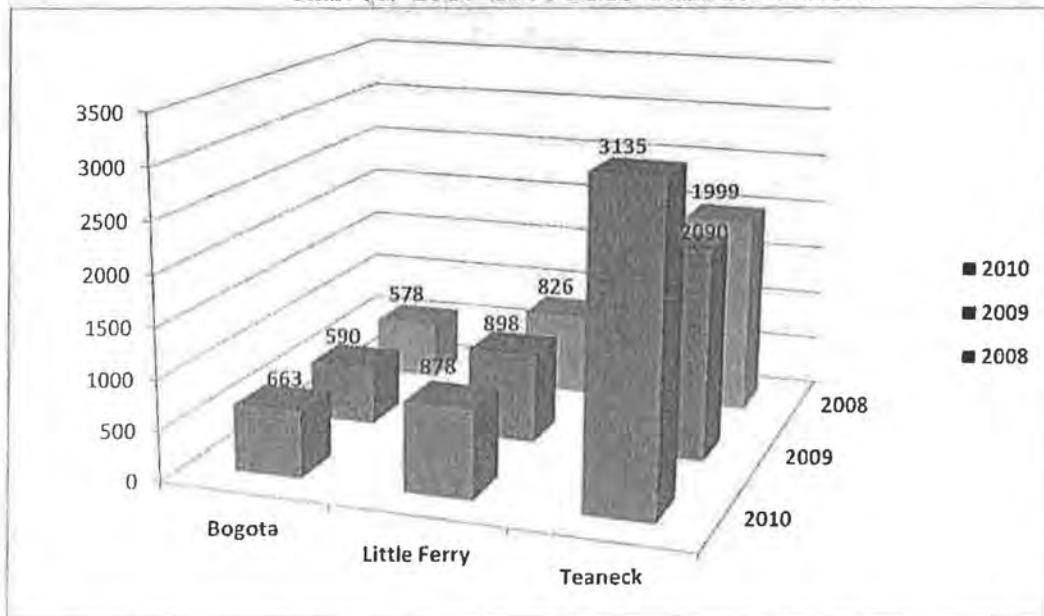
The respective departments supplied Blue Shield with the 2008-2010 Fire and EMS calls for each municipality within this study. The first chart shows each municipality calls for fire related services, whether fire, smoke, alarm, rescue or other services provided by each volunteer fire department. Teaneck again has the highest call volume for fire related calls for the years 2008-2010

Chart 15: 2010-2008 Fire Calls for Service



This second chart shows all first aid calls for service involving the municipal EMS services. Again, Teaneck has the highest average EMS call volume at 2,408, leaving Bogota and Little Ferry averaging 610 and 867 respectively for a three year average.

Chart 16: 2010-2008 EMS Calls for Service



A request was made to all three departments to provide an estimated or average response time, from the time the call was

received by respective communications center to the time the police officer arrived on the scene. The Borough of Bogota indicated the average response time is (70) seventy seconds, Little Ferry stated the average is two minutes and Teaneck Police advised the response time was one minute.

The Bogota and Teaneck Police Departments use the CODY Records Management System (RMS) for its data entry for police reports and as a Computer Aid Dispatch (CAD). This digital Records Management System is the agency's information infrastructure. It offers easily integrated access to all the information in the databases built upon by Department personnel's entries. It enables users to concurrently access and search for all information collected by the agency on any person, incident, vehicle or business in one interface. The Computer Aid Dispatch System also is integrated into the dispatch center and enhances their ability and skills in receiving and dispatching calls for service. CAD is integrated with all CODY components and features NCIC, State lookups, and 9-1-1 services.⁹⁷

The Little Ferry Police Department uses the Matrixx Records Management System (RMS) for its data entry for police reports and does not utilize a Computer Aid Dispatch (CAD). This digital Records Management System is the agency's information infrastructure. It offers easily integrated access to all the information in the databases built upon by Department personnel's entries. It enables users to concurrently access and search for all information collected by the agency on any person, incident, vehicle or business in one interface.⁹⁸

Strategies/Methods of Patrol Comparison⁹⁹

The Borough of Bogota is a "reactive" model in its method of patrol style to the community based on observations and a review of information and available resources. This opinion was formed on in-person observation and the analysis of patrol functions during several site visits. In addition, Blue Shield scheduled time with patrol officers to participate in active patrol. It appears that one of the contributing factors for the department to be reactive in nature is due to limited resources to fully execute their intended mission. Staffing levels, budget constraints, equipment and facility all add to the constraints placed on the service available to the residents.

⁹⁷ R.F.P. Compliance Matrix Item #5,7,14

⁹⁸ R.F.P. Compliance Matrix Item #5,7,14

⁹⁹ R.F.P. Compliance Matrix Item #2,8,14,16

The Little Ferry Police Department is "proactive" in nature. The Chief of Police uses all available opportunities to exceed the demands and pressures placed on his department.

The Township of Teaneck's staff continually refers to themselves as "proactive". They patrol with a specific policing or public safety related objective. By being "proactive", the Township is afforded the benefit of having prevention as a key component to their continued safety. In comparison to the other two agencies, Teaneck is a large department with greater access to resources. Teaneck is afforded the benefit of having specialized bureaus, divisions and specialty units which align to the overall organizational mission of the department.

The Township of Teaneck Police Department also offers its residents various and effective methods to identify and resolve quality of life issues by using multiple policing strategies and methods of patrol. The Teaneck Police Department offers various programs which direct the resources of the department to resolve issues or conditions affecting the residents in a particular geographical area in the Township.

These target specific issues include: "Cops in Shops", Juvenile Programs, Speeding, Stop Sign Violations, "National Night Out", Teenage Nuisance Conditions and Drug Activities.

This department has recognized this and utilizes "Motorcycle Patrol" to close the gap. This is idyllic in the more densely populated areas. It enhances the department's image by having more citizen interaction. Officers cannot carry as much equipment as a four wheeled vehicle; however the benefits are equally valuable. By taking this "proactive" approach, officers have taken the traditional barrier of the patrol unit away and created a more "Community Oriented Policing" philosophy.

"Aggressive Patrol" details such as D.U.I. Enforcement, "Click-it-or-Ticket" details and actively pursuing criminal activity is also a priority in this Department.

Training & Certifications Comparison¹⁰⁰

The three (3) police departments operate with a high degree of efficiency and pay close attention to detail in providing its officers with training opportunities. The Table below represents a comparison between each Department and the number of programs and instructors certified.

Table 92: Department Programs/Instructors

	Bogota	Little Ferry	Teaneck	Totals
Lead Certifications in Alcotest			2	2
Certifications in Alcotest	12	11	24	47
Armorers			8	8
Assault Rifle Instructor			1	1
Baton Instructor	1			1
Bicycle Unit	3			3
BLS Instructors			3	3
Blood borne Pathogens		2		2
CERT		3		3
Child Safety Seat Install		2		2
CPR Instructors	1	1	3	5
CPR Certifications			22	22
Crime Prevention	3			3
DARE/GREAT	1	3		4
Dispatch Training	4			4
Domestic Violence Liaison	2	2	2	6
Educational Seminars	2		2	4
Environmental Officer			1	1
Fatal Crash		2		2
Firearms Instructors	2	3	9	14
Field Training Officer		4		4
K-9 Officer		1		1
Lead Firearms Instructor			1	1
Motorcycle Unit	2		4	6
Network Administration	4			4
O/C Instructor	2	2		4
Office of Emergency Management		3		3
PTC Firearms Instructors			2	2
Radar Instructors		2	4	6
Radar Operators			40	40
RDF Members			9	9
Rifle Instructors		4		4
School Resource Officer		2	1	3
Shotgun Operators			13	13
Sub-Gun Instructors			3	3

Sub-Gun Operators			14	14
Specialized Units			13	13
TAC Officer	2	3	2	7
Tactical Team	3			3
Traffic Unit	3	1	7+	11+
Training Officer	1	1	1	3

There are 127 police instructors between these three agencies and 164 officers with specialized training leaving a cumulative total of 291 Programs/Instructors. Separately these agencies offer a higher degree of training but if joined together, the results would be a model for others to follow.

According to *Popow v. Margate*, not only are departments liable to provide their officers with the mandated training required by the state, but must train these officers with more than the minimum required by the State. It is apparent that these departments have taken their training seriously.

Facility Assessment Comparison¹⁰¹

The municipal building for the Borough of Bogota has multiple functions. This structure was once an elementary school, which was altered to facilitate the Public Library, the borough offices and the police department located in the basement. On appearance, it still resembles a school with a classroom atmosphere, main offices and a general floor plan of a typical vintage school. During the transition from school to municipal facility there were limited structural modifications for the proper design and application of a Municipal Complex.

Upon site inspection you enter what appears to be converted garage bay entering into the police department lobby. The entrance was not properly designed to facilitate a secured dispatch area. Neither windows nor walls have any safeguards to protect personnel within the dispatch area.

The Bogota Police Department has a cuffing bar for the temporary restraint of prisoners which is located in the Processing Room. There is also a holding cell that resembles more of a storage closet than a true holding facility. Neither prisoner restraint/holding area is approved by the N.J. Department of Corrections. The building also

¹⁰¹ R.F.P. Compliance Matrix Item #4,5

fails to maintain a sally port as there were limited modifications where the construction of such garage could have been built.

The Chief of Police is pursuing the process to obtain funds and approvals for a Department of Corrections authorized holding facility. He is also attempting to update the entire facility in order to meet the demands of today's standards.

In 1999, the Borough of Little Ferry purchased an existing bowling alley/bar which was modified and converted into the existing Municipal Complex. Blue Shield Consulting performed a site inspection of the Little Ferry Police Department and learned it share its facility in the same complex as the Little Ferry Borough Hall. The rear entrance to the Borough Hall is also the entrance to the Police Station, which provides access to the Police Dispatcher who is shielded behind a secure window to greet and provide services to the public. The lobby also provides access to the municipal building and court staff during regular business hours; also serving as a control point to other municipal functions located on the second floor. The dispatcher has a side door that allows access into the police station but currently has no camera to view who is entering the police station at this point. Chief Verdi explained that a new Camera and Key Card Access System has been proposed but not implemented as of this date. This causes a safety concern for all personnel and civilians inside the Department.

The Little Ferry Police Communications Center provides police dispatch for its emergency responses but does not facilitate 9-1-1 calls, or provide pre-medical arrival instructions. These services are provided by the Bergen County Communications Center. The Little Ferry Police Department is in the process of updating its technology to include a new radio system from High Band to Digital, and new computers and laptop's for the entire department.

The police facility has a few matters of concerns. One such concern is the sally port which was constructed in the only physical location available. Because it was a retro-fit meeting the site requirements, the parking lot configuration and the neighboring buildings were not conducive for a typical sally port construction. Regrettably, the sally port was located away from the processing room and the cell block; hence prisoners must be moved down a central hallway to the processing area. There are two cells which are approved by the Department of Corrections. A processing area which is also approved could potentially hold additional prisoners if necessary.

Blue Shield Consulting acknowledges that the Department of Corrections (DCA) has approved this site but this condition is not ideal.

Blue Shield Consulting does note that the current generator is under sized. When a power failure occurs, the police department only has partial service to the police station during emergencies. When questioned as to the appropriate size needed, it was undetermined.

The Teaneck Police Department is a modern two story building built and designed for the sole purpose of being a Police Station. The building is all brick and has the entire required security infrastructure that meets the challenges that a 109 sworn officer department would need. The building is not new and is starting to show some wear although it does function well for the department. The department has a canopy design that functions as Canopy/Garage and entrance to the sally port which allows prisoners to be brought into the processing area. The front door is the public entrance and leads to the lobby area where a Desk Officer who is a sworn police officer meets and greets the public. The Desk Officer assists the public with general questions, directions and/or taking reports. The desk area is shielded with bullet proof glass and material to keep staff protected and cameras to record the comings and goings of all persons and their actions at all times. Once received and approved by the Desk Officer to enter the building, the Shift Commander Office is positioned just off the Communication Desk where three positions can be staffed to answer telephone calls or dispatch officers to calls for assistance. The Communication Desk area is aged and due for a full replacement which is being considered but not funded.

The Patrol Unit functions basically on the ground level, processing room and cells are located. The Teaneck Police department has six cells in total, four male cells and two female cells. Because of the geographical location within Bergen County, the Township of Teaneck is in close proximity to the Bergen County Jail which is located in Hackensack and makes prisoner transport to the county jail a quick trip.

The administrative function of the Teaneck Police Department is held on the second floor to include Administrative Command Staff, Detective Bureau, Traffic, and all other support functions. These offices appear to serve the department and allow the reductions of noise and distraction for the leadership to function and plan.

The basement serves as armory, storage, evidence, and inventory of equipment and weapons for the department. It would appear that the Teaneck Police Department has a large inventory of evidence and property to dispose of but, because of its size it would be relative in nature.

Officers assigned to the patrol function work a steady shift, days, afternoons and midnights. These officers by design are working with nine officers who are divided by assignment into six posts, (zones/districts), with Shift/Tour Commander (Sergeant) and one officer assigned to Desk Duty.

The Teaneck Police Department has civilian police dispatchers who dispatch the police but do not dispatch for Fire Calls for the Township of Teaneck. It was explained that the Fire Department has a completely separate location for their Fire Dispatch which is staffed with firefighters. Blue Shield Consulting was not retained to study the Emergency Communications of the Township of Teaneck individually, for the purpose of Police and Fire Communications Systems. Blue Shield Consulting does note for the record that this condition should receive serious review, and has merit to be combined and eliminate firefighters performing this function because of cost, function and duplicity. Blue Shield Consulting does make this suggestion based on a decade of experience as serving as the Directory of a Regional Communication 9-1-1 Center for police, fire and emergency medical dispatch.

The current Teaneck Police facility is large enough to facilitate the consolidation of all three police agencies. The Teaneck Police Department would be the best option to allow for physical modifications to relocate the police staff if combined. This option would require some physical and operational modifications to its current framework, Bogota would have a small substation for the public to meet officers, take reports/complaints and take comfort breaks.

If Little Ferry contracted services for policing with Bogota, an unstaffed substation would be required to be relocated in the former Bogota Police station site.

The immediate Little Ferry Police facility would need to accommodate forty-three full-time sworn officers, and civilian staff level combined from the two departments. The concept that Bogota's Police Department would be combined with Teaneck Police Department

would also bring some physical and operational challenges because the staffing levels would impact all available space.

The issue of communications would be located in the department that would be providing the service to the other communities. If Little Ferry is selected, then the communication center would be located in the Little Ferry Police Station. If Teaneck is selected, then Teaneck would provide the communications for the combined department.

Equipment Inventory Comparison¹⁰²

The information provided by each police department was separated into several categories to identify all equipment owned by each municipality. Bogota and Teaneck forwarded an extensive listing of their equipment including vehicles, vehicle equipment, weapons, computers and office equipment and furniture. Little Ferry was in the process of upgrading its office equipment. The comparisons and totals are in the following tables.

Table 93: Department Vehicles

Borough	Total Vehicles	Total Motorcycles	Vehicles over 100,00 Miles	Other
Bogota	11	1	6	Radar Trailer
Little Ferry	15	0	0	Radar Trailer/Vermac Trailer
Teaneck	54	2	7	Message board Sign/Speed Trailer/DWI Trailer/Radar Trailer
Total	80	3	13	N/A

There are a total of eighty emergency response vehicles for all three departments, as well as three motorcycles. Each department has a variety of patrol, specialized units, marked and unmarked utilized for various functions. Teaneck, because of its size, has larger vehicle fleet and police/public safety equipment where the other two departments have similar vehicle fleets.

Bogota has 16 officers with 11 vehicles, meaning there is one vehicle for every 1.45 officers. Little Ferry has 22 officers with 15 vehicles or one vehicle for every 1.46 officers. Teaneck has 92 officers and 54 vehicles or one vehicle for every 1.7 officers. Note: the total number of officers for all three departments' totals 130 and the total number of vehicles totals 80, which equates to approximately

¹⁰² R.F.P. Compliance Matrix Item #4,5,7

1.62 officers per vehicle. This would increase the officer-to-vehicle fleet ratio in Bogota and Little Ferry, but decreased in Teaneck.

The vehicle equipment listing received for review was generic in nature and not specific as to the number of said items assigned to each vehicle. There are certain items of police or public safety related equipment that normally are consistent from one agency to another, however the equipment is commonly transferable between vehicles. It appears that all three departments cumulatively have a substantial amount of equipment that serves the officers well in the performance of their duties. Examples of the vehicle equipment are as follows:

- Mobile radios
- Laptops and/or tablets
- Radar units
- Medical equipment including oxygen and portable A.E.D.'s
- Blankets
- Weapon mounts
- Cameras
- Flares
- Traffic vests
- Traffic cones
- Flashlights
- Fire Extinguishers
- Bio-kits including PPC suits
- Lock-out tools
- Bolt cutters
- Ax
- Halogen bars
- Crime scene kits and tape
- Bull horn
- Cell phones
- Riot shields
- Entry tools

There is also equipment stored in the respective trailers and unmarked vehicles assigned to detectives.

All three departments carry Glock semi-automatic handguns as duty weapons. Little Ferry and Teaneck carry the model 23 .40 caliber, while Bogota carries the model 32, which is a .357 caliber. Long guns such as shotguns, carbine rifles and tactical rifles vary depending on the department.

Little Ferry and Teaneck total 144 Glock model 23 .40 caliber handguns combined. All three departments total 24 shotguns and 28 rifles, as well as various other handguns, rifle and specialty weapons.

Table 94: Department Firearms

Number	Make	Model	Caliber	Type
Bogota				
18	Glock	32	.357 Caliber	Semi-Auto Pistol
8	Remington	870	12 Gauge	Pump Action Shotgun
1	Remington	17	20 Gauge	Pump Action Shotgun
1	Ithaca	37	12 Gauge	Pump Action Shotgun
1	Stevens	77E	12 Gauge	Pump Action Shotgun
2	H & K	UMP	.40 Caliber	Rifle
Little Ferry				
33	Glock	23	.40 Caliber	Semi-Auto Pistol
4	Remington	870	12 Gauge	Pump Action Shotgun
4	Bushmaster	XM15	.223 Caliber	Rifle
Teaneck				
111	Glock	23	.40 Caliber	Semi-Auto Pistol
2	Glock	22	.40 Caliber	Semi-Auto Pistol
5	Glock	27	.40 Caliber	Semi-Auto Pistol
2	Smith & Wesson	Special	.38 Cal.	Revolver
3	Smith & Wesson	Snub	.38 Cal.	Revolver
8	Heckler & Koch	MP-5	.40 Cal.	Submachine Gun
5	Heckler & Koch	UMP	.40 Cal.	Submachine Gun
5	Heckler & Koch	UMP	.40 Cal.	Suppressor
8	Benelli	N/A	12 gauge	Shotgun
1	Remington	870	12 gauge	Shotgun
2	Ruger	Mark77	.223 Cal.	Rifle
2	Remington	700	.308	Rifle
1	Garand	M1	.308 Cal.	Honor Guard Rifle
1	Smith-Corona	M1	.308 Cal.	Honor Guard Rifle
1	Remington	N/A	40mm	Gas Gun
1	Thompson	A1-A0	.45 Cal.	N/A
1	Combined Systems	N/A	.37mm	N/A
1	Chap-Chur	N/A	N/A	Tranquilizer Dart

Bogota and Teaneck supplied Blue Shield Consulting with as extensive a list of all equipment as possible. Little Ferry was in the process of updating all of their equipment and could not supply the information requested.

Table 95: Equipment

Bogota	
1	AFIS Machine & Printer
1	Alcotest & Printer
1	Backup System for Horn
3	BMW Bicycles
18	Chairs
5	Computers
1	Copier/Fax/Scanner
4	Desk
2	Digital Cameras
1	Fax Machine
49	Filing Cabinets
1	Fire Horn System
26	Lockers
1	Mailbox Setup
1	Microwave
3	Monitors
3	Phones
3	Plastic Drawers
1	Printer
1	Radio Console
1	Refrigerator
1	Scanner
1	Server
1	Table
2	Televisions
1	3 Tier Plastic Shelf
1	Typewriter
Little Ferry	
	Not supplied ¹⁰³
Teaneck	

103 The Little Ferry Police Department did not forward the existing equipment inventory. Borough Administrator Michael Capabianco stated: "At the time of the writing of this report, the Borough was currently updating all of its office equipment and had not updated its Fixed Asset inventory as of yet. All new computers have been purchased along with printers. Additionally, at the February 22, 2012 meeting, the Borough introduced a Capital Ordinance to upgrade its existing radio and communication equipment. It is anticipated that equipment shall be installed late summer or early fall. This will equip the Little Ferry Police Department with state-of-the-art equipment to conduct their daily operations."

1	ASA Alert Box
1	Accessory Kit
1	Air Compressor
1	Alcotest
1	Audio Receiver/Recorder
2	Audio Surveillance AP8
1	Balance Scale
1	Ballistic Shield
4	Barcode Cables
6	Barcode Decoders
1	Barcode Printer
1	Barcode Receiver
1	Barcode Scanner
1	Barcode Slot Readers
5	Barcode Wands
1	Battery Analyzer
1	Battery Charger
1	Battery Tender
1	Battery Transmitter
3	Bergen County Respiratory Programs
2	Binocular
1	Body Wire
1	Body Wire Cassette
1	Body Wire Receiver
1	Book system
1	Breathalyzer Machine
1	Buffing Machine
20	Cables
2	Calculator
3	Cams
14	Cameras
2	Camera Bags
1	Car Jumper
1	Car Window Mount
1	Carpet Cleaner
1	Cash Register
1	Cassette Deck
1	Cassette Recorder
26	CBRN Canisters
11	Cases
9	Cell Phones
112	Computer

2	Coolers
1	Copy/Fax Machine
2	Copy Machine
4	Defensive Training Pads
2	Digital Night Vision
3	Defibrillators
157	Display
3	Disposable Cameras
2	Dollies
1	Drill & Charger
1	Dryer
23 Sets	Dumbbells
5	DVR Recorder
4	Extenda Life Spot Lights
1	External Battery
1	Fan
2	Fax Machine
1	Fingerprint Scanning System
1	Firewall
12	Flashlights
3	Generators
2	Goggles
1	Gun Cleaner
1	Gym Set
3	Handheld Radar Units
17	Heaters
1	Heat Sealer
1	Heavy Bag
1	ID View
1	Intelligent Charger
1	Intoxilyzer
142	Keyboard
2	KVM Switch
1	Label Maker
1	Ladder
2	Link Systems
5	Logic Units
18	Laptops
1	Leg Press Machine
1	Lifecycle
1	Life step
1	Logger Unit

1	Mapping Monitor
3	Marker Board
4	Memory Card Reader
3	Microphone System
1	Mobile Radio/Charger
1	Modem
1	Monitor w/Intelligent Charger
130	Mouse
1	Narcotics Closet
2	Notebooks
1	Pager
2	Paper Cutter
1	Photo Cutter
2	Play Record
37	Printers
1	Printer w/ Laminator
2	Print Server
4	Projectors
1	Projector Lamp
1	Projection Screen
2	Pry Tools
1	Rack Connector
2	Radiation Detectors
3	Radio
1	Ram
1	Receiver
3	Recording System
1	Recumbent lifecycle
1	Refrigerator
4	Repeater
4	Riot Shields
4	Routers
6	Safe
1	Sagem Morpho Computer
1	Scale
8	Scanner
1	Scope
1	Sealer Machine
1	Search Alert Metal Detector
8	Servers
2	Shade Canopies
3	Shredder

2	Snips
1	Snow blower
57	Speaker
2	Speaker System Stands
1	Spotlight
8	Switch
13	Tablet PC
1	Tac-Com Kit
1	Tac Com Repeater
12	Tactical Entry Tools
5	Telephone/Answering Machine
8	Television
1	Television/VCR Combination
1	Thermal Imager
1	Think Pad
1	Tie Cam
1	Time Punch Clock
2	Traffic Analyzer
420	Traffic Cones
4	Training Mats
1	Treadmill
1	Trunking Scanner
6	Typewriter
2	Typing Tables
3	UPS
32	USB Bluetooth
3	Vacuum
3	VCR
1	VCR/DVD Player
2	VCR Plus Recorder
1	VDSL Line Driver
1	VHS Recorder
8	Video
1	Video Cassette Recorder
1	Video Detective
1	Wall Projection Screen
1	Washer

Standard Operating Procedures – Rules & Regulations Comparison¹⁰⁴

¹⁰⁴ R.F.P. Compliance Matrix Item #4,5,10,14

The Index page of "Old SOP's" was given to Blue Shield Consulting. The list of policies covers a wide range of duties and responsibilities. These policies are mainly in memorandum format and initialed by those officers who reviewed same. Attorney General Directives, General Orders, Guidelines, Special Orders, Memorandums and Guidelines were also forwarded and reviewed.

The Standard Operating Procedures for Bogota as well as its Directives, General Orders and Memorandums are not in compliance to the acceptable standards of professional police conduct or standards. The inability for police agencies to promulgate effective operating procedures to guide proper police behavior may expose the agency to potential internal and external litigation. Chief Burke is aware of this and has advised that he is in the "process of organizing and updating our Written Directives and Rules and Regulations to conform to current standards".

The Standard Operating Procedures supplied by Little Ferry are extensive and cover a wide range of police duties and responsibilities. On face value, without an extensive review, it appears that the Borough of Little Ferry Police Department has incorporated professional standards of operation.

The Teaneck Police Department is the only agency within this study to take on the initiative of CALEA Accreditation. This is an arduous undertaking but is beneficial for the Department, the Township and for those they serve. Inspections are scheduled for 2012.

The Standard Operating Procedures and Rules and Regulations are extensive and cover a wide range of duties and responsibilities. It is the opinion of Blue Shield Consulting that the department has an established and well maintained set of standards for the officers to utilize on a daily basis.

The Rules and Regulations provided were last updated on July 19, 2011 and encompass all requirements set forth as needed. The Rules and regulations were codified by State and local ordinance, Sec. 2-73 establishing the Police Department.

The appropriate authority for the Borough of Bogota is the Mayor and Council.¹⁰⁵ But there is a Police Committee with a chairman acting

105 Appropriate Authority - N.J.S.A. 40A:14-118, Police force; creation and establishment; regulation; members; chief of Police; powers and duties.

in the capacity as "Police Commissioner". The Police Chief of Little Ferry reports to the "Public Safety Chairman". The Teaneck Police Chief is the only Chief that that does not report to a Councilman as his "Appropriate Authority". He reports to the Township Manager as set forth by section 1:4.1 of the Rules and Regulations.

As previously stated, Little Ferry and Teaneck have very detailed and explicit policies and procedures. They are organized, well written and well maintained. Bogota, on the other hand, does not have the staff and nor the time to prepare an effective written directive or policies and procedures system. Initiatives should be taken to modify and update its existing written procedures.

Communication Comparison¹⁰⁶

The Bogota Communications Center is a 24 hour, seven day a week operation consisting of four full-time and three part-time dispatchers

The Little Ferry Police Department hosts its own communication center. Although it is not a P.S.A.P., it is an efficient and functional communication center contracting with the Bergen County Communications Center for all 9-1-1 and pre-arrival medical calls for service. It is being reviewed for upgrading its existing facility for "State of the Art" equipment.¹⁰⁷

The Communications Center for the Township of Teaneck is a full service PSAP handling all dispatching calls for service including 9-1-1 operations 24 hours per day. Teaneck currently has nine dispatchers on staff. The Telecommunicators handle all of these calls through one centralized communications center without any reduction of individualized service.¹⁰⁸

Table 96: Radio Frequencies

	Police	Fire	EMS	County	SPEN	Other	Other
Bogota	482/485.625	151.265	155.205	477.1875	154.680	N/S	N/S

¹⁰⁶ R.F.P. Compliance Matrix Item #5,7,14

¹⁰⁷ R.F.P. Compliance Matrix Item #3,7

¹⁰⁸ R.F.P. Compliance Matrix Item #3,7

Little Ferry	155.490	155.490	155.490	N/S	154.680	N/S	N/S
Teaneck	155.700	158.820	155.160	Varied	154.680	156.135	156.00

Each Department supplied Blue Shield Consulting with a list of communication equipment. They are listed in the following table.

Table 97: Communication Equipment

Borough	Mobile Radio	Portable Radio	Desk Radio
Bogota	13	18	1
Little Ferry	N/S	N/S	N/S
Teaneck	Approx. 50	271	N/S

The Little Ferry Police Department did not forward the existing equipment inventory. Borough Administrator Michael Capabianco stated: "At the time of the writing of this report, the borough was currently updating all of its office equipment and had not updated its Fixed Asset inventory as of yet. All new computers have been purchased along with printers. Additionally, at the February 22, 2012 meeting, the borough introduced a Capital Ordinance to upgrade its existing radio and communication equipment. It is anticipated that equipment shall be installed late summer or early fall. This will equip the Little Ferry Police Department with state-of-the-art equipment to conduct their daily operations."

Existing Legal Contract Comparison¹⁰⁹

In order to accurately perform a comparison of all three agencies, legal contracts were taken from the body of this study and added to this section. This includes contracts between administration, superior officers, patrolmen and civilians.

Bogota

There is an existing Collective Bargaining Agreement between the Borough of Bogota and the Bogota Police Lodge 161, N.J.S. Fraternal

¹⁰⁹ R.F.P. Compliance Matrix Item #5

Order of Police (F.O.P.) Council for the years January 1, 2007 through December 31, 2010. This appears to be a typical labor contract between the municipality and the F.O.P., stating the rights and benefits of the agreed parties. Listed are the contractual financial agreements below.

The percentage increase for 2007 was 2% paid on January 1st and an additional 2% increase on July 1st, 2007. The percentage increase for 2008 was 2% plus rolled in compensation paid on January 1st and an additional 2% increase on July 1st, 2008. The percentage increase for 2009 was 2% paid on January 1st and an additional 2.25% increase on July 1st, 2009. The percentage increase for 2010 was 2% paid on January 1st and an additional 2.25% increase on July 1st, 2010. The table below shows the salary step as of July 1st of each calendar year.

Table 98: Contractual Salaries

Salary Array				
Patrolman Steps	2010	2009	2008	2007
Academy	\$41,592	\$39,879	\$38,236	\$36,311
0-12 Months	\$46,791	\$44,864	\$43,016	\$40,850
13-24 Months	\$51,990	\$49,849	\$47,796	\$45,389
25-36 Months	\$62,387	\$59,818	\$57,355	\$54,467
37-48 Months	\$72,785	\$69,788	\$66,914	\$63,545
49-60 Months	\$83,183	\$79,758	\$76,473	\$72,622
61-72 Months	\$93,581	\$89,727	\$86,032	\$81,700
73+ Months	\$103,979	\$99,697	\$95,591	\$90,778
Sergeant	2010	2009	2008	2007
Base	\$110,643	\$106,086	\$101,717	\$96,667
Lieutenant	2010	2009	2008	2007
Base	\$117,306	\$112,475	\$107,843	\$102,554
Detective	2010	2009	2008	2007
Stipend	\$1,250	\$1,250	\$1,250	\$1,250

Longevity shall be paid on a regular periodic paycheck basis and will commence after the completion of the 6th year of service. Once an officer is entitled to longevity they will receive 2% of their base and thereafter at the rate of 1% additional for each three years of completed service up to a maximum of 8%.

Once an officer is issued his/her initial uniform allotment, he/she will receive \$1,000 uniform allowance each calendar year which shall be paid as salary and included in the annual base salary.

Vacation days are granted and accumulated in typical accordance with similar contracts, but sick leave is different than most. The first three years an officer receives 15 working days the first year, 30 working days the second year and 45 working days the third year. All are non-cumulative. Upon the completion of five years, the sick leave is unlimited.

There is also a Memorandum of Agreement between the Borough of Bogota and the Bogota Lodge, 161 NJSFOP Labor Council which expired on December 31, 2010. This MOA basically serves the purpose of the (12) hour shift. In ARTICLE X - SALARIES, Subsection F, a \$3,300 annual stipend is awarded to any sworn law enforcement officer in their base as long as the (12) hour schedule is in place. Work day scheduling, vacation and holiday conversions to hours, overtime and management rights were agreed upon and are within normal ranges of typical contracts.¹¹⁰

The Chief of Police does not have an Employment Agreement between the Borough of Bogota and himself.

Little Ferry

There is an existing Collective Bargaining Agreement between the Borough of Little Ferry and the Police Benevolent Association, Local #102. The effective date is January 1, 2007 through December 31, 2011. This appears to be a typical labor contract between the municipality and the P.B.A., stating the rights and benefits of the agreed parties.

The agreement on this existing contract split the salaries before and after the hire date of January 1, 2004. The most significant change was the addition of step during academy training and probation. Listed are the contractual financial agreements below.

Table 99: Contractual Salaries

Salary Array (Hire before 01/01/04)

110 Memorandum of Agreement between the Borough of Bogota and the Bogota Police Lodge 161, N.J.S. Fraternal Order of Police (F.O.P.) Council for the years January 1, 2007 through December 31, 2010.

Patrolman Steps	2011	2010	2009	2008	2007
Starting	\$44,059	\$42,364	\$40,735	\$39,168	\$37,662
2 nd Year	\$58,264	\$56,023	\$53,869	\$51,797	\$48,771
3 rd Year	\$65,706	\$63,1479	\$60,749	\$58,412	\$55,132
4 th Year	\$88,169	\$84,778	\$81,518	\$78,382	\$74,334
5 th Year	\$95,212	\$91,550	\$88,029	\$84,643	\$80,354
6 th Year	\$100,930	\$97,048	\$93,316	\$89,727	\$85,242
Maximum	\$113,426	\$109,063	\$104,868	\$100,835	\$95,923
Sergeant		2010	2009	2008	2007
Base	\$119,770	\$115,163	\$110,734	\$106,475	\$101,346
Lieutenant		2010	2009	2008	2007
Base	\$127,760	\$122,846	\$118,121	\$113,578	\$108,176
Captain		2010	2009	2008	2007
Base	\$132,277	\$127,189	\$122,297	\$117,593	\$112,037

Table 100: Contractual Salaries

Salary Array (Hired after 01/01/04)					
Patrolman Steps	2011	2010	2009	2008	2007
Academy	\$31,298	\$30,095	\$28,937	\$27,824	\$26,754
Graduation – 1 Year	\$44,059	\$42,364	\$40,735	\$39,168	\$37,662
2 nd Year	\$58,264	\$56,023	\$53,869	\$51,797	\$48,771
3 rd Year	\$65,706	\$63,1479	\$60,749	\$58,412	\$55,132
4 th Year	\$88,169	\$84,778	\$81,518	\$78,382	\$74,334
5 th Year	\$95,212	\$91,550	\$88,029	\$84,643	\$80,354
6 th Year	\$100,930	\$97,048	\$93,316	\$89,727	\$85,242
7 th Year	\$113,426	\$109,063	\$104,868	\$100,835	\$95,923
Sergeant		2010		2008	2007
Base	\$119,770	\$115,163	\$110,734	\$106,475	\$101,346
Lieutenant		2010		2008	2007
Base	\$127,760	\$122,846	\$118,121	\$113,578	\$108,176
Captain		2010	2009	2008	2007
Stipend	\$132,277	\$127,189	\$122,297	\$117,593	\$112,037

Longevity shall be paid on a regular periodic paycheck basis. Employees hired before January 1, 1995 shall receive payments based on the following criteria.

- 3% after three (3) years of service
- 4% after eight (8) years of service
- 6% after fifteen (15) years of service

7% after eighteen (18) years of service
9% after twenty-five (25) years of service

Employees hired after January 1, 1995 shall receive payments based on the following criteria.

3% after five (5) years of service
4% after ten (10) years of service
6% after fifteen (15) years of service
7% after twenty (20) years of service
9% after twenty-five (25) years of service

All percentages shall be computed on the individual employee's base salary.

Once an officer is issued his/her initial uniform allotment, he/she is entitled to request replacement only if the uniform or equipment is damaged. *(Not caused by negligence)*

Vacation days are granted and accumulated in typical accordance with similar contracts, but for those officers hired after January 1, 1995, maximum vacation allotment does not occur until the 22nd year. Officers accumulate ninety-six (96) hours per year and may be carried over to a total of nine hundred and sixty (960) hours.

Each employee assigned to the patrol division is entitled to sixty (60) hours personal leave per year. Those assigned to the administrative division is entitled to forty (40) hours per year. Employees assigned by the Chief as detectives shall receive an additional compensation of \$2,000.

All benefits set forth in the contract shall be paid by the employer, even after an employee retires, provided the employee meets the requirements as set forth in N.J.S.A. 40A:10-23.

Teaneck

An active contract between the Township of Teaneck and Local 820 Council 52, A.F.S.C.M.E ¹¹¹AFL-CIO exists from January 1st, 2008 through December 31st, 2011. This bargaining unit encompasses the positions of Clerk Typist, Sr. Clerk Typist, Technical Assistant, Construction Official, Clerk Stenographer and Public Safety Telecommunicators. The

111 Collective Bargaining Agreement between the Township of Teaneck and the Local 820 Council 52, A.F.S.C.M.E AFL-CIO exists from January 1st, 2008 through December 31st, 2011

Municipal Manager may extend this clause to other titles in other departments at his/her sole discretion.

The pay scales vary depending on job description. All full time employees are entitled to an additional longevity stipend as listed below.

Table 101: Longevity

Longevity Incentive	
Years of Service	Amount
4 th	\$300
8 th	\$600
12 th	\$900
16 th	\$1,200
20 th	\$1,500

The vacation, holiday and sick leave are comparable and within normal F.L.S.A. compliance. Those who receive health benefits contribute \$20 per month for single coverage, \$30 per month for husband and wife and \$40 per month for family coverage.

There is an existing Collective Bargaining Agreement between the Township of Teaneck and the Superior Officers Association of the Teaneck Police Department dated January 1, 2008 through December 31, 2012.¹¹² This appears to be a typical labor contract between the Municipality and the Superior Officers, stating the rights and benefits of the agreed parties. Listed below are the contractual financial agreements.

Table 102: Longevity

Longevity Incentive	
4 th year	2% of Base
8 th year	4% of Base
12 th year	6% of Base
16 th year	8% of Base
20 th year	10% of Base
24 th year	12% of Base

Table 103: Contractual Salaries

¹¹² Collective Bargaining Agreement between the Township of Teaneck and the Superior Officers Association of the Teaneck Police Department dated for the January 1, 2008 through December 31, 2012

Salary Array					
	2008	2009	2010	2011	2012
Sergeant	\$102,067	\$104,618	\$106,972	\$109,058	\$111,185
Lieutenant	\$112,275	\$115,082	\$117,671	\$119,966	\$122,305
Captain	\$123,504	\$126,592	\$129,440	\$131,964	\$134,538

Each member of the contract receives a maximum of \$600 annually for clothing and maintenance of uniforms.

There is an existing Collective Bargaining Agreement between the Township of Teaneck and the Teaneck Police PBA Local No. 215 dated for the period from January 1, 2008 through December 31, 2012.¹¹³ This appears to be a typical labor contract between the Municipality and the Officers, stating the rights and benefits of the agreed parties. Listed below are the contractual financial agreements.

Table 104: Longevity

Longevity Incentive	
4 th year	2% of Base
8 th year	4% of Base
12 th year	6% of Base
16 th year	8% of Base
20 th year	10% of Base
24 th year	12% of Base

Table 105: Contractual Salaries

Salary Array					
	2008	2009	2010	2011	2012
0-6 months	\$32,141	\$32,463	\$32,787	\$33,115	\$33,446
6 months-1 year	\$39,617	\$40,013	\$40,414	\$40,818	\$41,226
2 nd year	\$48,589	\$49,075	\$49,566	\$50,061	\$50,562
3 rd year	\$59,052	\$59,642	\$60,239	\$60,841	\$61,449
4 th year	\$69,518	\$70,213	\$70,916	\$71,625	\$72,341
5 th year	\$79,985	\$80,785	\$81,593	\$82,409	\$83,233
6 th year (max)	\$92,791	\$95,111	\$97,251	\$99,148	\$101,081

Each member of the contract receives a maximum of \$600 annually for clothing and maintenance of uniforms.

¹¹³ Collective Bargaining Agreement between the Township of Teaneck and the PBA Local #215 dated for the January 1, 2008 through December 31, 2012

Table 106: Contractual Salaries-Hire Date 6/5/2011

	2011	2012
0-6 months	\$33,115	\$33,446
6 months-1 year	\$40,818	\$41,226
2 nd year	\$50,061	\$50,562
3 rd year	\$60,841	\$61,449
4 th year	\$71,625	\$72,341
5 th year	\$82,409	\$83,233
6 th year	\$90,788	\$92,157
7 th year (max)	\$99,148	\$101,081

The Chief of Police and the Deputy Chief have no contract or memorandum of agreement with the Township. Their salaries and benefits are covered by Township resolution.

Mutual Aid Comparison¹¹⁴

All three departments provided the Mutual Aid Agreement sponsored by the Bergen County Police Chiefs Association and adopted by all 72 municipalities. The only agency to provide a different contract was Little Ferry with Teterboro. During the course of this study, this contract ended and Little Ferry lost its contracted services and the revenue received. Teterboro now contracts with the Bergen County Police Department.

The Bergen County Police Chiefs Association developed a Mutual Aid Agreement in 2008 with all municipalities in Bergen County. This plan was adopted in accordance with the provisions of N.N.S.A. 40A:14-156, N.J.S.A. 40A14-156.1, N.J.S.A. 40A14-156.4 and N.J.S.A. App. A: 9-40.6. The Purpose: "To provide a uniform procedure for the coordination of the requesting, dispatching and utilization of law enforcement personnel and equipment whenever a local law enforcement agency requires mutual aid assistance from any other jurisdiction, both contiguous and non-contiguous, in the event of an emergency, riot or disorder, in order to protect life and property". This plan utilizes the Incident Command System with a Unified Command Structure by bringing together resources collectively or for use in major spontaneous event planning or scheduled anticipated or planned events where mutual aid resources are required.

The local Chief of Police or his designee in any jurisdiction has complete authorization to activate this plan and call for additional

¹¹⁴ R.F.P. Compliance Matrix Item #5

personnel for assistance. This is a valued asset to the residents of the county.

Existing External & Internal Litigation Comparison

The only internal litigation reported to Blue Shield Consulting by the Borough of Bogota involves an officer currently on suspension for failing a "Fitness for Duty" examination.

There was no external or internal litigation reported to Blue Shield Consulting by the Borough of Little Ferry.

There is a present lawsuit filed against the Township of Teaneck involving a promotion. However, the case is still being heard and no further information is available.

Uniform Crime Report Comparison¹¹⁵

Unemployment

Blue Shield Consulting feels that it is important to briefly mention unemployment rates. Scholarly and published research differs on whether unemployment rates affect crime rates. With varying sociological and research factors involved, social scientists have struggled to identify any causation in regards to unemployment rates and crime rates. Quite simply, research that correlates unemployment rates to crime rates has its detractors as much as research that demonstrates no correlation.

For general demographic information, Blue Shield Consulting will provide the 2010 and 2009 unemployment statistics as found on the NJ Department of Labor Website:

Table 107: Change in Unemployment Rates

2010		2009	
US	Bergen County	US	Bergen County
9.1	7.2	9.2	7.9

The unemployment rates have decreased from 2010 to 2009.

Regional Crime Analysis – 3 Municipal Study Areas

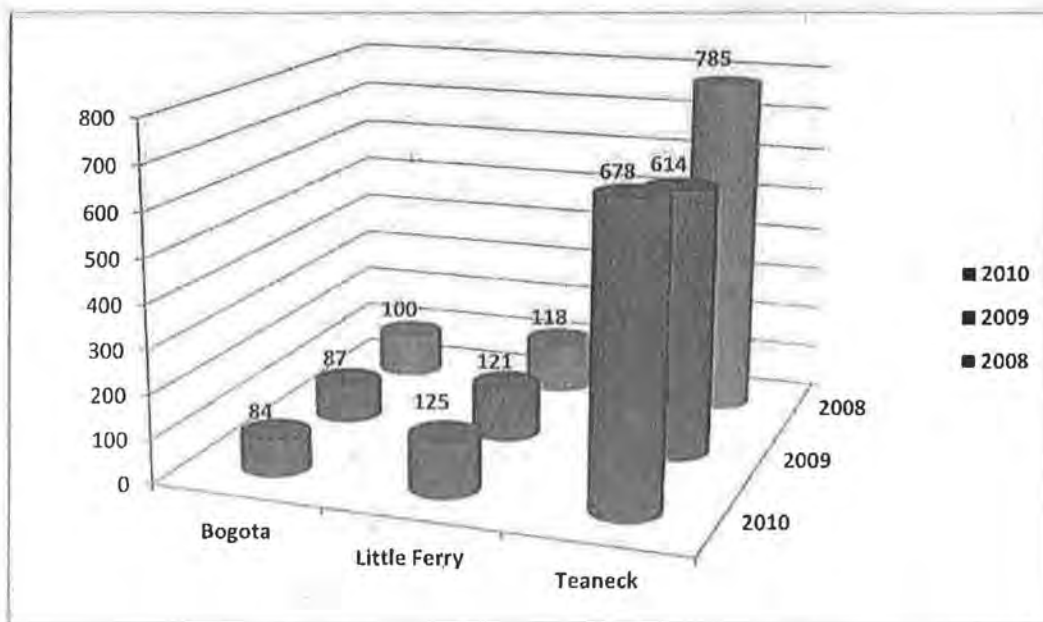
¹¹⁵ R.F.P. Compliance Matrix Item 114

The Boroughs of Bogota and Little Ferry by comparison are very similar according to their respective UCR Crime Rates for the years 2008-2010. Notwithstanding Little Ferry having a slightly higher number of non-violent and violent crime totals, they are comparable with crime and population. The Township of Teaneck, has as stated below, has a higher Crime Index Total regarding non-violent and violent crimes. In fact Bogota is the only municipality that has not had a murder in the past three years, Teaneck had three in 2010 and Little Ferry had one in 2009.

There is a correlation of population and Crime Index Total. The following charts demonstrate the 2008-2010 Crime Index Totals. The lowest totals, Bogota and Little Ferry are also the smallest in population, while Teaneck has the highest Index Total and population.

As the following chart demonstrates, Crime Index Totals appeared to fluctuate across the three municipalities over the three year period.

Chart 17: 3-year Crime Index Total Trends

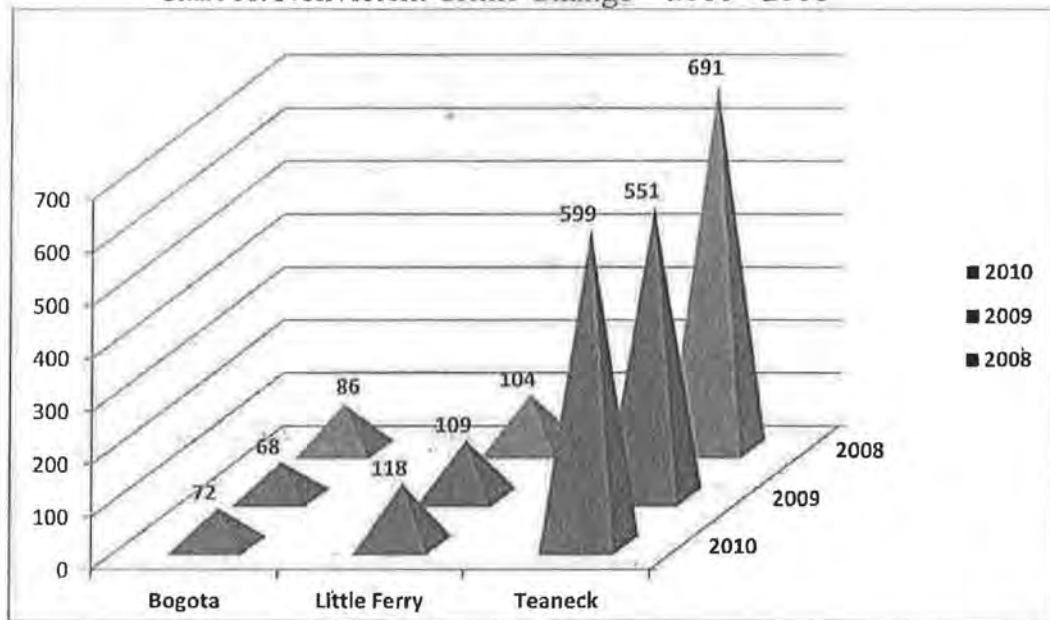


Non-violent crimes are often considered "Quality of Life Crimes". Violent crime is when an offender uses force against a victim while non-violent crimes can be defined as crimes against property. Examples

of nonviolent crime include: burglary, larceny, motor vehicle theft, drunk & disorderly, etc.

Over the last three year period, Bogota averaged 75.3 non-violent crimes per year; Little Ferry averaged 110.3 and Teaneck, being by far the highest, averaged 613.7. Teaneck has 456.4% more non-violent crimes than Little Ferry and 715% more non-violent crimes than Bogota.

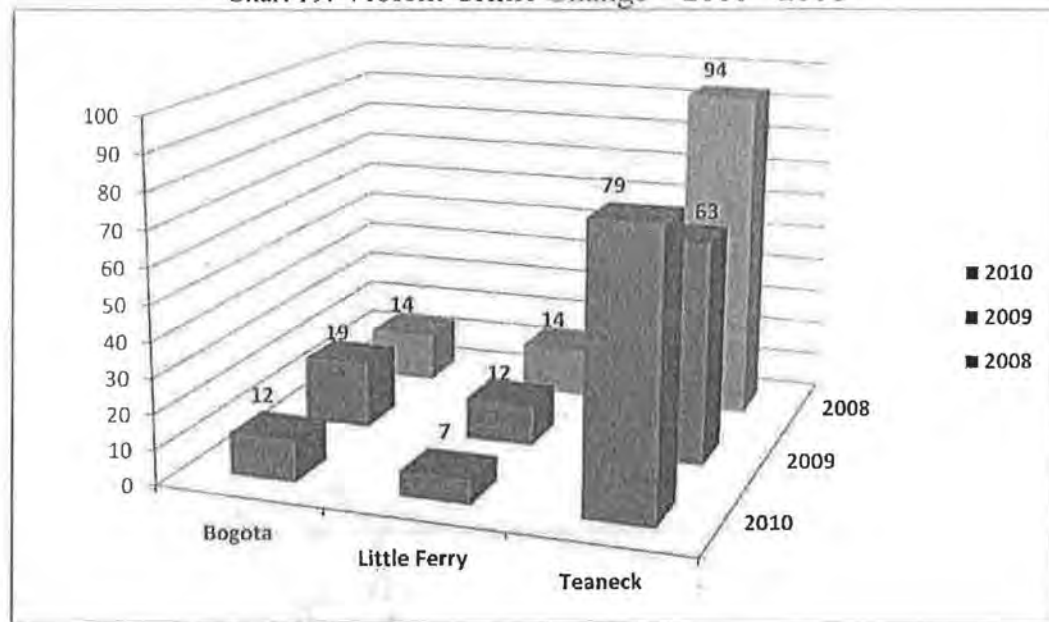
Chart 18: Nonviolent Crime Change – 2010 - 2008



Violent crimes use physical force with the intent to injure a person with either bodily harm or serious bodily harm and consist of the following index offenses: Murder, rape, robbery and aggravated assault.

Over the last three year period, Bogota averaged 15 violent crimes per year; Little Ferry averaged 11 and Teaneck again being by far the highest averaged 78.7. Teaneck has 615.5% more violent crimes than Little Ferry and 424.7% more violent crimes than Bogota.

Chart 19: Violent Crime Change – 2010 - 2008



Traffic and Crash Statistics Comparison¹¹⁶

The comparison for motor vehicle summonses issued for the years 2010-2008 for each municipality is listed in the following table. The Bogota and Little Ferry Police Departments provided the requested three year motor vehicle summons totals. The Teaneck Police Department only provided the 2010 totals. Therefore a comparison was calculated using the only calendar year information provided.

A total of 28,098 motor vehicle summonses were issued in 2010 by all three departments. Teaneck issued 61.5% of the cumulative total of summonses issued, Little Ferry followed with 19.4% and Bogota fell slightly behind with 19.1%.

Bogota with sixteen (16) officers averaged 335 summonses issued per officer, Little Ferry averaged 248 summonses with their twenty-two (22) officers and Teaneck averaged 188 summonses with their ninety-two (92) officers. Even though Teaneck had by far the highest totals for 2010, more than 300% of the other two agencies, the Borough of Bogota was the most productive when averaged by officer.

¹¹⁶ R.F.P. Compliance Matrix Item #5,14

Table 108: 2010-2008 Motor Vehicle Summonses

	2010	2009	2008
Bogota	5,360	5,863	5,896
Little Ferry	5,450	5,668	5,579
Teaneck	17,288	n/s	n/s

n/s – not supplied

The Borough of Bogota was the only Department to provide motor vehicle warnings.

Table 109: 2010-2008 Motor Vehicle Warnings

	2010	2009	2008
Bogota	2,323	1,421	1,470
Little Ferry	n/s	n/s	n/s
Teaneck	n/s	n/s	n/s

n/s – not supplied

The comparison for motor vehicle crashes for the years 2008-2010 for each municipality is listed in the following table. The Bogota and Little Ferry Police Departments provided the requested three year motor vehicle summons totals. The Teaneck Police Department only provided the 2010 totals. Therefore, a comparison was calculated using the only calendar year information provided.

A total of 2,253 crashes were reported in 2010 by all three departments. Teaneck responded to 65.8% of the cumulative total of crashes, Little Ferry followed with 22.7% and Bogota responded with by far the least number of motor vehicle crashes at 11.5%.

Bogota with sixteen (16) officers averaged 16.2 crashes per officer; Little Ferry averaged 23.3 crashes with their twenty-two (22) officers and Teaneck averaged 16.1 crashes with their ninety-two (92) officers. These averages were very similar for Teaneck and Bogota. Little Ferry had the highest motor vehicle crash per officer average amongst all three municipalities.

Table 110: 2010-2008 Motor Vehicle Crashes

	2010	2009	2008
Bogota	259	246	243
Little Ferry	512	418	489
Teaneck	1,482	n/s	n/s

n/s – not supplied

Quality of Life Comparison¹¹⁷

The Chief of Police for Bogota advised Blue Shield that the majority of time spent in an officer's day was proactive traffic enforcement and calls for service. This is no different than most police agencies. They concentrate on traffic enforcement and have very few repetitive calls for service, (criminal in nature) that would constitute a quality of life issue. Patrol officers target areas involving graffiti, gangs, parking complaints, domestic violence, drugs & alcohol and the homeless.

The Chief of Police for Little Ferry advised Blue Shield Consulting that the majority of time spent in an officer's day was on routine patrol and calls for service. This is no different than most police agencies. They concentrate on traffic enforcement and have very few repetitive calls for service, (criminal in nature) that would constitute a quality of life issue.

Other issues which the officers face on a regular basis are the cultural diversity encompassing (48) forty eight different languages and dialects and that 98% of the Borough of Little Ferry is in a flood plain. These issues offer a challenging, costly and an extremely service-oriented type of "Quality of Life" for the officers and residents to contend with.

Teaneck Captain Distler advised Blue Shield Consulting that an officer's day, on routine patrol consisted of conducting Directed Patrol Checks. They concentrate on traffic enforcement, property checks as well as House of Worship checks.

From the information received from each individual agency, they all share one common factor: they are all service-oriented police departments. All of these departments advised Blue Shield Consulting about typical "Quality of Life" issues, routine patrol, crime prevention, directives involving "proactive" policing, traffic enforcement and property checks.

Salary & Wages Cost Comparison¹¹⁸

While reviewing each department's salary budgets, Blue Shield Consulting determined there were similar line items associated with their respective budgets. In order to fairly compare the departments, certain categories were combined. The officer salary was listed for each of the three departments; overtime was one total and civilian salary was combined for one total.

Table III: 2010 Total Salaries

Bogota	
Officer Salary	\$1,709,622
Overtime	\$105,513
Crossing Guards	\$70,000
Dispatchers	\$156,000
Civilian - Other	\$38,000
Totals	\$2,079,135
Little Ferry	
Officer Salary	\$2,736,230
Overtime	\$41,305
Crossing Guards	\$108,939
Dispatchers	\$129,766
Special Police	\$799
Totals	\$3,017,039
Teaneck	
Officer Salary	\$9,950,272
Officer Overtime	\$479,571
Civilian Salary	\$149,616
Totals	\$10,579,459

The department with the highest officer salary is the Township of Teaneck, with a 2010 total of \$10,579,459, as Bogota had the lowest salary for the year 2010 at \$2,079,135. The difference between these two departments is over \$8,000,000.00 in employee salary. Keep in mind, Teaneck employs ninety-two (92) officers and Bogota employs sixteen (16) officers.

The Borough of Little Ferry with twenty-two (22) officers has the second highest salary, although \$7,000,000 less than Teaneck.

While reviewing officer overtime, an equitable comparison in overtime involved adding the officer salary and overtime for each

¹¹⁸ R.F.P. Compliance Matrix Item #4,6,15

department. Blue Shield then calculated the percentage of the total, which was overtime generated. The Borough of Bogota totaled \$1,815,135 with 5.8% of the budgeted funds going to overtime. The Township of Teaneck had the second highest percentage at a 2010 total of \$10,429,843 with 4.6% consisting of overtime. Little Ferry had by far the lowest percentage of overtime at 1.5% of the total \$2,777,535.

Each department supplied Blue Shield Consulting with a breakdown of benefit costs paid by their respective governing bodies.

Table 112: 2010 Total Benefit Cost

Bogota	Borough Contributions
Borough Pension (PFRS)	\$336,838
Borough F.I.C.A.	\$20,196
Borough Health Benefit	\$306,432
Total	\$663,466
Little Ferry	Borough Contributions
Borough Pension (PFRS)	\$677,775
Borough F.I.C.A.	\$35,373
Borough Health Benefit	\$336,907
Dental Cost	\$20,335
Total	\$1,070,390
Teaneck	Borough Contributions
Borough Pension (PFRS)	\$4,623,133
Borough F.I.C.A.	\$136,699
Borough Health Benefit	\$3,917,622
Total	\$8,677,454

The last comparison completed was to total salary and benefits for each municipality. This encompasses all compensation paid to the personnel employed by the police department, as well as the respective contributions paid by the borough for existing benefits.

Table 113: 2010 Total Cost Salary & Benefits

Contributions	Salary	Benefits	Total
Bogota	\$2,079,135	\$663,466	\$2,742,601
Little Ferry	\$3,017,039	\$1,070,390	\$4,087,429
Teaneck	\$10,579,459	\$8,677,454	\$19,256,913
Total	\$15,675,633	\$10,411,310	\$26,086,943

If you calculate the annual cost for each municipality for the year 2010, you would take that annual cost and determine the percentage of salary of the cumulative total. For example, if all three departments were merged into one department, the annual average cost without any loss of personnel would be \$26,086,943. If you take their respective annual costs and divide it by the total contributions that will determine a percentage share of each municipalities' contribution. The table below shows these figures.

Table 114: 2010 Annual Average Percentages of Salary & Benefits

	Total Contributions	Percentage of Contribution
Bogota	\$2,742,601	10.5%
Little Ferry	\$4,087,429	15.7%
Teaneck	\$19,256,913	73.8%
Total	\$26,086,943	100%

Operating Expenses Budget Comparison

The total operating expenses for Bogota in 2010 was the lowest of the three municipalities, although very similar to Little Ferry's. Again, Teaneck due to its size has the highest expense at \$643,122.

To perform an impartial comparison, expenses must have a direct correlation to the number of officers within the department. Little Ferry at twenty-two officers had a 2010 estimated cost of \$2,615 per officer. Bogota at sixteen (16) officers had a 2010 cost of \$4,281 per officer and Teaneck at ninety-two (92) officers had a 2010 cost of \$6,990 per officer.

Table 115: 2010 Total Operating Expenses

	Total Expenses
Bogota	\$68,500
Little Ferry	\$57,530
Teaneck	\$643,122
Totals	\$769,152

Budget History Comparison¹¹⁹

The three Bergen County municipalities participating in this study face the same economic challenges in, "trying to do more with less". Each town has to formulate an operating budget with increasing expenses and a shrinking ratable base. Economic growth is stagnant and a fewer number of residents are paying a greater portion of cost. This condition is compounded because our socioeconomic base is also changing within the state. No longer are our wealthier residents staying in the state of New Jersey and retiring here paying their taxes, which in turn fund New Jersey public schools. These shifts of former residents who move to other states that have a friendlier tax base are affecting the tax base.

Municipal leaders in New Jersey are also confronted with the added burden of the New Jersey Cap Levy, which has been designed to reduce municipal spending. This requirement has reduced spending which only allows municipalities to raise their operating budget by no more than 2%, which in turn controls operating budgets.

This new focus has forced New Jersey communities to look at areas that can be streamlined, without losing valued public services in the community. Identifying operational areas that continue to increase in cost is the direction that towns are focusing on more and more. The simple fact is communities can no longer offer expanded services such as community policing. These services were commonplace five years ago. They are decreasing in municipal services because of cost and the shrinking staff of municipalities to provide specialized services.

By adding the total 2010 salary cost, the total 2010 benefit cost and the total 2010 operating budget expense for all three agencies, Blue Shield can obtain the final sum of the 2010 operating cost for a combined police department. This totaled \$26,856,095 for the year 2010. When you divide the population of 57,205 into this total, each resident of a newly formed police department (servicing all three communities) would pay, on average, \$469.47 per year or \$39.12 per month or \$1.29 per day to fund the total cost of the police department.

The Total Cost Salary, Total Cost Benefits and Total Operation Expenses for Bogota for 2010 were added together in order to obtain the total cost to operate the police department. This amounted to \$2,811,101 for the year 2010. When you divide the population of 7,917 into this total, each resident pays \$355 per year or \$29.58 per month or \$0.97 per day to fund the total cost of the police department. It

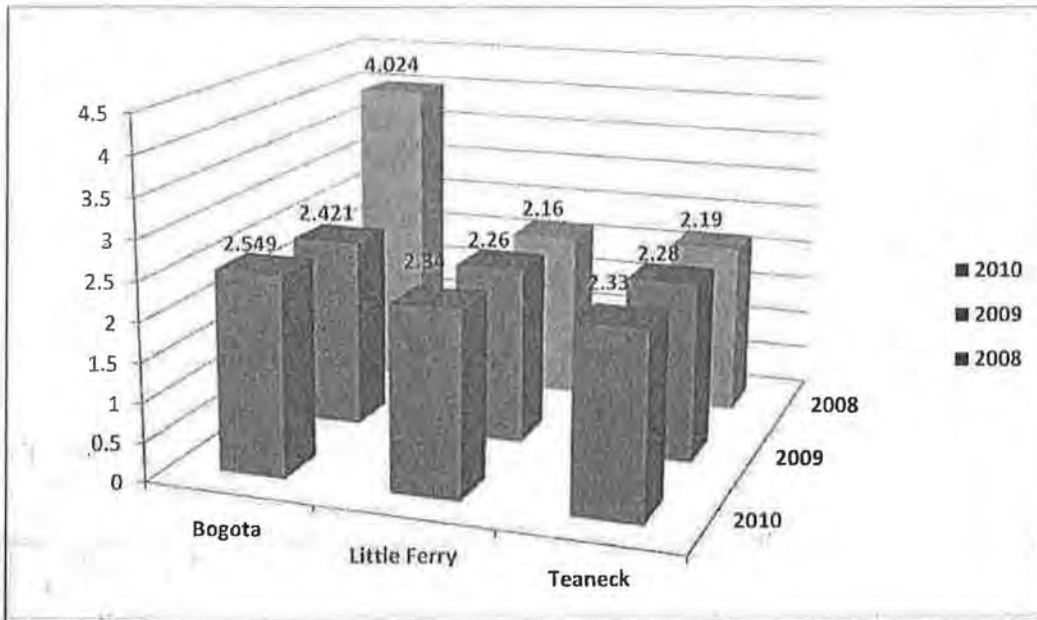
¹¹⁹ R.F.P. Compliance Matrix Item #6,15

would cost the residents of Bogota an additional \$114.47 per year, or \$9.54 per month or \$.32 per day for a combined agency without a reduction in the staffing.

The Total Cost Salary, Total Cost Benefits and Total Operation Expenses for the Borough of Little Ferry for 2010 were added together in order to obtain the total cost to operate the police department. This amounted to 10,626 into this total, each resident pays \$390 per year or \$32.51 per month or \$1.07 per day to fund the total cost of the police department. It would cost the residents of Little Ferry an additional \$79.47 per year, or \$6.61 per month or \$.22 per day for a combined agency without a reduction in the staffing.

The Total Cost Salary, Total Cost Benefits and Total Operation Expenses for Teaneck for 2010 were added together in order to obtain the total cost to operate the police department. This amounted to \$19,900,035 for the year 2010. When you divide the population of 38,662 into this total, each resident pays \$514.71 per year or \$42.89 per month or \$1.41 per day to fund the total cost of the police department. It would save the residents of Teaneck an additional \$45.24 per year, or \$3.77 per month or \$.12 per day for a combined agency without a reduction in the staffing.

With the exception of Bogota, with a tax rate of 4.024 in 2008, all of the other data is comparable.



The documentation supplied to Blue Shield Consulting show Teaneck with the lowest municipal share of taxes, with a three year average of 8.5% and the highest County tax with a three year average of 35.1%.

Table 116: Percentage Share of Taxes Comparison

Municipality	Year	Municipal %	County %	Board of Education %
Bogota	2010	28	8	64
Little Ferry	2010	34	9	57
Teaneck	2010	8.43	35.85	55.71
2009				
Bogota	2009	28	9	63
Little Ferry	2009	34	9	57
Teaneck	2009	8.79	34.95	56.25
2008				
Bogota	2008	27	9	64
Little Ferry	2008	33	9	58
Teaneck	2008	8.53	34.52	56.95

The asset inventory for the capital resources for all three municipalities is as follows:

Table 117: Capital Asset Inventory¹²⁰

Bogota	
Description	Value
Bicycles	
(3) BMW	\$3,450
Subtotal	\$3,450
Communication Equipment	
Value	
(3) Base stations	\$9,600
(3) Base radios	\$17,769
Router	\$2,850
Switch	\$2,495
Eventide recorder	\$30,000
Motorola communication tower & equipment	\$58,852
Subtotal	\$121,566
Radios	
Value	
(4) Motorola CDM1150LS	\$15,000
(3) Motorola CDM1250	\$4,485
(2) Portables HT1250	\$2,990
Motorola GM300	\$1,045
Subtotal	\$23,520
Dispatch	
Value	
(2) Zetron explanation unit radios	\$6,225
File server	\$2,000
Copier	\$1,239
Fire alarm system air horn	\$3,995
Fire alarm	\$5,200
Countertop work area	\$1,070
Printer	\$1,489
Subtotal	\$21,218
Computers	
Value	
(4) Panasonic tough books	\$11,196
IBM Laptop	\$1,699
Subtotal	\$12,895
Traffic Equipment	
Value	
(2) Stalkér radar	\$5,390
(2) Mobilevision recorders	\$2,600
Subtotal	\$7,990
Boiler Room	
Value	
Telephone system	\$12,000
Subtotal	\$12,000
Furniture	
Value	
Kitchenette unit	\$2,550
Subtotal	\$2,550

Defibrillators		Value
(4) Lifepak		\$12,000
	Subtotal	\$12,000
Vehicle Equipment		Value
(2) Whelen light bars		\$2,200
	Subtotal	\$2,200
Vehicles		Value
(11) Vehicles		\$275,000
(2) BMW Motorcycle		\$17,000
(3) MPH Trailer		\$10,000
	Subtotal	\$302,000
	Total	\$521,389

Little Ferry	
Description	Purchase Value
2001 Ford Crown Victoria	\$24,000
2006 Ford Crown Victoria	\$20,826
2007 Ford Crown Victoria	\$20,826
2008 Ford Explorer	\$22,999
2008 Ford Van E-250	\$18,350
2009 Chevrolet Impala	\$20,966
2009 Chevrolet Impala	\$20,966
2009 Chevrolet Impala	\$19,481
Police Miscellaneous Equipment	\$60,000
201 Ford Speed Trailer	\$10,800
Main Antenna/Repeater	\$14,126
Message Board Trailer	\$14,980
Drager Alcotest	\$13,910
2006 Dodge Durango	\$27,575
2010 Jeep Grand Cherokee	\$29,228
2010 Jeep Grand Cherokee	\$29,228
2005 Ford Explorer	\$20,134
2005 Ford Explorer	\$20,134
2009 Ford Escape	\$34,611
2011 Chevrolet Tahoe	\$25,803
	Total
	\$468,943
Teaneck	

Computers	Value
(70) Computers	\$100,000
(20) Printers	\$20,000
(4) Servers	\$35,000
(19) Laptops	\$57,000
(15) Tablets	\$15,000
Sub-total	\$227,000
Department Firearms	Value
(115) Glocks	\$57,500
(8) MP-5 Semi-automatic Rifles	\$8,000
(5) HK UMP .40 caliber	\$5,000
(5) HK UMP .40 caliber SW	\$5,000
(1) Remington 870 Shotgun	\$500
(4) Benelli Shotguns	\$2,000
(10) Rifles	\$3,000
Sub-total	\$81,000
Police Vehicles Includes Emergency Lighting	Value
(14) Dodge Chargers	
(27) Ford Crown Victoria	
(1) Chevy Tahoe	
(3) Ford Explorers	
(1) Chevy Truck	
(1) Dodge Durango	
(1) Ford F250	
(4) Surveillance Vehicles	
(2) Harley Davidson Motorcycles	
(1) DWI trailer	
(1) Message Trailer	
(1) Radar Trailer	
(1) Dodge Van	
Sub-total	\$1,700,000
(1) Police Trek Bicycles	\$1,500
Sub-total	\$1,701,500
Radios	Value
(115) Portables	\$57,500
(55) Mobiles	\$38,500
Sub-total	\$96,000
Defibrillators	Value
(7) AEDs	\$7,000
Sub-total	\$7,000
Communications Equipment	Value
Ayaya Phone System	\$80,000

(2) 9-1-1 Positions	\$50,000
(1) Voice Recorder	\$14,000
(4) Orbacom Dispatch Consoles	\$20,000
Sub-total	\$164,000
Processing Equipment	Value
Alcotest	\$5,000
Sagem Morpho Fingerprint System	\$10,000
Sub-total	\$15,000
Headquarters Facility & Furnishing	Value
Gym	\$30,000
Washer and Dryer	\$2,000
(3) Generators	\$1,500
Facility	\$3,000,000
Sub-total	\$3,033,500
Surveillance Equipment	Value
Electronic Equipment	\$40,000
Cameras	\$20,000
Sub-total	\$60,000
Total	\$5,385,000

The Borough of Bogota listed a total Capital Asset Inventory of \$521,389, Little Ferry listed a total of \$468,943 and the Township of Teaneck listed a total Capital Asset Inventory as \$5,385,000.

Grant Funds Comparison¹²¹

While reviewing each municipality's grant history, none of the municipalities in this study received much funding through the procurement of grants over a three year period. The information provided could not be fairly evaluated as Bogota provided 2010-2008 grant data, Little Ferry provided 2009-2008 information and Teaneck only provided 2010 grants awarded.

The Bogota Police Department supplied the following grant information for the years 2010-2008. They were awarded in excess of \$41,000 in a three year history. A breakdown of the Awards is listed below.

- 2010 Drunk Driving Enforcement Fund grant awarded by the New Jersey Division of Highway Traffic Safety in the amount of \$3,316
- 2010 Body Armor Grant reimbursement in the amount of \$3,780
- 2010 "Over the Limit, Under Arrest" in the amount of \$4,400

¹²¹ R.F.P. Compliance Matrix Item #6,15

- 2009 Drunk Driving Enforcement Fund grant awarded by the New Jersey Division of Highway Traffic Safety in the amount of \$1,532
- 2009 Body Armor Grant reimbursement in the amount of \$1,834
- 2009 "Over the Limit, Under Arrest" in the amount of \$6,000
- 2009 "Click-it-or-Ticket" annual seat belt campaign awarded by the Jersey Division of Highway Traffic Safety in the amount of \$6,000
- 2008 Drunk Driving Enforcement Fund grant awarded by the New Jersey Division of Highway Traffic Safety in the amount of \$3,339
- 2008 Body Armor Grant reimbursement in the amount of \$1,882
- 2008 "Over the Limit, Under Arrest" in the amount of \$5,000
- 2008 Highway Traffic Safety in the amount of \$2,000
- 2008 Bergen County 200 Club Grant in the amount \$3,100

The Little Ferry Police Department furnished the grant information for 2009 and 2008, totaling \$31,975 for two years. A breakdown of the Awards is listed below.

- 2009 Drunk Driving Enforcement Fund grant awarded by the New Jersey Division of Highway Traffic Safety in the amount of \$7,516
- 2009 Body Armor Grant reimbursement in the amount of \$2,721.
- 2008 Drunk Driving Enforcement Fund grant awarded by the New Jersey Division of Highway Traffic Safety in the amount of \$21,281.
- 2008 Body Armor Grant reimbursement in the amount of \$457.

The Township of Teaneck grant history received \$66,100 in the year 2010. A breakdown of the Awards is listed below.

- 2010 "Click-it-or-Ticket" annual seat belt campaign awarded by the Jersey Division of Highway Traffic Safety in the amount of \$4,000.
- 2010 Body Armor Grant reimbursement in the amount of \$10,888.
- 2010 Bulletproof Vest Program in the amount of \$12,496.
- 2010 COPS in SHOPS in the amount of \$2,800.
- 2010 State of New Jersey DEP-Division of Parks and Forestry in the amount of \$7,000.
- 2010 Edward Byrne JAG in the amount of \$9,997.
- 2010 Pedestrian Safety Grant in the amount of \$14,000
- 2010 D.D.E.F. (DWI) in the amount of \$4,919

On appearance, Teaneck received the most funding in 2010 at \$66,100. Bogota received \$41,000+ in a three year period and Little Ferry received \$ 31,975 in a two year period.

Municipal Court Comparison¹²²

The Borough of Little Ferry in 2011 has established Shared Court services with the Borough of Bogota. The financials provided are indeed audited numbers supplied by each Court.

The Borough of Little Ferry Municipal Court staff consists of two full-time employees. The Court Security is provided by the officers of the police department for all public sessions.

The hours of operation for the Court are Monday through Friday from 9:00am to 4:00pm. There are two scheduled Court sessions per month.

Court is held every Thursday at 3:00pm alternating between Little Ferry and Bogota. The Court handles approximately 100 cases per week combined between both municipalities and last approximately five (5) hours per session.

The Township of Teaneck Municipal Court staff consists of seven full-time employees. It provides their own Court Security.

The hours of operation for the Court are Monday, Wednesday and Thursday from 8:00am to 5:15pm and Tuesday 8:00am to 7:00pm. The Court is closed on Fridays. Court sessions are scheduled on Mondays at 4:00pm for traffic, Tuesdays at 10:00am for special DWIs, Wednesdays at 9:30am for criminal, at 4:00pm for traffic and lastly on Thursdays at 9:30am for traffic. The Municipal court staff disposed of 17,288 traffic offenses and 811 criminal offenses in 2010.

In order to simplify the court salaries and expenses, all court personnel salaries were calculated into one total. All Court expenses were also totaled into one category.

Table 118: 2010-2008 Court Expenses

Bogota					
	Salaries & Wages	Other Expenses	Prosecutor	Public Defender	Total
2010	\$46,606	\$2,744	\$7,135	\$2,865	\$59,350
2009	\$64,022	\$3,475	\$6,925	\$2,782	\$77,204
2008	\$62,294	\$3,500	\$6,925	\$2,782	\$75,501
Total	\$172,922	\$9,719	\$20,985	\$8,429	\$212,055
Little Ferry					
2010	\$78,355	\$10,200	\$5,500	\$2,000	\$96,055
2009	\$75,790	\$8,503	\$5,500	\$2,000	\$91,793

2008	\$83,057	\$8,841	\$5,725	\$2,000	\$99,623
Total	\$237,202	\$27,544	\$16,725	\$6,000	\$287,471
Teaneck					
2010	\$394,164 ¹²³	\$45,207	\$59,488	N/S - (Hourly Rate)	\$498,859
2009	N/S	N/S	N/S	N/S - (Hourly Rate)	N/S
2008	N/S	N/S	N/S	N/S - (Hourly Rate)	N/S
Total	N/S	N/S	N/S	N/S	N/S

N/S - Not Supplied

Bogota and Little Ferry provided data for the years 2010-2008. Teaneck provided only 2010 data. The total salary and expenses for 2010 for all three Courts were \$654,264. The percentage contributed by each municipality to the total salary and wages is as follows: Bogota 9.1%, Little Ferry 14.7%, and Teaneck 76.2%. Even with the contracted services between Bogota and Little Ferry, Teaneck's court expenses are greater than theirs combined.

Table 119: 2010-2008 Total Court Revenue

	2010	2009	2008	Total
Bogota	\$169,715	\$144,311	\$130,534	\$444,560
Little Ferry	\$195,500	\$195,572	\$161,027	\$552,099
Teaneck	\$1,445,279	\$1,440,696	\$1,732,628	\$4,618,603
Total	\$1,810,494	\$1,780,579	\$2,024,189	\$5,615,262

The total court revenue for all three municipalities was \$5,615,262 for the years 2010-2008. The percentage contributed by each municipality to the total is as follows: Bogota 7.9%, Little Ferry 9.8%, and Teaneck 82.3%. Again, even with the combined courts, Teaneck brings in more than 500% additional revenue.

Synopsis of Existing Municipal Ordinances Comparison

The Bogota Police Department was adopted through Resolution and adopted into the Borough Ordinance.¹²⁴ The Department Rules and Regulations are also established as per Ordinance 23-4.1.

An extensive review was conducted of the existing municipal ordinances supplied by Bogota regarding the Police Department. The

¹²³ Judges salary included in total

¹²⁴ Borough Ordinance Chapter XXIII section 23-1.1

Ordinances addressing the police department, duties, responsibilities and procedures are extremely specific and detailed.

The establishment and organization of the Little Ferry Police Department was ratified and approved as per Borough Ordinance section 2-24. This lists the number of officers authorized at (29) twenty nine. Currently the department is staffed at (22) twenty two. The ordinance also establishes appointments and testing, Special Law Enforcement Officers, the establishment of Chairman of the Police Committee known as "Police Commissioner" or "Chairman of the Police Committee". Blue Shield Consulting was advised that this Public Safety Chairman is the "Appropriate Authority". Section 2-24.1a provides the establishment of a Police Director who would act as the "Appropriate Authority" and in 2-24.1b provides if a vacancy for Chief or Deputy Chief of Police arose then the Police Director would exercise the authority of the Chief of Police. Borough ordinance 2-19 creates the position of "Civilian Dispatcher" and their salary.

The establishment and organization of the Teaneck Police Department was ratified and approved as per Township Ordinance section 2-73. This lists the number of officers authorized as well as the duties of the officers.

After conducting a comparison of all three municipalities' ordinances, no issues were found to be in disarray.

Staffing Comparison¹²⁵

As mentioned in the first section of this study, the International Association of Chiefs of Police (I.A.C.P.)¹²⁶ also formulates staffing requirements by population. The FBI Model (*Federal Bureau of Investigation*) makes staffing recommendations based solely on population statistics. It recommends a ratio of 2.4¹²⁷ officers per 1,000 residents. The U.S. Department of Justice Model (USDOJ) also makes staffing recommendations based on population statistics. It recommends a ratio of 2.5¹²⁸ officers per 1,000 residents. Finally, The Bureau of Justice Statistics Model uses the 2010 census of state and local law enforcement agencies to arrive at its statistics. According to the Bureau of Justice Statistics, there is an average of 2.3¹²⁹ police officers per 1,000 residents in New Jersey Municipal Police Departments.

¹²⁵ R.F.P. Compliance Matrix Item #4,5,16

¹²⁶ International Association Chiefs of Police (I.A.C.P.) Model

¹²⁷ FBI UCR Crime Statistics 2010

¹²⁸ bjs.ojp.usdoj.gov/content/pub/pdf/cslea08

¹²⁹ <http://bjs.ojp.usdoj.gov/index>

The Borough of Bogota is staffed with sixteen (16) officers. With a resident population according to the 2010 census of 7,917¹³⁰, that places the officer to resident's ratio at 2 officers per 1,000 residents. According to the New Jersey State Police 2010 UCR Report¹³¹ the Bergen County average is 2.2 officers per 1,000 residents and the State average is 2.3 officers per 1,000 residents. Using these numbers provided by the NJSP, the Borough of Bogota is understaffed by two (2) officers.

As mentioned in the first section of this study, the International Association of Chiefs of Police (I.A.C.P.)¹³² also formulates staffing requirements by population. The FBI Model (*Federal Bureau of Investigation*) makes staffing recommendations based solely on population statistics. It recommends a ratio of 2.4 officers per 1,000 residents. The U.S. Department of Justice Model (USDOJ) also makes staffing recommendations based on population statistics. It recommends a ratio of 2.5 officers per 1,000 residents. Finally, The Bureau of Justice Statistics Model uses the 2010 census of state and local Law Enforcement Agencies to arrive at its statistics. According to the Bureau of Justice Statistics, there is an average of 2.3 police departments.

Utilizing the analysis of the I.A.C.P., Bogota should have between 18 - 20 officers per 1,000 residents. Again, considering the population formulas used this borough is understaffed by at least two (2) officers and as many as four (4) officers.

The Borough of Little Ferry is staffed with twenty-two (22) officers. With a resident population according to the 2010 census of 10,626¹³³ residents and a department size of twenty-two (22) that places the officer to 1,000 resident's ratio at 20.7. According to the New Jersey State Police 2010 UCR Report¹³⁴, the Bergen County average is 2.2 officers per 1,000 residents and the state average is 2.3¹³⁵ officers per 1,000 residents. Using these numbers provided by the NJSP, the Borough of Little Ferry is understaffed by at least two (2) officers and as many as four (4).

As mentioned in the first section of this study, the international Association of Chiefs of Police (I.A.C.P.)¹³⁶ also

¹³⁰ *US Census Population Report of 2010*

¹³¹ *NJSP.org/info/ucr2008/pdf/2008-sect-9.pdf*

¹³² *International Association Chiefs of Police (I.A.C.P.) Model*

¹³³ *US Census Population Report of 2010*

¹³⁴ *NJSP.org/info/ucr2008/pdf/2008-sect-9.pdf*

¹³⁵ *http://hjs.ojp.usdoj.gov/index*

¹³⁶ *International Association Chiefs of Police (I.A.C.P.) Model*

formulates staffing requirements by population. The FBI Model (*Federal Bureau of Investigation*) makes staffing recommendations based solely on population statistics. It recommends a ratio of 2.4¹³⁷ officers per 1,000 residents. The U.S. Department of Justice Model (USDOJ) also makes staffing recommendations based on population statistics. It recommends a ratio of 2.5 officers per 1,000 residents. Finally, The Bureau of Justice Statistics Model uses the 2010 census of State and Local Law Enforcement Agencies to arrive at its statistics. According to the Bureau of Justice Statistics, there is an average of 2.3 police officers per 1,000 residents in New Jersey municipal police departments.

Utilizing these numbers calculated by using the I.A.C.P. formulas, Little Ferry should have between 24 - 26 officers per 1,000 residents. Again considering the population formulas used this Borough is understaffed by two (2) officers.

The Township of Teaneck is staffed with ninety-two (92) officers. With a resident population according to the 2010 census of 38,662¹³⁸ residents and a department size of ninety-two (92) officers, which places the officer to 1,000 resident's ratio at 2.38. According to the New Jersey State Police 2010 UCR Report¹³⁹, the Bergen County average is 2.2 officers per 1,000 residents and the state average is 2.3¹⁴⁰ officers per 1,000 residents. Using these numbers provided by the NJSP, the Borough of Teaneck is overstaffed by three (3) officers but the Township of Teaneck has an authorized staffing contingency of ninety-six (96) sworn officers.

As mentioned in the first section of this study, the International Association of Chiefs of Police (I.A.C.P.)¹⁴¹ also formulates staffing requirements by population. The FBI Model (*Federal Bureau of Investigation*) makes staffing recommendations based solely on population statistics. It recommends a ratio of 2.4¹⁴² officers per 1,000 residents. The U.S. Department of Justice Model (USDOJ) also makes staffing recommendations based on population statistics. It recommends a ratio of 2.5¹⁴³ officers per 1,000 residents. Finally, The Bureau of Justice Statistics Model uses the 2010 census of state and local law enforcement agencies to arrive at its statistics. According to the Bureau of Justice Statistics, there

137 FBI UCR Crime Statistics 2010

138 US Census Population Report of 2010.

139 NJSP.org/info/ucr2008/pdf/2008-sect-9.pdf

140 <http://bjs.ojp.usdoj.gov/index>.

141 International Association Chiefs of Police (I.A.C.P.) Model

142 FBI UCR Crime Statistics 2010

143 [Bjs.ojp.usdoj.gov/content/pub/pdf/cslllea08](http://bjs.ojp.usdoj.gov/content/pub/pdf/cslllea08)

is an average of 2.3¹⁴⁴ police officers per 1,000 residents in New Jersey municipal police departments.

Utilizing these numbers as calculated by using the I.A.C.P. formulas, Teaneck should have between 89 - 97 officers per 1,000 residents. Again considering the population formulas, this township is properly staffed and requires no current addition to staffing resources.

These three municipalities encompass a total of 8.3 square miles, a total number of one hundred and thirty (130) police officers and total populations of 154,454 are at the bare minimum of the staffing requirements.

By using the same I.A.C.P. population formulas utilized in each section of this study, we will calculate the proper staffing requirements if all three municipalities became one police department.

The FBI Model

The F.B.I. (*Federal Bureau of Investigation*) makes staffing recommendations based solely on population statistics. It recommends a ratio of 2.4¹⁴⁵ officers per 1,000 residents. The total population for all three municipalities is 57,205 and 130 sworn officers. Utilizing the F.B.I. model, the merged Police Department should have 137.3 Sworn Officers.

$(2.4 \times 57,205 = 137,292 / 1,000 = 137.3)$

The U.S. Department of Justice Model

The U.S. Department of Justice (USDOJ) also makes staffing recommendations based on population statistics. It recommends a ratio of 2.5¹⁴⁶ officers per 1,000 residents. Utilizing the USDOJ method the merged police department should have 143 Sworn Officers.

$(2.5 \times 57,205 = 143,012 / 1,000 = 143)$

The Bureau of Justice Statistics Model

144 <http://bjs.ojp.usdoj.gov/index>.

145 FBI UCR Crime Statistics 2010

146 [Bjs.ojp.usdoj.gov/content/pub/pdf/cs1lea08](http://bjs.ojp.usdoj.gov/content/pub/pdf/cs1lea08)

The Bureau of Justice Statistics uses the 2010 census of state and local law enforcement agencies to arrive at its statistics. According to the Bureau of Justice Statistics, there is an average of 2.3¹⁴⁷ Police officers per 1,000 residents in New Jersey municipal police departments.

Utilizing this data the merged police department should have **131.6 Sworn Officers**.

$$(2.3 \times 57,205 = 131,572 / 1,000 = 131.6)$$

Utilizing the Bergen County average supplied by the 2010 N.J.S.P. UCR website¹⁴⁸ at 2.2 officers per 1,000 residents, the merged police department should have **125.9 Sworn Officers** to be properly staffed.

$$(2.2 \times 57,205 = 125,851 / 1,000 = 125.9)$$

Lastly, utilizing the New Jersey average supplied by the 2010 N.J.S.P. UCR website¹⁴⁹ at 2.3 officers per 1,000 residents, the merged police department should have **131.6 Sworn Officers** to be properly staffed.

$$(2.3 \times 57,205 = 131,572 / 1,000 = 131.6)$$

147 <http://bjs.ojp.usdoj.gov/index>.

148 www.njsp.org/info/ucr2010

149 www.njsp.org/info/ucr2010

Total Cost per Department Comparison¹⁵⁰

Each municipality supplied Blue Shield Consulting with the cost associated with each police department for the year 2010. By obtaining a total of the employee salary and benefits, operating expenses and vehicle repairs, you can calculate the total cost it encompasses to serve the community and operate a police department.

Table: 120: 2010 Total Costs per Department

Contributions	Salary	Benefits	Department O/E	Total
Bogota	\$2,079,135	\$663,466	\$68,500	\$2,811,101
Little Ferry	\$3,017,039	\$1,070,390	\$57,530	\$4,144,959
Teaneck	\$10,579,459	\$8,677,454	\$643,122	\$19,256,913
Totals	\$15,675,633	\$10,411,310	\$769,152	\$26,086,943

If you calculate the annual cost for each municipality for the year 2010, you would take that annual cost for the three departments, obtain a total and determine the percentage of total cost of the cumulative total. For example, if all three departments were merged into one department, the annual average cost without any loss of personnel, would be \$26,086,943. If you take their respective annual costs and divide it by the total contributions, which will determine a percentage share of each municipality's contribution. The table below shows these figures.

Table 121: 2010 Annual Average Percentage of Total Cost

	Total Contributions	Percentage of Contribution
Bogota	\$2,811,101	10.7%
Little Ferry	\$4,144,959	15.8%
Teaneck	\$19,256,913	73.5%
Totals	\$26,086,943	100%

These numbers are the cumulative total for all three municipalities for total salaries, benefits, operating expenses and vehicle repairs. The comparison shows that the Boroughs of Bogota and Little Ferry are relatively close. However, Teaneck's contribution is almost triple of the combined totals of the other towns.

¹⁵⁰ R.F.P. Compliance Matrix Item #6, 15

Section 5: Summary Analysis

This study was completed in the interest of providing reasonable guidance and recommendations indicating a modest economy of scale that can be achieved in the long term. The recommendations set forth in this section should assist the three municipal governing leaders in determining the best course of action for all stakeholders.

Public safety, officer safety and providing efficient and effective policing services should be at the forefront of the discussion by the officials in reviewing this feasibility study. The services provided by a newly formed police agency will not affect the safety of the officers or the residents which they serve. Even though there are methods to achieve savings, it should not be the driving force if consolidation of policing services should be considered.

Stakeholder Interviews¹⁵¹

Blue Shield Consulting has interviewed the chiefs of police and command staff of each department under review. The Chief and the Captain of Bogota have a close relationship and support each in his respected responsibilities of the department. They are making improvements to the department, which are apparently long overdue from the previous administration. The department has one Captain who administers the day to day operation of the department.

Chief John Burke is attempting to update and install policies and procedures to meet current standards on police behavior. Blue Shield Consulting spent time touring the facility and met with staff from different sections of the department including Police Communications, Patrol, and Detective Bureau. This experience was helpful to understand the Bogota Police Department and how it is committed to serve the residents of Bogota. Blue Shield Consulting went into the field and rode with officers to see the geographical boundaries of the community and how officers view these proposed changes. Several of the officers of Bogota felt that they had a unique style tailored to the residents of Bogota, and all of that would change if the department were consolidated. This opinion was shared more than once: that Teaneck has the big city feel and how it would change under the new size, style and leadership of the Teaneck Police Department. Blue Shield Consulting posed the question could consolidation work; and the answer was always "Yes" but it won't be the same and the officers felt residents will not be happy with the change.

¹⁵¹ R.F.P. Compliance Matrix Item #11

The thought of consolidating with Little Ferry Police Department seemed less than enthusiastic because the two boroughs are not contiguous and how would this work. It was clear that there was a break from Bogota being a PBA Local and then creating an FOP Lodge which appears to have caused a rift in relationships. It is clear that there is very little in an established relationship between Little Ferry and Bogota. This may be changing with the established shared Court with Little Ferry providing services to Bogota and hosting same at its borough hall. An interview with the Fraternal Order of Police (FOP) leadership appears to be taking a wait see attitude but made it clear they would be protecting their union members' rights and employment.

The Bogota Police Department just received a new union contract going forward and has hired new officers whom they are training. It is apparent that Bogota Police Department is attempting to raise its professionalism and basic services to their community. It should be noted that Blue Shield Consulting was directed in its actions that the study was only considering cost and function of the operation. The thought that any officers would suffer a job loss was not a consideration and not part of the basis of this study's framework.

An important Stakeholder to this study is the Chief of Police. Bogota's Chief had the opportunity to address his manpower issues and this was his response: "Although we are operating at a staffing level of 16 currently we are seeing higher levels of overtime and less ability to provide the services that more staffing would give us the ability to perform. Additional staffing would also allow for the ability to provide better training at reduced costs and for improved administration capabilities. In order to complete required tasks, more hours must be spent by me and the captain". This statement cannot be taken lightly, as no one knows their own police department and the needs of the residents and his own officers better than the Chief of Police.

Blue Shield Consulting prepared and interviewed the Stakeholders of the Borough of Bogota to include Mayor McHale and Administrator Nicolosi to learn the reasons why the Bogota considered this project.

- What was the motivating factor for you to ever consider consolidation of your police department for your community?
- What is your opinion of your current police department today as it relates to:

a) Leadership

- b) Supervision
- c) Performance
- d) Service to the community
- e) Staffing

- What do you think will be the benefit if you consolidated your police department?
- What would be the loss if your police department was consolidated?
- What is your opinion that Home Rule will affect the outcome of this study?
- What do you think the public's reaction will be if consolidation was selected?
- Do you think consolidation of emergency services will be inevitable for your community?

Blue Shield Consulting learned that the Mayor is trying to reduce taxes and continue to improve his community. The borough is looking at all methods to achieve that goal by controlling cost and saving the taxpayer money and by researching police consolidation that would make it worth the investigation.

The Mayor and Administrator both explained that they are proud of their department and feel that the officers provide good service to the community. The police department is well led by the Chief of Police and the general opinion/or consensus is there may be more issues on the horizon. With these concerns about more retirements of key staff and the expense and time of the learning curve needed to replace these officers/positions, this may be an option.

When asked the question of the benefit of consolidation, the hope would be to save money and continue the ability to maintain the same level of service that the residents of Bogota expect from their police department.

The Mayor has concerns that the loss of their department would have the ability to provide the same level of police service in the area of response time to calls. The initial concern is would they

have the same commitment and presence of the police in his community or would it be lost.

The Mayor has acknowledged that Home Rule is "deep in the bones" of this community and could be a factor in the decision. The Mayor does explain the police department is ingrained in the community. If this option was presented it must be painstakingly explained to the residents or it may not be considered. The Mayor did explain in his opinion that if there is not a significant savings initially in the summary of the report, the residents would not consider moving forward with consolidation.

Blue Shield Consulting has interviewed the Little Ferry Chief and Captain who serve as the Command Staff of the department. The Chief and the Captain have a great relationship and support each other and back each other in their respected responsibilities of the department. The department's sole Police Captain administers the day to day operation of the department through policies and procedures instituted by Chief Verdi. Blue Shield Consulting toured the facility and met with staff from different sections of the department including Police Communications, Patrol, and Detective Bureau. This experience was helpful to understand the Little Ferry Police Department and how it is committed to serve the public of Little Ferry. Blue Shield Consulting went into the field and rode with officers to see the geographical boundaries of the community and was given a chance to learn what officers in the field thought of the concept of the Little Ferry Police Department possibly changing. Several of the officers I spoke with had no problem with the Little Ferry Police Department providing police services to another community, as they have done in the past with the Borough of Teterboro. During my ride along with an officer, he explained that the two boroughs are not contiguous, which would require two officers to be assigned to the Borough of Bogota at all times due to the time response officers by routine driving to Bogota because of traffic congestion and distance. This officer's opinion was presented as such: what are you saving and what would be the point of Little Ferry providing the service?

The basic consideration is that officers from the Little Ferry Police Department would only consider contracted services. A shared service/merger is not a consideration with Borough of Bogota and being consolidated with Teaneck is not viable option at this time. Blue Shield Consulting was surprised with their response. This point was also checked with the Chief of Police and Captain of Little Ferry and learned in fact, they are of the same mindset. Blue Shield Consulting also held a follow-up interview the Borough Administrator of Little Ferry who confirmed that the Borough of Little Ferry would consider no

other option. Blue Shield Consulting for the record wants to note that if this option was considered all of the sworn officers would lose their job, rank and seniority going forward, and would become a new probationary officer again. These officers once terminated would have the option to apply for any open position with the Little Ferry Police Department but there would be no guarantee of employment.

The Chief of Police with the Little Ferry Police Department had the following statement to be included in the study. He feels that his department is understaffed and stated "28 total officers would provide the necessary manpower to provide all the services of the past. Due to vacations, return time, and sick time, many shifts consist of two officers and a civilian dispatcher. Various shifts are adjusted to provide more coverage during certain times for borough construction details, borough events, or to provide additional patrol officers on weekends or holidays. Prior to the current staffing, the squads consisted of 5 total officers and with vacations etc., went down to a total of 3 officers". This has affected the level of service he has the ability to provide. The Chief is certainly a proponent of providing the best possible services and his statement has merit.

Blue Shield Consulting prepared and interviewed the Stakeholders of the Borough of Little Ferry to include Mayor Raguseo and Administrator Capabianco to learn the reasons why the Little Ferry considered this project.

- What was the motivating factor for you to ever consider consolidation of your police department for your community?
- What is your opinion of your current police department today as it relates to:
 - f) Leadership
 - g) Supervision
 - h) Performance
 - i) Service to the Community
 - j) Staffing
- What do you think will be the benefit if you consolidated your police department?
- What would be the loss if your police department was consolidated?

- What is your opinion that Home Rule will affect the outcome of this study?
- What do you think the public's reaction will be if consolidation was selected?
- Do you think consolidation of emergency services will be inevitable for your community?

Blue Shield Consulting learned that Mayor Raguseo is trying to cut cost and continue to provide moderate taxes to his community. The Mayor is aware that there is a bill introduced in the state that will eliminate communities from receiving state aid and grants that are not engaged in the process of shared services/consolidation.

The Mayor's opinion of his police department was high in all categories and he described his Chief as a "cops-cop" who leads a great staff of supervisors and officers without any issues.

The Borough of Little Ferry would gain more revenues and would become the model for other Bergen County communities to emulate.

The Mayor stated that consolidation would be a positive step to the residents of Little Ferry, the loss or control is only perception not having a police department and in his view felt that Little Ferry would be the service provider to another community. The Mayor felt that if explained properly to residents there would not be an issue. The Mayor described that through social media and Facebook, Twitter, their website and articles posted on the World Wide Web, the public would be well informed and come to understand the reason for consolidation. The Mayor explained that the issue of "Home Rule" will not be a factor because the inherit benefits will overshadow any negative issues because of the saving of taxes. The additional benefit to communities is that consolidation would be outside of the Cap Levy, therefore be a benefit to the budget.

The Mayor predicts that in ten to fifteen years most municipal services will be combined and more consolidation is inevitable for many functions to include police.

The Teaneck Police Department is a large police agency by police standards which exceeds over 90 plus sworn officers. Blue Shield Consulting has interviewed the Chief and has had discussions with the

Command Staff of the department. That command staff explained how the Teaneck leadership model is applied and how the areas of responsibility are divided among its three captains. This Command and Control model is well defined in their written policies and procedures. This practice eliminates any question for whom and what each officer is responsible or must produce in their respected roles or functions. This pre-determined control works because the department has implemented CALEA Standards through policies and procedures (Rogers Group) under the leadership of Chief Wilson.

Blue Shield Consulting spent time for a tour of the facility and met with staff from different sections of the department including Police Communications, Detective Bureau, and Traffic Bureau. This experience was helpful to understand that the Teaneck Police Department was a no nonsense police department that serves the public well but had the big city feel. Blue Shield Consulting went into the field and rode with officers to see the geographical boundaries of the community and was given a chance to learn what officers in the field thought of the concept of the Teaneck Police Department possibly changing. Several of the officers interviewed elected not to share their opinion of Consolidation, Shared Services or Contract Services. The basic consideration is "would officers of Teaneck Police Department lose the seniority if officers from another department were added to the Teaneck Police Department"? Blue Shield Consulting also met with the Union President of the Teaneck Patrolmen Benevolent Association (PBA) who stated strongly his objection and opinion to any changes being made to the Teaneck Police Department in its current form. He stated he was prepared to fight any changes that may occur as an outcome of this study.

The Teaneck Chief of Police stated he felt it was not necessary to include a written statement as to an appropriate staffing level. He did want to convey the fact that the "Township authorized a staffing level of ninety-six (96) officers and they currently have ninety-one (91) on staff with an additional four recruits in the police academy. Ninety-six (96) officers is an adequate staffing level to provide the services needed for the residents of Teaneck". Again, this comment cannot be ignored as this chief is fully versed as to the needs of the community.

Blue Shield Consulting prepared and interviewed the Stakeholders of the Township of Teaneck with the Township Manager William Broughton to learn the reasons why the Teaneck considered this project.

- What was the motivating factor for you to ever consider consolidation of your police department for your community?

- What is your opinion of your current police department today as it relates to:
 - k) Leadership
 - l) Supervision
 - m) Performance
 - n) Service to the Community
 - o) Staffing
- What do you think will be the benefit if you consolidated your police department?
- What would be the loss if your police department was consolidated?
- What is your opinion that Home Rule will affect the outcome of this study?
- What do you think the public's reaction will be if consolidation was selected?
- Do you think consolidation of emergency services will be inevitable for your community?

Blue Shield Consulting interviewed the Manager of Teaneck and learned that he continues to find and create ways to save money without affecting services in the Township of Teaneck. The Township of Teaneck is a full service municipality and prides itself on the services that they provide to residents.

The Manager when asked his opinion of the Teaneck Police Department explained with pride that he is a former officer of the Teaneck Police Department. In his opinion, the Teaneck Police Department is the clear leader in New Jersey of top police departments in the state. He explained the Teaneck Police Department is the model and the example that other police departments emulate. The Teaneck Police Department performs at a high level of professionalism and service having the appropriate staff, supervisors and training to support this model department.

The Manager, when asked to comment on the benefit of consolidation replied, he "hoped there would be financial benefit to

the Township". The Township of Teaneck is so well established with a large infrastructure and supporting staff that there is little chance that the township will be consumed by another agency or application.

When the discussion reached the "Home Rule" question, the Manager explained that there would be little effect from home rule issues because the residents receive such a high level of service that there is little concern from the Manager that would change the outcome.

The Manager when discussing what the public reaction would be to a consolidation of police services responded that he felt it would be positive if it is demonstrated that there is cost savings. The goal is to consolidate but not compromise services to the residents of Teaneck.

The Manager's vision is that consolidation will inevitably occur for many emergency services in communities, but Teaneck during this process will be absorbing smaller agencies going forward. The Township of Teaneck will be involved in the process as long as there is a financial benefit to the township taxpayer.

N.J. State Chiefs of Police "White Paper "Considerations"¹⁵²

On March 1, 2007 the New Jersey State Association of Chiefs of Police issued a "White Paper" named Police Department Regionalization, Consolidation, Merger and Shared Services. The following is an analysis and response by Blue Shield Consulting to this "White Paper".

1. What "core services" are needed by the community in order for it to function properly and effectively?

The core police services are routinely determined and fused to the respective community through the value system of that particular municipality. For example, a core service in a community may be considered the practice of a police officer who is routinely assigned every Sunday morning to help residents enter or leave a church parking lot for services. The church traffic post then becomes a "core service" function that is funded by taxes and expected by residents.

152 R.F.P. Compliance Matrix Item #29-32

Core functions are basic police services to "protect and serve" the community in a pro-active manner. These functions include uniform patrol of the community on a twenty-four hour, seven day per week presence. Core services include conducting commercial and residential property checks, enforcement of motor vehicle laws and response to all emergency calls. The core functions also include participating in preventing and solving crimes.

During the evaluation phase, Blue Shield Consulting engaged in comprehensive research with interviews of municipal employees and witnessed police officers on routine patrol, while actively serving in the three communities. During this process, Blue Shield Consulting had an opportunity to directly interact with the community. Blue Shield Consulting spoke with various residents throughout the three communities for feedback as to the level of service being provided. The general consensus was that the residents of the three communities were being well protected, and there was no lack of public safety services or protection from their respective police departments.

The Chiefs of Police in all three communities expressed their commitment and vision to providing the best possible public safety services to their communities.

Blue Shield learned that there is no mandated condition by the State of New Jersey or the Federal Government which would overrule community values or assessment. The individual police departments are meeting the basic level of public safety services to each community; an acceptable level of policing services based on current staffing resources, organizational assets and operating budgets. The future shared concern among the three communities involves the ability to continue to provide an equal level of acceptable service to the residents. The Chief of Police and the administration of any newly created police department should work with the Body of Governance to ensure that the crime and public safety risks and quality of life issues of a particular community are fairly and appropriately addressed so persons may continue to feel safe and secure

2. What level of service, for both core and ancillary functions is needed by the community?

The police departments mentioned herein are meeting the requested needs of their individual communities. There is generally little disagreement over how the management of major crimes or minor incidents are handled across the three police agencies. Between those extremes, however, the location of the cutoff points is less clear. For example, extremely rural communities that are accustomed to a routine two hour response by the New Jersey State Police to any type

call for service will likely place less importance on many police functions, including primary patrol, than suburban communities conditioned to expect three minutes to a call for service or less. Identifying the types of calls for service received by the existing police department and the frequency of each type will further aid to identify the scope of a community's needs.

Currently the average response time to any given call for police service for the three police agencies on average is approximately two minutes from the time of dispatch to the time of police officer arrival. It is clear that the three departments are responsive to each community's needs when called upon for policing, wherein life and property are at serious risk of harm. If approved for a consolidated department, the newly formed department will need to formalize this process to ensure that the current response time expectation is carried through to the newly formed agency

3. What specialized services are actually needed by the community?

A comprehensive review of available records, documents and information provided by these three communities has not found any current services that would be considered frivolous. Each community has identified their specific needs, commonly dictated by a combination of public feedback, local governing body and operational priorities, as set forth by the Police Chief or Appropriate Authority.

Commonly, we found that the majority of calls for service were general service calls in nature and were non-violent crime related calls. The secondary issue appears to be substance abuse of drugs and alcohol that commonly affect the community quality of life issues. Juvenile delinquency offenses and related teen issues have a large impact on the communities, because of the tone and seriousness of the issues presented. Blue Shield Consulting remains aware of the importance of "Quality of Life Issues" in a community and we pay close attention to how a police department responds to identifying and emerging challenges.

4. What functions, even if not entirely critical and necessary to the functioning of the community, should be provided in order to project a certain desired image to the residents and visitors?

The services and functions provided by certain municipal government bodies, such as a police department in a community, are paramount because they reflect that community's image. The most basic functions of any community are to ensure the education of children, public safety through the use of effective policing, fire and emergency medical services, maintaining safe roads/parks and the

collections of sanitation and recyclables. If these core functions are being performed efficiently and professionally, the residents will have a feeling of security and service.

Communities that maintain their property values become desired places to live, work, raise a family and operate a business. Certain functions that are not entirely critical or necessary to the operation of the community would include programs that fall outside the scope of basic policing functions as previously mentioned in this study. However, those functions, primarily community policing programs that most of the police departments were utilizing in this study, have been reduced or eliminated because of budget constraints. Eliminating programs such as DARE, DWI Patrols, National Night Out and other community based programs has started a trend and crime has risen. Regrettably, these programs are being lost because of staff and budget cut backs that appear to be removing pro-active community service programs from communities.

Residents are primarily concerned about increasing property and school taxes, but are more concerned with tax dollars being wasted on inappropriate purchases or funds allocated to stagnate community programs providing no real value. Those programs remaining should be evaluated further by community leaders and police administration to measure the individual value of the program and decide if the function is still of value to that community.

Fifteen years ago, the consolidation and contracting of police services was not a serious consideration, but has transcended into a more customary practice by many municipal governments. Municipal governments are now struggling to find means to fairly balance the cost of effective public programs, such as community policing initiatives that have real shared value, versus community programs that have been sustained because of tradition. For example, communities have started to adopt new paradigms for assessing the value of public programs. We now have communities talking about eliminating library services from their municipalities because of a lack of attendance and usage of the World Wide Web.

4a.) Residents of a community must feel safe and secure in their homes and persons. Therefore, that particular functions, if any, should be provided directly by the municipality (and which ones needn't necessarily be supplied "in-house"), but in what manner they can be supplied to the community in order to foster a sense of security.

Blue Shield engaged in face to face conversations with residents in the Township of Teaneck, the Borough of Bogota and the Borough of Little Ferry which showed positive feedback on the performance of

their respective police departments. In essence, residents indicated that they are being protected and respected by their respective police agencies; the public perception of each department today is that the residents feel safe and well served.

One of the biggest challenges in executing the consolidation of police services is demonstrating to the public that a consolidated police agency will be able to deliver a feeling of safety. If all three departments were merged into one agency, the residents (stakeholders) must remain steadfast in the belief that they are equally safe and secure in their persons and residences.

Blue Shield Consulting understands this balance from other Shared Service Agreements, and would hold open public forums to discuss these concerns. During these optional public meetings, Blue Shield Consulting would explain the process of Shared Services, Contract Services and Consolidation in an effort to gain consensus. Additionally, the forum would allow for collaborative, open and transparent discussion of the study results, future funding and allocation of newly created organizational assets and resources. The forum would also allow for Blue Shield Consulting, in partnership with the municipalities, to have detailed discussions about the short and long term expectations of performance, costs associated to operations and cost savings under this purposed establishment of creating a new police department.

The Township of Teaneck, Borough of Bogota and the Borough of Little Ferry are working separately with limited exposure to each department except Little Ferry providing Municipal Court services to Bogota. .

5. What are the costs involved with each option, and what is the community willing to pay for its police services?

The consideration of contracting with the New Jersey State Police (NJSP) to provide policing services to Teaneck, Bogota and Little Ferry is not a viable or practical solution. These three communities already have established police departments. The NJSP continues to work well with municipal police agencies. However, due to the present global economic conditions, the NJSP is not immune to declining resources and funding. The NJSP may provide professional assistance to these three communities on an emergent basis if conditions existed or specialized services were required for an investigation or critical incident requiring emergency management resources. However, a routine and daily policing service provided by the NJSP is not a reasonable option at this juncture.

6. Would that service be adequate and accepted by the community, and if not, why not? When considering the community's willingness to fund a specific type or level of service, it is undeniable that the quality of life factor plays a major role in the calculation. Answering the foregoing (and other similar) questions are simply the start of a thorough, comprehensive, and responsible consideration of a potential police agency "consolidation".

Blue Shield Consulting learned that basic police services and "Quality of Life" (QOL) issues are being provided in each individual community. These quality of life issues differ from one community to another. The determining factor that decides the level of service a resident receives from its police department is determined by local community standards and expected responses. In considering a consolidation of police services, these localized community issues must be identified and included in discussion, so they are addressed moving forward with this expanded residential population. Any perceived notion that residents will be receiving less than professional service from one community to another after the consolidation would cause community stress.

Blue Shield Consulting would recommend public hearings to achieve these goals with the leadership of the local governing bodies and police administrative staff of the new police agency. These public forums must include the administrative staff of the new department being able to field questions and make note of concerning issues. Once receiving this information the police administration of the consolidated agency would prioritize the quality of life issues being suggested by the public.

Blue Shield Consulting would recommend public hearings and require a tape recording of issues discussed and detail notes to be taken of who spoke and offered feedback and suggestions. The notes should reflect the name and address of citizen. What is being taken should be reviewed and given serious consideration. The list of concerns are prioritized and then made public by distributing the results through municipal website, local newspapers, alerting residents with a summary of the quality of life issues. The public must be able to reach a comfort zone that the new police agency would be responsive to the needs of the communities being served in an appropriate and responsible manner.

The consolidation of police services could be achieved if properly presented with the support of the residents and the officers who would be providing the service. Community, local government and policing personnel buy-in are essential to implementing a successful consolidation of services is paramount.

Financial Considerations

An assessment of total costs, both long and short range, and a formula to estimate and allocate those funds, must be developed.

7) Of course a detailed financial analysis is an absolute requirement. Costing out a proposed option, while necessary, is only one factor in making an informed judgment. Existing labor contracts, potential staff reductions, the locus of control and the issue of who will be in charge must all be addressed realistically. The resulting value of any enhanced or diminished service must also be factored into the final decision. Most importantly, however, the final decision should be a reflection of the wants and needs of the community. Adequate residential input into the final decision must be provided, be it through public hearings, referendum or some other manner. Such a decision is far too important to an entire community to be simply the result of the personal feelings of a select few who sit upon a governing body. The next step in the process is consideration of a variety of specific questions touching on the operational, political/legal, administrative, and financial aspects of local policing.

A complete financial breakdown is explained further in this study.

8) How would a cost/benefit analysis be carried out?

The cost savings and potential benefits/losses will be included in the study detailing the individual cost savings to each individual community and the effect on their individual tax base.

9) How have previous consolidations fared in such analyses?

In previous studies, Blue Shield Consulting has found that communities that contracted police services have saved tax dollars in the long-term.

For example, the Mine Hill Township & Borough of Wharton contracted a police service agreement which was implemented in 2001. The Borough of Wharton is compensated \$300,000 per year for providing police services to the Township of Mine Hill. Mine Hill Township has saved costs of having to operate and maintain a police facility, salary, wages, benefits (including pension contributions), equipment purchases and repairs of police vehicles and insurance.

Since the inception of the contracted police service agreement between the Township of Mine Hill and the Borough of Wharton, Mine

Hill witnessed over \$1.0 million dollars in savings. Mine Hill Township and the Borough of Wharton have mutually enjoyed the enhanced benefit of a twenty-one man police department which provides expanded services and safety to both communities. This long range success was achieved because a long range commitment by the local governing officials, Chief of Police for the Wharton Police Department, the members of both police agencies and residents.

The Borough of Califon (Hunterdon County) saved \$50,000 on the initial cost of operating a part-time police agency which encompassed a two person police department. The New Jersey State Police supplemented police coverage during the evenings, weekends and holidays. The residents of Califon are receiving police contracted services from Washington Township (Morris County). Califon residents are receiving resources of thirty-four sworn officers that provide professional policing services to the borough without compromising the safety and security of residents and the public.

10) Are there hidden costs? What are they?

The hidden costs would include costs that would not normally have been considered during the contract negotiation stage and should be avoided at all times.

Hidden costs are normally attributed to a break-down of communication between the stakeholders in the consolidation process. Hidden costs are not acceptable, and every effort should be made to be transparent when discussing and forecasting the budget for the newly formed police agency.

To avoid hidden costs, the newly formed police department must reasonably forecast expenditures. The success of these agreements is always based on the experiences, leadership of the elected officials and police executives for doing what is best for the taxpayers of all communities. The most significant cost of police operation is primarily salary/wage/benefits, equipment and vehicles associated with the service.

11) Will the transitional investment of upfront costs be outweighed by the long-term benefits? How do we arrive at what those figures will be?

The transitional investment may not bring cost savings because the departments are all under staffed and the re-fit to make them fully functional, providing full service, which will be funded by three communities will have to be scaled.

12) The transitional investment will be?

The short term transitional investment will be determined at the time a decision is made, whether any agency elects to become a willing participant of the consolidation of a new police department.

13) Would hidden costs make consolidation more expensive than expected?

The hidden costs have not been determined at this time but are always a concern when considering a project of this scope. The transitional team should ensure that safeguards are in place to mitigate the risk of hidden cost exposure by working with the three municipal treasurers and police executives on the police budget committee.

14) How will revenue acquisition change?

The revenue will not change. Revenue generated from the individual police department functioning on its own would remain the same if consolidated. The enforcement revenue generated from the police agency would continue to return (the fines) back to the community where the violation occurred. These areas are: parking violations, motor vehicle violations, local ordinances and criminal court fines.

15) Who will receive these revenues?

The State of New Jersey has an established practice as to collecting a fee per summons from the fines generated from motor vehicle offenses. These adjudicated violations are assessed state wide, and the revenue is dispersed according to the established protocol. Once the violation has been processed, and depending if the summons was issued by the Police officer or a New Jersey State Trooper, the fee will be returned to the community where the violation occurred.

17) Will levels of revenue change? How?

The revenues from motor vehicle violations should not have a remarkable change. However, the consolidated police department may see an increase in enforcement action because of the ability of the newly formed police department to allocate officers based on crime tending and community needs.

18) How will costs of the department be shared (pro-rated? evenly?), and who will decide?

Blue Shield Consulting recommends that a total cost of operation for police services be collectively determined. Once the baseline of cost is determined, the assessed a "Percentage of Need" factor will be determined for each community. Each community then moves forward to pay their percentage contribution. Contributing factors that affect the "Percentage of Need" are based on geographical size and population of the community, number of calls for service, activities for that community and annualized crime rates. The final cost of the operation cannot currently be determined, until the complete costs are calculated for the new agency.

19) Would "consolidation" affect the rest of the local/regional criminal justice system?

The consolidation of multiple communities would not affect the core function of the police department's basic mission of "protecting and serving". Consolidation would not adversely affect the remaining local and regional criminal justice system.

The consolidation study looked at the bridging of police services. The administration of the newly consolidated police department would be required to work with local leaders and municipal courts to arrange for adequate police coverage during court sessions and officer appearances, for court matters including Superior Court and Grand Jury appearances. The administrators of the consolidated police department should ensure that department rules, regulations, standard operating procedures and policy conform to the Bergen County Prosecutor's Office Directives and State Attorney General Office Guidelines. Blue Shield Consulting recommends a joint court be formed to handle municipal Court matters.

20) How could stakeholders manage funds in a way that balances public safety and spending concerns?

The recommendation to the stakeholders to control spending is to identify the total cost of operations of all police functions. The three individual police departments currently operate with two budgets: Salary and Wage (S&W) and Operating Expense (O&E) Budget. These two budgets determine the cost and depth of operation of that single police department for a twelve month period.

The success of the consolidated police department would be to determine initially what services are going to be offered and at what level. These services will need to be defined, assessed for

effectiveness and funded. A balance can be achieved when the costs of programs offered by the police department are funded and managed properly before implementation. For example, community programs such as D.A.R.E., DWI Patrols and National Night Out present real benefit to the community but may not be affordable under current budget restrictions.

Once the costs of these programs are identified, it may show that fewer officers may be needed because effective scheduling may allow the assigned officers to work in for an effective program and reduce overlapping staff needed to run a program.

How Are Costs to Be Allocated - Merger, Regionalization, Consolidation

21) Under a merger or consolidation format the percentage of contribution by respective towns is based upon several options. The question becomes what is the fair percentage that is to be paid by contributing municipalities? The most accurate answer would be to split the budget by the number of contributing towns (i.e. two towns would contribute fifty (50) percent each).

Blue Shield Consulting recommends that a fee schedule be determined on utilizing the following formula based on the cost of the total operation. The assessment fee to each individual community would be based on the following criteria; size of the community, calls for service and reported crimes.

22) Such a setup will beg the question as to who is receiving the better share of services based upon differing factors.

Percent of Staffing Contributed to Merger:

All communities should feel that they are receiving an equal or better level of service. The establishment of the clear and thorough legal agreement will reduce the concerns of all individual communities receiving the service. The legal agreement will determine the base line of service and special needs that each community will receive. Each community that wishes to exceed the baseline of service will have to pay extra for the enhanced level of service requested.

23) The number of police officers and staff contributed to any newly merged and formed police agency would determine the budget contribution percent under this scenario.

The number of officers and staff is the key factor when controlling the cost of the agency. Limiting staff and removing

additional layers of duplication would help reduce the budget significantly if combined. Currently the four communities have sixty sworn officers and eleven class two special officers.

Percent of Staffing Contributed to Merger

24) The contributing towns would be responsible for the percentage of the newly formed force they have contributed sworn personnel to. Several questions arise from this scenario:

a. Is the contributing percentage based only upon sworn personnel? No. the contributing base percentage is not the only factor considered. The identified "Percentage of Need" is recommended.

b. If one town contributes civilian positions disproportionately to a second merging town, is this included? If civilian positions must be added to only benefit one community than additional compensation must be made to off-set the additional cost.

24c.) If at a later point, one municipality experiences disproportionate growth requiring additional police officers, does the merger agreement encompass a provision for revisiting the percentage of contributions? Yes. The Board of Governance, (as described below), will have the authority to regulate staffing as deemed appropriate by crime analysis, trending and other circumstances that would affect the resource model.

Percent of Population of Represented

Under this scenario the towns would be responsible for the percentage of their population represented by any merge.

25) Questions needing attention are: If one municipality experiences growth disproportionately to the other merged communities, are the contributions by the municipalities able to be revisited?

Blue Shield Consulting recommends regular reviews of reported crime and quality of life statistics to identify changing factors or needs for additional service to an individual community. The affected community can see a percentage change if there is a remarkable change in crime trends or a quality of life matters.

Blue Shield Consulting recommends the "Percentage of Need" quotient to be applied to this agreement which factors in the size, population, calls for service and reported crimes for each established community. These factors will be identified in the quotient and

monitored for changing conditions during monthly reviews between the local leaders.

Significant increases can be tracked to identify conditions that would require potential additional resources. The affected community percentage of change could be adjusted to meet the additional cost, when the next-year budget is developed or transfers can be made to cover expenses.

26) How do the municipalities address differences in population and crime rates?

The recommended "Percentage of Needs" addresses this question because it uses geographical size and population, calls for service and crime rates as conditions to determine for the cost of policing services per borough. These factors can contribute to a balance of costs between the municipalities, because there is not one single factor considered for costs associated to policing services.

Percentage of Calls for Service

Under this scenario, the percentage of calls for service from each municipality would be the basis for budgetary contributions. Questions which need resolving prior to entering into agreement include:

27) What is the agreement between the municipalities defining a call for service?

There must be consistency as to what is being compared.

A call for service is any documented event that is then logged into the Computer Aid Dispatch (CAD) System which requires action and documentation. Inclusive to documenting the actions of the police department as calls for service, all self-initiated actions taken by police should be documented also in a CAD. These self-initiated actions of police officers are generated from reactive and proactive police action in the field.

28) How far back does any analysis go in determining a department's workload?

Blue Shield Consulting was supplied with various statistical data for 2010 to compare the three community's budgets, personnel, workload and general records.

29) Will this formula result in a lower reporting or perhaps non-reporting by residents in an effort to keep taxes and budgetary contributions low in proportion?

Blue Shield Consulting is confident that the appropriate documentation for calls for service or police activities will be recorded properly by the communications center providing service to the department. To ensure confidence that reporting is completed properly, the chief of police or a designee should meet with administrators from the designated Communication Center to agree on a protocol for documenting calls for service. The Communication Center would by CAD, document the event and would not gain any advantage in altering or under reporting the numbers of calls for service which would skew costs or portions expense.

Percent of Uniform Crime Reports represented by contributing agencies

While this standard is more consistent than a call for service analysis, the same questions will need to be examined:

30) Is this ultimately a fair representation of services required by any of the constituent jurisdictions?

The belief that an individual police officer, police administration or a citizen has the ability to alter reporting statistics by not reporting incidents to Communication Center is highly unlikely. In most cases, altering police reporting statistics is unethical and may be considered criminal. Blue Shield Consulting acknowledges that generally an individual person or entity has the right not to report incidents to police. Not reporting incidents of crime to the police is discouraged because if criminal activities go undocumented, they go without investigations which can contribute to a larger criminal trend. For the purpose of this study, Blue Shield Consulting is of the opinion that the impact of under reporting certain incidents will not affect the results of this study or the actions of the consolidated police department if selected.

31) Will it result in any municipality's citizens a concerted and knowledgeable lack of reporting for minor thefts or crimes, which adversely affect the budgetary contributions with the intent to keep budgetary contributions artificially low?

The concerted effort to lessen minor offenses from being reported may reduce the crime statistics to a relative degree, but will not alter the costs of service going forward. Calls for police service or the daily work actions of law enforcement are documented in the CAD, which is controlled by Communication Center.

Notwithstanding promoting the collaboration of resident and police partnerships which aims to reduce crime and improve the quality of life in a community, the voluntary act of not reporting an offense or crime cannot be totally controlled by the police department. The consolidated police department through various community policing programs should encourage residents to call the police to report crimes, quality of life issues and general policing concerns.

Secondarily, it will be the responsibility of the newly named chief of police of the consolidated police department to work with the Communications Center, to ensure a clear communication policy between the center and the police department.

Budget Authority

Of prime concern prior to moving forward in any proposed merger or consolidation is the legal authority to authorize the budget. Dependent upon the type of merger or consolidation being considered, the entity must be identified as to who has final fiscal authority over the police department budget.

32) Joint committee between communities?

The three communities utilize their own individual Communication Centers for each emergency dispatch service. The cost for this service is included in the municipal tax base. Savings maybe achieved if these three communities merged their services to one location and combined services under one roof.

33) Who do they then submit the budget to?

The budget would be forwarded to the Board of Governance which holds the Appropriate Authority controls over the newly formed department under consolidation. The newly formed police department would be shared by multiple communities which excludes complete control, ownership and authority by a single municipality.

34) Does one community in a contract for service or merger have a veto power from their local governing body?

It is recommended that the three municipalities create a Board of Governance. It is also recommended that a legal counsel be retained to form the Board of Governance. The Board of Governance should minimally encompass representatives from the three municipalities. The Board of Governance, in its fiduciary responsibility, should have a clearly established mission; establish leadership roles and

responsibilities, policy formulation, decision making process and authority, and oversight that ensure the accountability for fulfilling the Board's responsibility.

Generally, each community will have one single vote. A chairman position will be selected yearly to chair the Board. The Chairman will function as the Appropriate Authority of the board. The Chair will only have a vote if there is a tie. The position of Chairman will rotate yearly giving each community an opportunity for input and prevent one community from having a monopoly of the department.

This Board of Governance should also be empowered to make budgetary decisions for the newly formed police department. The Board should consider the "Appropriate Authority" requirement which is statutorily required. This empowerment comes from legal authority when established under the "The Consolidated Municipal Service Act, N.J.S.A. 40:48B-1 et seq., and the Interlocal Services Act, N.J.S.A. 40:48B-2 (a) and (b). These acts allow the local communities to "enter into a contract with any local unit or units for joint provision within their several jurisdictions of any service which any party to the agreement is empowered to render within its own jurisdiction", N.J.S.A. 40:8A-3 service under the terms and conditions when enacted.

35) Where do the budgetary allotments reside?

The consolidated department would name a chief of police who would be required to prepare and submit a budget to the Board of Governance for review and approval. The chief of police would be able to determine the percentage accessed to each community by utilizing the "Percentage of Need" quotient in determining the costs based on usage. This quotient must be monitored closely for changes or unique conditions that may occur in each individual community.

36) Is there a separate legal account and Chief Financial Officer and auditor in receipt of the newly created budget?

The Board of Governance should consider adding funds to cover expenses for legal, external auditing and the services provided by the Chief Financial Officer. These operational costs could be reduced if participating communities wish to provide that service at a reduced fee which would benefit all parties involved. Blue Shield Consulting would not recommend sharing legal services. A separate legal counsel not currently engaged in work for any of the three communities should be selected.

Additionally, a neutral outside accounting firm should be selected to perform auditing practices. Any perception or present condition that leads to a conflict of interest should be avoided and prevented.

Operational Considerations

37) Would the new agency move in a new direction philosophically? Should it?

Yes. The Chief of Police must lead the development of an organizational vision, a view of the future of the police department that will excite and convert departmental personnel. The Chief of Police is a critical component in the success of the new department. When selecting the Chief of Police, special criteria should be added to identify that person who will develop an effective culture of the department. The Chief of Police should come with strong transactional and transformational leadership skills, be an effective manager and communicator who can inspire a shared vision of three communities.

38) Would consolidation respond to the growth of the city, county, region?

Police agencies must be responsive to the needs of the community that they serve. This level of service remains constant although changes occur daily to meet these needs. The police department is no different in scope than any other police department, in that senior police managers should forecast for attrition and proper staffing to accommodate geographical increases in region.

39) Would the quality of service provided to residents rise or fall? How would this be measured?

The standards of quality of services provided will be determined by the policies and expectations set by the Board of Governance and officer accountability. The appointed Chief of Police, police administration and Board of Governance should identify the specific services that are required for each respective community to deliver, prior to the formation of the department. These identified programs would then be funded and identified in the operating budget under programs. These established programs rise or fall depending on funds and community support.

40) How would the command structure be set up?

40) Depending on the size of the community, the appropriate number of officers and staff would be determined. If the Township of Teaneck is part of the consolidation the Command Staff would remain the staff for the most part. If the consolidation was only with Bogota and Little Ferry the command structure would be greatly reduced.

41) Who will make the decisions?

Blue Shield Consulting recommends 126 sworn officers to staff a total consolidated police department. This determination is based on population utilizing the Federal Bureau of Investigation's (FBI) staffing model. This recommendation is based on information supplied by the three municipalities and accepted police practices designed by FBI as a guide. The ultimate decision will be made by the three municipalities and the elected officials who lead them.

Administrative Considerations

42) Who would be the head of the agency?

A Chief of Police would lead the consolidated agency. Candidates for the Chief of Police position would have to undergo a written examination offered by the Department of Personnel (DOP) because of Civil Service classification, a series of interviews and psychological testing requirements. The candidate who scores the highest in all phases may be transitioned to the position of Chief of Police. The remaining Chiefs of Police would be reduced in rank to the next lower rank in the organization. The ultimate decision of who leads this agency will rest with the Board of Governance with consideration given to DOP rules. It should be noted that our Governor Christie is attempting to remove the structure of Department of Personnel and the effect that civil service has on Shared Services and Consolidation of services within the state.

43) Who would make the selection?

The testing procedure would be performed by the Department of Personnel for the State of New Jersey. The appointment of Chief of Police would be made by Board of Governance, with input from council members of participating municipalities.

44) How have other consolidated agencies arrived at an equitable management plan for the new agency?

Blue Shield Consulting has previous experience with contracted services with communities in the State of New Jersey. For example, in 2001, the Township of Mine Hill and Borough of Wharton joined police services. The department is headed by a Chief of Police for the Wharton Police Department that proudly serves both communities. Blue Shield Consulting has received positive feedback from the Chief of the Wharton Police Department, governing body and residents as to the services being provided, subsequent to the contracted police services.

The contracted services for police continue to serve both communities for the past eleven years effectively and efficiently. The forecast is promising to continue this agreement going forward. The larger force has allotted advancement opportunities, training and development of the department which grew in size from thirteen to twenty-two officers. Residents in Mine Hill have seen an increase in police coverage and service in a cost efficient manner. The contract services agreement was recently renewed for an additional ten years.

45) How will officers be deployed?

The named chief of police will direct the deployment of personnel to ensure effective police coverage in all three communities. The chief of police has sole control over the day-to-day operation of the department.

46) How will patrol sectors or districts be designed?

The patrol sectors or districts will be determined by the chief of police. Usually these zones are determined by the speed and ease for officers to respond quickly to a call for service. Geographical area, access to police headquarters and the ability to provide overlapping coverage for high crime areas is an intended goal. The chief of police should ensure that all three communities are properly staffed at all times. Minimum staffing coverage should be discussed in consultation with local leaders prior to implementation.

47) How will patrol allocation per shift and sector be determined?

The patrol allocations will be determined by the chief of police. Usually these allocations are established by determining the minimum coverage necessary to cover routine patrol assignments. Geographical area is factored when departments considering response time to a call for service. Time, for the purpose of this study is defined as; the time of dispatch to the time the officer arrives on scene.

Additional considerations would include workload and other external and emergent conditions which may shift personnel from one

sector to another. The consolidated department may consider creating a "power shift", which is planned schedule of additional officers to provide extra patrol for a prescribed period of time, or day of the week. These power shifts are effective for overlapping coverage in high crime areas, or special assignments that drive down the need for overtime.

48) How will preliminary deployment decisions be evaluated after implementation?

The process of cause and effect is followed: routine staff meetings review current assignments and special details for success in reducing crime or documenting the arrest of offenders. These special details have a desired outcome, are measured and if the desired results are not gained the strategy would be changed for better results.

Strategic Planning For Staffing a Local Police Department

Regardless of the type of policing that is being considered, including the current status whereby most municipalities provide their own force, below are universal considerations that affect and determine the force deployed.

49) Full-time Population

57,205 persons combined.

50) Land-Square Miles

8.3 Square miles

51) Density of Population

See Geographic/Demographic Comparison

52) Urban, Suburban, Rural

See Geographic/Demographic Comparison

53) Housing Stock-cluster, single family homes, lot size

See Geographic/Demographic Comparison

54) Demographics

See Geographic/Demographic Comparison

55) Type of Population -elderly, families, fixed income, owned or rented homes

See Geographic/Demographic Comparison

56) Economic base-commercial, residential, professional

The three communities all have a combination of all three components listed as part of the economic base. The largest base is residential, followed by commercial property.

57) Scope of Service Expected by community

The expectations from the three communities are to have a police department that can match or exceed the level of service which they are currently receiving. Any level of service that is less than the current level of service will not be acceptable solution.

58) Basic services-Patrol; Investigation, Administration

The proposed consolidated police department will continue to provide basic police protection by performing uniform patrol, crime prevention and analysis, police investigations and effective police administration.

59) Special Services-School Resource Officers, DARE, Traffic

The newly formed Police Department would continue to provide community programs that enhance the residential population on a larger scale.

60) Total Calls For Service-annual, for total jurisdiction

See Table 88 of the Study.

61) Calls for Service-citizen calls for assistance

This information could not be supplied by any of the three municipalities.

62) Officer Initiated-officer stops vehicle, pedestrian, etc.

This information could not be supplied by any of the three municipalities

63) Average Consumed Time-for all calls for service

70 seconds to 2 minutes

64) Average Officer Availability-based on patrol work schedule, base year minus leave taken.

This information could not be supplied by any of the three municipalities.

67) Method of Deployment - mobile-patrol vehicles, motorcycles, bicycles, walking

The primary method of deployment would be mobile patrol. The Chief of Police will determine additional deployment methods as deemed appropriate by geography, crime risk, community requirements.

68) Stationary-sub-stations, district houses, storefront

The consolidated police department, if approved, would only be considered between the Township of Teaneck and the Borough of Bogota. The Borough of Little Ferry has gone on the record that they would only consider Little Ferry providing contracted police services to Bogota so a substation would not be needed in the event that Teaneck was united with the Borough of Bogota. If that option was selected than a non-staffed sub-station would be located in former Bogota Police Station site to allow residents to make complaints within the Borough of Bogota. This option would enhance public opinion because residents would not be required to drive to Teaneck to make a complaint.

69) How many officers will the department need for the next five years?

The recommended staffing model for the proposed for a total consolidation would be 132 sworn officers and the department may not need to add additional officers for the next five years. There are too many variables to determine staffing levels going forward. This can't truly be identified as yet because the department is not formed. There are numerous variables such as: attrition-retirements, long term disability, separations from service community-projected building permits construction, new residents and commercial ratables which require police service and protection which have not been identified.

Facilities

Many of the issues regarding the consolidated agency will be determined by which method two or more municipalities are joined.

The current Teaneck Police Facility is large enough to facilitate the consolidation of all three police agencies if combined. It would appear that Teaneck would be the best potential for physical modifications to house the staff if combined. This option would require some physical and operational modifications to its current layout. Bogota would have a small substation for the public to meet officers, take reports/complaints and take comfort breaks.

It is believed that if the Little Ferry option was considered under a contracted service having Little Ferry providing service to Bogota, the former Bogota Police Station site may be retained as un-staffed substation to take reports/complaints and used for comfort breaks.

The current Little Ferry Police facility would then need to accommodate less than forty full-time sworn officers and civilian staff level combined from the two departments.

The original study identified that Bogota would be combined with Teaneck Police Department and would also bring some challenges. This would exceed current staffing and raise that number to 113 officers which would impact all available space but could be accomplished.

The issue of who would be providing communications to the combined department would be hosted by the department providing the service to the other communities. If Little Ferry is selected then the Communication Center would be facilitated in the Little Ferry Police Station and if Teaneck is selected then Teaneck would provide the communications for the combined department.

If selected, a newly formed department would need to have the ability to reconfigure its space to accommodate additional personnel and services to another community. Blue Shield Consulting has toured these buildings and with some adjustments we believe this could be accomplished. This would only be suggested for use by the combined staff as a short term goal. A long term goal would be to consider additional space to be added in both options.

Programming changes may be necessary and new communications equipment may have to be purchased. A software package must be selected and purchased that can be used by both departments and must

be capable of merging all existing police records. The CAD system must be compatible with mobile data terminals in existing police cars. All marked police vehicles must be standardized. Once an option is selected, the department name and graphics scheme should be installed. In-house vehicle maintenance done by one or both agencies may necessitate an increase in staff in one of the Public Works Departments. (A mechanic from one town may be hired by the other to provide adequate staff). If two (or more) towns have an existing fueling facility, one may have to be abandoned unless a shared service contract is already in effect. If the option of contracted police services is selected than none of these options are factors because the service is being provided by one agency and none of the services is blended.

Leadership

Local leaders overseeing the newly merged or "consolidated" police department must examine and decide who will lead the new agency. Leadership styles differ from chief to chief. Police chiefs and the departments that they lead have different philosophies. Many times this law enforcement philosophy and culture are developed from the expectations of the governing body and the citizens of the community being served. The merging of local units must be comfortable with the new chief's philosophy and the culture that he or she will bring to the newly merged agency to different communities.

Legal / Statutory / Political Considerations

71) Who would make the key decisions about the consolidation process?

The key decision to move forward to consolidate a municipal function such as policing services is made by the elected officials of that community, in consultation with professional service providers such as consultants, attorneys, accountants, engineers, residents, business owners and the appropriate state government agencies. After prudent review and consideration of all known facts and predictable circumstances, the following consolidation options may be considered:

1. Shared Service: Two or more agencies combining certain functions or units to share in available resources or cost of the operations.
2. Local Merger/Consolidation: Two separate police agencies that form a single unit to gain efficiency and/or cost savings in operations.
3. Regionalization: A number of jurisdictions combine to a geographic area rather than a jurisdictional one. The new entity does not contain elements of any existing agency. The

jurisdiction either had no previously-existing police department, or those that existed have been disbanded.

4. Contracted Services: One community provides the total service to another community for a contracted term and a contracted price. The community that receives the contracted service has no leadership role in the direction or control of the service being provided unless it is noted in the contractual agreement.

The decision to consolidate policing services, whether partial or complete, rests with the governing bodies of all three municipalities. Generally, the key factors affecting consolidation of policing services are the cost-effectiveness, operational efficiency and adapting to organizational changes.

72) How could the process be designed to ensure that stakeholders have a role in decision-making?

In order for the consolidation to be effective and sustainable, key stakeholders must be involved in the various aspects of the decision making process to move toward a consolidated agency. The stakeholders include the local governing bodies, residents and business owners in the affected communities and employees of the three police departments. To accomplish this: 1) Public meetings should be held to discuss the outcome of this study and implications and expectations of the public. 2) Feedback from the collective bargaining

Units should be considered at all times. The Board of Governance would ultimately manage the decision making process for the newly created police department for approving the budget and personnel changes.

73) What contractual issues would arise when separate and distinct agencies combine?

The disbanding of a police department can be achieved by a resolution by the Mayor and Council of each municipality. The process of disbanding a police department involves notification to employees via a "RICE" letter. RICE letters must be issued to inform the employee that their positions may be eliminated. Additionally, the local governing bodies should notify the leaders of the local collective bargaining unit and the Department of Personnel. The creation of new consolidated police department must follow the provisions set by Statue of N.J.S.A. 40:48B-1 et seq.

The Consolidated Municipal Service Act and the Interlocal Services Act

Generally, there are two acts that apply in the context of merging or consolidating law enforcement services. The Consolidated Municipal Service Act, N.J.S.A. 40:48B-1 *ET seq.*, provides for the governing bodies of any two or more municipalities or counties (or combination thereof) to enter into a joint contract to provide for certain joint services.

N.J.S.A. 40:48B-2(a) and (b).¹⁵³

The Interlocal Services Act, N.J.S.A. 40:8A-1 *et seq.*, allows for any local unit to "enter into a contract with any other local unit or units for the joint provision within their several jurisdictions of any service which any party to the agreement is empowered to render within its own jurisdiction." N.J.S.A. 40:8A-3. Parties to a contract under the Interlocal Services Act "may agree to provide jointly, or through the agency of one or more of them on behalf of any or all of them, any service or aspect of a service which any of the parties on whose behalf such services are to be performed may legally perform for itself." N.J.S.A. 40:8A-5. These services include police and fire protection. *Id.* Both acts contain provisions that apply specifically to law enforcement officers.

Generally, the Consolidated Municipal Service Act and the Interlocal Services Act have significant differences. First, the Consolidated Municipal Service Act limits activities to counties and municipalities, while the Interlocal Services Act provides for joint activities between municipalities, school districts, and regional authorities, including districts other than interstate authorities or districts.

Second, the Interlocal Services Act permits parties to structure the joint activity as they desire. The Consolidated Municipal Service Act, on the other hand, mandates that all such activities be done through an autonomous body. In addition, under the Consolidated Municipal Service Act, non-civil service units are deemed to have adopted the civil service system upon consolidation with a civil service unit. However, the status of the providing entity (civil service or non-civil service) remains unchanged under the Interlocal Services Act.

*Government Control/ Appropriate Authority Issues*¹⁵⁴

New Jersey law provides for civilian control over local police departments, through the agency of a statutorily required position

¹⁵³ R.F.P. Compliance Matrix Item #30

¹⁵⁴ R.F.P. Compliance Matrix Item #30

known as the "Appropriate Authority." In discussing the issue of merger or consolidation, the basic tenets and questions apply, regardless of the size of the proposed combining of government service. Whether the proposal is between two municipalities disbanding their old departments and forming a new merged department, or one municipality disbanding its department and consolidating with a neighboring jurisdiction, the same questions apply.

Even in a large-scale regionalization where multiple municipalities disband their departments and form a regional one, the same basic questions still apply. In short, in the event several police departments merge or consolidate the Appropriate Authority issue becomes the paramount legal and political consideration.

74) Who does the newly formed police department report to?

The Chief of Police would report to the Board of Governance as the named Appropriate Authority.

75) Who becomes the Appropriate Authority? While New Jersey law N.J.S.A. 40:48B-2.1 addresses municipalities entering into joint agreements, it does not explicitly address the issue of who becomes the Appropriate Authority.¹⁵⁵

The position of the Appropriate Authority rests with Chairperson of the newly created Board of Governance. Generally, this position will require the Chairperson to have authoritative control of policies and budget of the newly created police department. However, the full description of this position should be better defined in consultation with legal counsel and the members of the Board and local governing officials.

To solve this issue, an independent Appropriate Authority might have to be enacted in special legislation through the state creating such an entity.

This additional level of government between the contributing agencies inherently will require appointed and representative positions from the contributing municipalities through election or appointment from the respective governing bodies.

76) If the newly formed appropriate authority is a several member body, which the chief of police of the newly-merged or created

department reports to, what are the new chief's responsibilities to the contributing governing bodies and mayors?

The chief of police of the newly formed police department will have the duty to manage and lead the police department. The chief of police will have oversight of the department's overall operation and budget.

The chief of police will supply the Board of Governance with a detailed monthly activity report which will identify the police services activities of the police department. The chief will work with the three municipalities through the Board of Governance to ensure that a fair and balanced budget is prepared yearly that addresses current and future policing services such as wage, salary and benefits coverage.

The chief of police will also have public relations responsibilities where he/she will be available to the residents of all three communities to address questions and concerns. The chief of police should routinely meet with the governing bodies and mayors to provide status reports on the progress of the newly formed police department. The chief of police should constantly look for opportunities to add value to the newly formed police department by soliciting feedback from the governing body, mayors, residents and department personnel.

Communication Services¹⁵⁶

The Communications Center is usually the starting place from where every incident is either received or dispatched when contacting a police department. These calls for service reported bring immediate assistance to the requesting parties and all phases of that request are documented and time stamped. Time is the secret weapon of law enforcement and the sooner dispatch can send aid, the sooner lives can be saved or protected. Because 9-1-1 Emergency Dispatch is so critical to emergency services, to include Fire and First Aid special training and special equipment is essential. These state of the art systems are costly and always improving with new technology which makes it hard to remain a cutting edge for efficiencies. Currently, all three agencies provide the service internally in each individual community and have not formally considered Bergen County's 9-1-1 Emergency Dispatch Center. The current center provides services to eleven towns and is the 9-1-1 provider for premedical arrival

instructions to ten additional towns. Regional Communication Center consolidation makes sense from a cost factor because individual towns don't have the funds to continue to keep pace with the updates and mandated requirements to manage a communication center. Blue Shield Consulting has years of experience in the area after serving as the Directory of a Regional 9-1-1 Center for eleven years that provided police, fire and emergency medical dispatch to numerous towns from one site.

The individual police departments being studied all provide their own dispatch and all three needs to be updated. In the case of Teaneck, they have a larger condition by allowing two separate emergency dispatch centers performing the same type of emergency dispatch in the same community. This practice of the Teaneck Fire Department having separate dispatch for fire emergencies is costly and by using full-time firefighters to perform this service daily is unnecessary and impractical. In most cases, the dispatcher and the firefighter who is assigned as a dispatcher in the fire department are working on the same incident in separate facilities.

The practice of using a civilian in the role of communication officers is a prudent measure and a cost savings to the taxpayer. These individuals once properly trained with "Call Taker" and "911 Certified Operator" can make all the difference in a call because they perform this function daily so their skill level is enhanced. Currently, Bogota, Little Ferry and Teaneck acknowledge that they need new equipment to update their individual communication centers and if Bergen County is not considered for that function, then combining the three municipalities together is recommended for communications. The host location for this function could be housed in any of the two locations either Teaneck or Little Ferry after the proper updates were made to the site.

It is clear to Blue Shield Consulting from several newspaper articles published regarding the Bergen County Prosecutors office not releasing forfeiture funds to all individual communities in Bergen County, to make new improvements to their communication centers. This would include: narrowband width for radio frequencies and new CAD Systems or technology enhancements. Conversely, with documentation stating that the Bergen County Freeholders need thirty-five municipalities to break even on their investment/infrastructure in their regional 9-1-1 Center. Blue Shield Consulting would encourage all three communities to give this regional option serious consideration. The downside to having your dispatch center offsite is your police agency is in lockdown to the public when sworn officers are in the field.

This condition of having your building on lockdown eliminates having staff waiting to assist the public when they enter the building, but must now wait until the officer is called off the road to the station. In this study only the Township of Teaneck would probably continue to staff its department with a Desk Officer because of the volume of walk-ins received all hours of the day and the night.

Records Management Systems

The Bogota and Teaneck Police Departments use the CODY Records Management System (RMS) for its data entry for police reports and as a Computer Aid Dispatch (CAD). This digital Records Management System is the agencies' information infrastructure. It offers easily integrated access to all the information in the databases built upon by Department personnel's entries. It enables users to concurrently access and search for all information collected by the agency on any person, incident, vehicle or business in one interface. The Computer Aid Dispatch System also is integrated into the dispatch center and enhances their ability and skills in receiving and dispatching calls for service. CAD is integrated with all CODY components and features NCIC, State lookups, and 9-1-1 services.¹⁵⁷

The Little Ferry Police Department uses the Matrixx Records Management System (RMS) for its data entry for police reports and does not utilize a Computer Aid Dispatch (CAD). This digital Records Management System is the agency's information infrastructure. It offers easy integrated access to all the information in the databases built upon by department personnel's entries. It enables users to concurrently access and search for all information collected by the agency on any person, incident, vehicle or business in one interface.¹⁵⁸

In order to keep costs as minimal as possible, Blue Shield Consulting recommends retaining and adopting the "CODY" records management system for any consideration of shared services. Since two of the three departments already utilize this system, the Borough of Little Ferry's records should be converted to "CODY". The costs associated with the conversion and addition of computer equipment, personnel and system requirements would have to be reviewed by the chief and the vendor.

¹⁵⁷ R.F.P. Compliance Matrix Item #7.14

¹⁵⁸ R.F.P. Compliance Matrix Item #7.14

Recommended Staffing Levels

The U.S. Department of Justice (USDOJ) model staffing recommendations are based on population statistics. It recommends a ratio (depending on a variety of factors) of 2.5¹⁵⁹ officers per 1,000 residents. Utilizing the USDOJ method a merged police department should be **143 Sworn Officers**. The Bergen County average is 2.2¹⁶⁰ Officers per 1,000 residents which would constitute 125.9 **Officers**. The New Jersey average supplied by the 2010 N.J.S.P. UCR website¹⁶¹ at 2.3 officers per 1,000 residents, the merged police department should have **131.6 Sworn Officers** to be properly staffed. Lastly the F.B.I. recommends a ratio of 2.4¹⁶² officers per 1,000 residents. The total population for all three municipalities is **57,205** and **130 sworn officers**. Utilizing the F.B.I. model, the merged police departments should have **137.3 Sworn Officers**.

After speaking with the chiefs of each department, and analyzing all of the data received, Blue Shield Consulting is recommending a minimum of no fewer than **132 Sworn Officers** to fulfill the needs of all the communities with the creation of a merged police department.

These three municipalities encompass a total of 8.3 square miles and a total number of 130 police officers with a total population of 57,205 as well as additional commuter traffic. Their close proximity to New York City, state, and interstate highways all add to the necessity for a properly staffed police department. This would constitute an increase in staff by two (2) officers but a reduction in command staff by as many as seven (7) after attrition or retirements.

The ultimate organizational chart recommendation would be to follow the Township of Teaneck's Police Department and to add additional first line officers, "Boots not Suits". By decreasing command staff, meaning a reduction of two (2) chiefs, two (2) captains, two (2) lieutenants and at least one (1) sergeant, this would place more officers on the streets and fewer in the office. Keep in mind public safety versus cost.

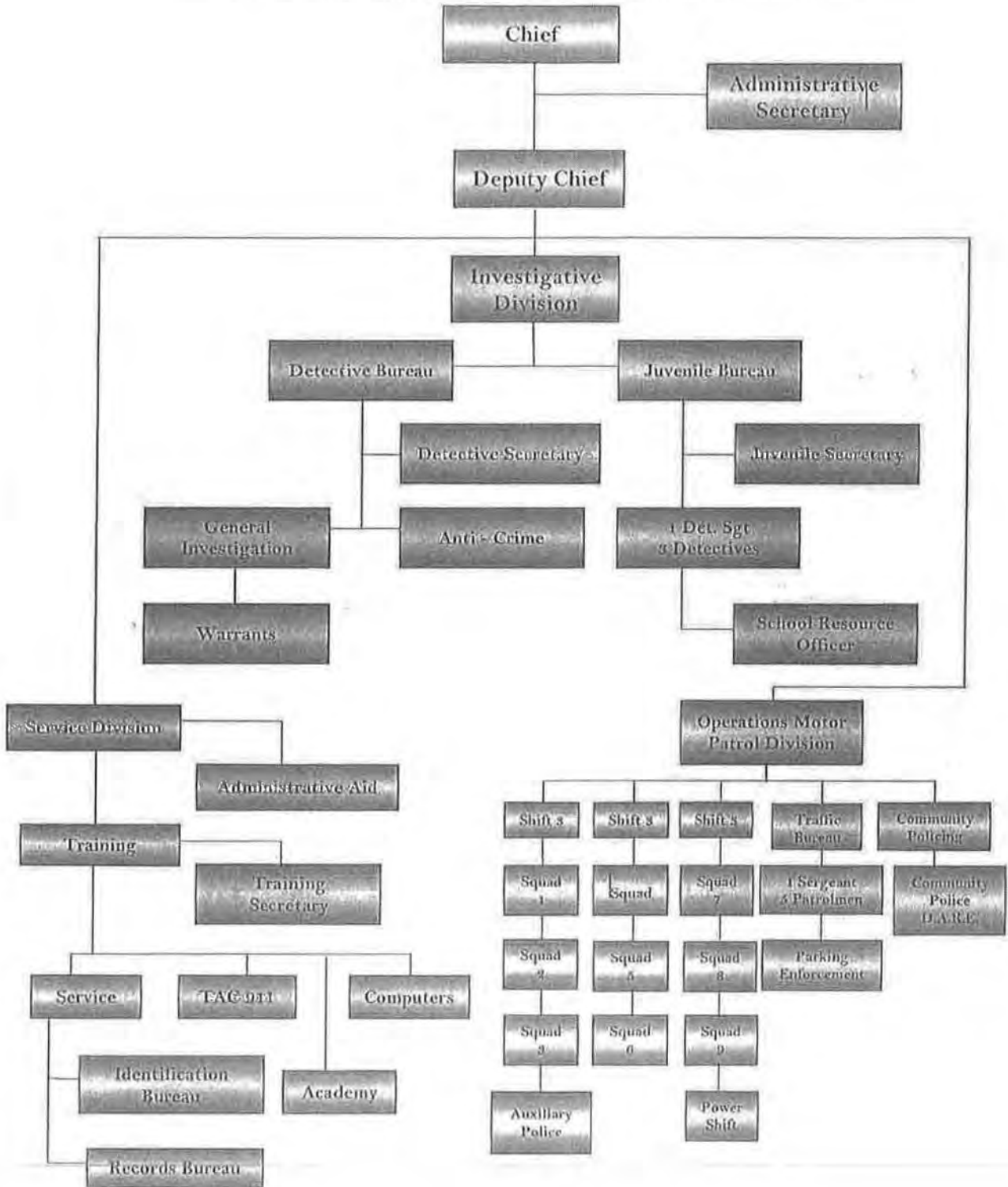
¹⁵⁹ [Bjs.ojp.usdoj.gov/content/pub/pdf/cslllea08](http://bjs.ojp.usdoj.gov/content/pub/pdf/cslllea08)

¹⁶⁰ www.njsp.org/info/ucr2010

¹⁶¹ www.njsp.org/info/ucr2010

¹⁶² FBI UCR Crime Statistics 2010

Chart 21: Police Department Organizational Chart



A reduction in command staff would constitute a savings for a merged police department at approximately \$950,000. However, that is not an actual savings. These seven (7) positions would be replaced with nine (9) patrolmen's salaries. This cost would eventually be approximately \$750,000. The ultimate savings would be approximately \$200,000¹⁶³ in salaries. An additional savings of approximately \$25,000 would be incurred with F.I.C.A. and Pension. Medical contributions would be determined by type of plan.

The existing organizational chart for a three (3) town merger would be similar to Teaneck's. In order for a consolidation to take place, all existing officers merge together with rank structure and seniority. The salaries do not have to align with their previous department since a new collective bargaining unit or legal contracts will supersede any previous contracts. This is only an example of the merged organizational chart. The presiding chief will determine his needs and develop his own organizational chart and command structure. For example, realignments of divisions or the necessity for additional first line supervisors may be considered for span of control.

With a consolidation as previously stated, officers do not lose their job, rank or seniority. This now contributes to a top-heavy command structure.

Recommendations to determine civilian personnel should be conducted by the presiding chief as to the workload associated with a larger Department.

Scheduling

The implementation of a twelve hour police work schedule for the police department is highly recommended. The twelve hour schedule is a prudent practice and has been adopted and implemented by one department under this review.

This recommendation is our belief that savings will be demonstrated and will be better served without sacrificing the protections of the communities.

The most popular twelve hour work schedule which both Bogota and Little Ferry already utilize is the "Pitman Schedule", which establishes the squad concept. In this case, it establishes four squads, consisting of one sergeant and "X" number of patrolmen per squad, which would provide protection to all three municipalities.

An example of the schedule is as follows: officers would work two-days on, two-days off; three-days on, two-days off; two-days on, three-days off. Beginning on a Sunday, shifts would generally start around 06:00 hours to 07:00 hours and rotate every two to three weeks, depending on management's decision.

Example of the Pitman Schedule

	<u>S</u>	<u>M</u>	<u>T</u>	<u>W</u>	<u>T</u>	<u>F</u>	<u>S</u>	<u>S</u>	<u>M</u>	<u>T</u>	<u>W</u>	<u>T</u>	<u>F</u>	<u>S</u>
Squad 1;	0	1	1	0	0	1	1	1	0	0	1	1	0	0
Squad 2;	2	0	0	2	2	0	0	0	2	2	0	0	2	2
Squad 3;	1	0	0	1	1	0	0	0	1	1	0	0	1	1
Squad 4;	0	2	2	0	0	2	2	2	0	0	2	2	0	0

This style of schedule has demonstrated a reduction in sick time and overtime. The schedule also brings a health benefit by improving the officers' physical and mental well-being, since the officers can establish a routine sleep pattern without having to change weekly or work a three shift rotation. Improved morale is another example of its inherent benefits to the employees. In addition, the Pitman Schedule provides a three day weekend every other week, which allows officers to schedule family and personal time off without using additional days which can create overtime. Also, if the necessity arises, 50% of the department's officers are scheduled off and can be recalled as well rested, ready to go manpower. Keep in mind, the eight hour schedule utilizes 75% of the department's officers, leaving at best 25% manpower deployment possibilities.¹⁶⁴

This schedule will also allow management the ability to shift officers from nights to days or visa-versa when open shifts occur causing overtime. This can also reduce overtime costs, especially in regards to court appearances, if cooperation occurs with the courts. Keep in mind, this can only be accomplished when squads are fully staffed.

The Pitman Schedule, or similar twelve hour schedules such as three day on, three day off shifts, have been proven in other departments. Cost savings to municipalities, reduction in sick time

¹⁶⁴ R.F.P. Compliance Matrix Item #8,16

and the improvement in officers' physical and mental health have all been a benefit to the department and residents. In the majority of towns, switching to twelve hour schedules, there has been an increase in productivity due to officers' morale and their well-rested, more relaxed condition. It is important to note that in a new, merged department, clearance rates must be kept for performance measurement, and proper staffing levels should be maintained. Officers should coordinate and schedule days off with their squad members to insure these staffing levels without the use of overtime.

Teaneck's schedule, if adopted, would change from the current eight hour shift of approximately (260) days worked to twelve hour shifts, which reduces the number of days to approximately (182) days worked. Although, the number of days is reduced by switching to a twelve hour schedule, officers do work an additional (104) hours more than in a normal eight or eight and one half hour schedule. The municipalities would have to negotiate by contract how, or if the officers would be compensated by working the extra (104) hours without violating "Garcia". Two common practices have been by converting the existing holiday/vacation/personal/sick days to day for day, instead of converting days to hours or by accumulating compensatory time every two weeks of four hours, totaling (104) for the calendar year.

The use of "Circle Time" is a term the Washington Township Police used to identify the eight hours accrued per month. This credited time was tracked by management and with prior permission; the officer could take off the eight hours as long as it did not create overtime for the department. It should be noted that Blue Shield Consulting highly recommends not allowing this time to be accumulated as compensation (Comp) time. This type of implementation will force the officers to utilize their acquired time in a timely manner without forcing overtime or selling back unused time.

Administration, specialized bureaus and certain units should be reviewed by the Chief of Police to ascertain what benefits would be gained by working either an (8) hour, (10) hour or a (12) hour shift.

Services/ Resources Provided

The consolidation of three agencies under the authority and control of a single police chief and governing body will initially cost the taxpayers approximately in excess of their respective operating budgets. A detailed startup cost analysis would have to be determined, however, an initial estimation is in excess of \$100,000 to \$200,000. This total could be offset by the sale of surplus equipment.

The consolidation of police services may lead to a department that provides better services to residents at a lower price point. The goal is to discover the best way to achieve that goal without jeopardizing the safety of the residents that are being served.

The individual departments work well with respect to the management structure (Command Staff) that they currently have in place. The Boroughs of Bogota and Little Ferry because of size cannot provide direct police supervision at all times. The inability to manage police officers and outcomes on a 24 hour continuum exposes municipalities in this study to civil and criminal liability. Having direct police supervision allows for a constant checks-and-balances system that allows supervisors to monitor officers' actions to established rules and regulations, policies and procedures, Prosecutor Office Directives and the Guidelines of the State Attorney General's Office. This condition affects departments of similar size. Particular State Attorney General Guidelines require that certain decisions and purposed law enforcement action be escalated to a police supervisor. For example, in the event of a motor vehicle pursuit a supervisor must be notified immediately. If a department does not have a supervisor working on all shifts, inherently the department will be exposed to liability and scrutinized by the public. Additionally, the public may lose confidence in the operation of a police department that has no routine police supervision of officers.

The consolidation of police services allows for a department to reduce redundant work. For example, redundancy can be seen in the patrol function from one department to another. Patrol officers are often required to cross into neighboring towns to patrol other areas of their respective towns.¹⁶⁵

Increased Service Levels¹⁶⁶

Under the current staffing levels of the Teaneck, Bogota and Little Ferry Police Departments it would be unlikely to see an increase in services to any community if a consolidation of police departments were installed. This opinion is based on the fact that each department current staff levels are below the all models' recommended staffing levels. These standards provide a ratio of officers to residents and combining the three departments' current staff would not improve that ratio, because all three departments are providing services with fewer officers than recommended. To each

¹⁶⁵ R.F.P. Compliance Matrix Item #4

¹⁶⁶ R.F.P. Compliance Matrix Item #2,4,14

department's credit, the chiefs of police of those agencies are trying to find new ways to maintain the same level of service and programs, which they had in the past with the current staff have had and made do.

New Jersey communities are reducing staff routinely, in the area of emergency services, because police and fire employees have retired abruptly and on a large scale. This is caused by fear of pension benefits changing and the removal or limits to pay outs of accrued time benefits. This large scale retirement of officers has now been compounded by the additional change to the State Cap levy which prevents budgets to increase by 2% or by approved waiver which is unlikely in these economic times. The loss of staff removed from the salary & wage budget is very hard to add back into subsequent years' budgets, because of the limits placed not to exceed the 2% State Cap.

Currently, all three departments are training new officers which are replacements for officers that have retired or left police service. This void of staff requires more officers to train new officers under the Field Training Officer (FTO) program, which takes approximately twelve weeks after completing the basic police training academy, and is a one-to-one officer process. In addition to FTO training, it takes approximately one year of service before a new officer has the level of experience to handle most routine circumstances on the road. The old adage that there is no substitution for experience is very true especially in the police and fire professions.

Vehicles

A newly formed police department would need little in the area of new equipment once merged. Vehicles would need to be uniformed. The removal of vehicle striping or markings can be expensive in the upward area of \$300 per vehicle. The striping or marking of a new design can more than double the cost of the removal at a cost of approximately \$600-\$900 per vehicle. Keep in mind, Bogota has 16 officers with 11 vehicles, meaning there is one vehicle for every 1.45 officers. Little Ferry has 22 officers with 15 vehicles or one vehicle for every 1.46 officers. Teaneck has 92 officers and 54 vehicles or one vehicle for every 1.7 officers. The total number of officers for all three departments totals 130 and the total number of vehicles total 80. That would mean there would be 1.62 officers per vehicle. This would increase the officer to vehicle ratio in Bogota and Little Ferry but a decrease in Teaneck. ¹⁶⁷

Any reductions or additions in the number of existing vehicles may be a possibility, but Blue Shield Consulting would recommend that the number of vehicles necessary to adequately service the department should be determined by the chief of police. The vehicles that should be targeted are vehicles that exceed 100,000 miles. These should be taken out of service and not replaced. A complete assessment of the combined fleet should then be conducted by a certified mechanic for an opinion going forward, and a further reduction should be made by the new chief of police.

The vehicle equipment inventory provided for vehicles was generic in nature and not specific as to the number of said items assigned to each vehicle. There are certain pieces of stationary equipment that will remain in the vehicle and certain equipment which is transferable between vehicles depending on use and need. It appears that all three departments cumulatively have a substantial amount of equipment that serves the officers well in the performance of their duties. Blue Shield Consulting notes that there is a diminished financial return on used police equipment. Storing equipment that will not be used should be avoided. This will reduce storage space and address issues of shelf life on equipment that may expire, (tear gas), after being consolidated, but never used.

It must be pointed out that the acquisition of certain equipment or the installation of other apparatus would have to be standardized and could be very costly. Standardizing computer tablets, light switch consoles, sirens, radar units, long gun security locking mechanisms, prisoner partitions etc. could cost well over \$100,000 as a one-time cost to standardize the vehicles. This cost does not reflect a change in communication equipment for the vehicles.

Uniforms

With 130 police officers to uniform, the expense to adopt one uniform would be of great expense. It would be necessary to standardize uniforms for obvious reasons, but keep in mind Teaneck is in the process of accreditation. It is mandated all officers have the same uniform including pants, shirts, outerwear, leather, shoes, hats, etc. This would be an expensive proposition even if the Teaneck uniform was the standard. Over 30 officers would have to conform to the existing Teaneck uniform. Examples of cost considerations per officer are given below:

- Long sleeve/short sleeve shirts, approximate cost \$35-\$50
(Usually 3 each issued)

- Pants, approximate cost \$85-\$110
(Usually 3 each issued)
- Coats/Jackets, approximate cost \$125-\$550
(Usually 2 each issued)
- Rain gear, approximate cost \$185-\$225
- Hats/Caps, approximate cost \$10-\$35
- Shoes/Boots, approximate cost \$65-\$225
- Leather gear, total approximate cost \$300-\$500
- Badges, approximate cost \$85-\$150 per badge
- Patches, approximate cost \$800-\$1,000
- Class "A" - Dress Uniform, approximate cost \$500-\$850
- Class "C" - Outside duty or Traffic Uniform, approximate cost \$300-\$500
- Specialized uniforms - Bicycle/Motorcycle, approximate cost \$600-\$900
- Batons, approximate cost \$45-\$75
- Oleoresin Capsicum (pepper spray), approximate cost \$12-\$20

As a "Rule of Thumb" it costs approximately \$3,500-\$4,500 to dress and equip one officer. Multiplied by even 30 officers would cost in excess of \$100,000.

Weapons

Blue Shield Consulting has no recommendation to the exact number of weapons a department should possess, but it would appear that there may be excess weapons that could be sold or transferred to other departments in need. This decision will be made by the appointed Chief of Police when selected under consolidation. As to the type or caliber of duty weapons to be used by the new department, Blue Shield Consulting makes no recommendation. Blue Shield Consulting's only recommendation with duty weapons is that all handguns should be the same type and caliber for safety purposes and standardization of training of officers.¹⁶⁸ These recommendations would also apply to specialized long guns such as shotguns, carbine rifles, semi-automatic rifles and sub machine guns.

If the department decided to stay with the Glock service weapon, savings could be incurred to assimilate to Teaneck's duty weapon. The cost associated with purchasing any new weapons would be \$425-\$650 depending on grips, "night" sites, or laser/flashlight attachments. The costs associated with long guns varies drastically from \$300-\$3,000.

Facility

It is difficult to forecast the future of the Teaneck, Bogota and now the Little Ferry Police Consolidation Study because the original study has been altered. The original study had the main focus on what would be a savings/benefit for both the Township of Teaneck to consolidate its police department with the Bogota Police Department. With these goals identified, the research began and it was clear from the initial site inspection that the Teaneck Police Department would be the best location to facilitate a consolidated police facility.

The current Teaneck Police headquarters already meets these Standards for Cell Block Management and the proper safe handling of prisoners as per the New Jersey Department of Corrections. The Teaneck site would function with some minor modifications to the locker room, and reconfiguring of the patrol room for additional officers.

The Bogota Police Station is located in the basement of a condemned elementary school which has been converted to the Bogota Borough Hall. The converted school, now municipal building has had garages also added to one side which was garage space that once again has been converted to the police station to house the Dispatch/Lobby portion of the department and the Administration Offices of the Chief, Captain and Records Secretary of the police station. The Bogota Police Department has limited space to house their current staff due to the age and the building. It is a wood framed structure that would not satisfy Department of Corrections (DCA) inspections for a cell block and would require a sprinkler system for the entire building.

Any consideration of expanding the current Bogota Police Station site into a multi-level floor plan for future use does not appear to be an option. The Americans with Disabilities Act¹⁶⁹ would immediately require an elevator to provide public access for residents and staff to have access to the entire building. The only option would be to use the current Bogota Police station if elected, for a small unstaffed substation, to facilitate report taking and bathroom breaks for officers.

In addition to the original two department police study, the Borough of Little Ferry was added to the mix and if considered, it

*169 Americans with Disabilities Act of 1990
42 U.S.C. §§ 12101 et seq.
Implementing Regulations:
29 CFR Parts 1630, 1602 (Title I, EEOC)*

would require further alterations to the Teaneck Police station to facilitate additional staff.

Blue Shield Consulting believes that if this option was selected, the larger force may require outsourcing of some of the original functions currently housed at the Teaneck Police Station, and offsite support functions may have to be considered.

This is not an optimum recommendation, but a method to save money in the initial phase of the consolidation under these tough economic times, if selected. If finances were different and funds for infrastructure were being offered from the state, Blue Shield Consulting would recommend a large addition constructed to the current Teaneck Police Station from the outset. This recommendation would reduce the required time to secure funds, plans, and re-design to construct an additional space to support the larger department.

If approved, the court process would also be combined and relocated to the Teaneck Municipal Building which is in a separate building from the police station, but is located on the same campus where the administrative offices of the courts currently function.

Currently, the Borough of Bogota court services are being held in Little Ferry. Under a current agreement, a Shared Service was established in 2011 providing court services to the Borough of Bogota, which appears to serve both communities well and the Little Ferry Court System is well defined. If the Township of Teaneck and the Borough of Bogota Police Departments consolidate, then Blue Shield Consulting reluctantly would recommend that the Little Ferry Agreement be broken and reformed in Teaneck because it just makes good sense under that arrangement to remain working together. If the Borough of Bogota elected to receive contracted services from Little Ferry, then the current arrangement would remain in place.

Some residents will comment that if approved there will be a reduction of the level of protection not having their own police station located in their town geographically. Blue Shield Consulting has had to remind residents that police officers work equally to fireman; police officers are not dispatched from one set location. However, they are patrolling with frequency.

A tool to eliminate this condition of not having a centrally located police station site can be achieved by creating new patrol zones and adding an "early man" to the schedule. The early man concept is defined by bringing one officer in one hour early on that squad. This allows for an officer to be positioned at further points from the police station when shift change occurs. This protects

residents and allows for an immediate response when time and distance become an issue.

It should be noted that close supervision by the patrol supervisors ensuring officers are in their respected districts/zones must be maintained to ensure proper response time to calls.

Statutory & Regulatory Consolidation Considerations¹⁷⁰

Establishment of statutory and regulatory issues involved with consolidation with appropriate state officials regarding regulatory compliance can be achieved through creating solutions that work for all communities involved in the process. Blue Shield Consulting has been involved in nine studies and three successful shared services agreements that have benefited the taxpayer by saving money and providing equal or better services than previously received prior to the change. Those three agreements led to shared services agreements where a community provided the host services to the others for exchange of funds or in some cases, an exchange of services like bartering.

In this case study the issue of full consolidation of police Departments involves Bogota and Little Ferry and the Teaneck Police Department which is a Civil Service Department and the other two departments are not. The concern is how that condition would affect the outcome of this study.

Civil Service in the past has been a deterrent to local government consolidation under the law of N.J.S.A. 11A:9-8 which stated that when two or more political subdivisions were consolidated, and any one of the political subdivisions were operating under Title 11A at the time of the consolidation, then the other political group were deemed to be Title 11A (Civil Service Authority) with regards to the combined function. This in many cases scared those on both sides of the civil service debate. The conversation whether civil service is good for a community or bad, which is always the great debate. It is always a topic of discussion and would make a great thesis topic but is not part of this study, just an acknowledgment of fact.

On April 3, 2007 the Uniform Shared Services and Consolidation Act and Consolidation Act (N.J.S.A. 40A:65-1, et seq.) was established to aid in municipalities to save money, streamline delivery of services and improve effectiveness of such services. These services

include: shared services and consolidation and the three methods that can be applied under civil service are Shared Services, Joint Meeting and Consolidation which is the focus of this study.

The Uniform Shared Services for Consolidation provides some options to be considered. It provides that two or more jurisdictions would consolidate into a single jurisdiction and one of the participating jurisdictions is a Title 11A. The voters of the participating jurisdiction can decide that the new authority will or will not be a civil service jurisdiction. This can be decided through a referendum.

The other option is if the new jurisdiction selects to be a Civil Service jurisdiction. Those employees with prior permanent, (not on probation), civil service status will retain all civil service rights and protections. The newly acquired employees from the other consolidated jurisdiction that are non-Civil Service employees would then be reviewed by the Department of Personnel (DOP) and their titles and status would be determined going forward by the DOP as a member. Their starting date and rank would be considered.

If it is determined that a new jurisdiction has selected to be non-Civil Service jurisdiction, then the employees in the new jurisdiction would not have any rights or privileges under Civil Service authority. All Civil Service protection would then cease for all employees of the consolidated jurisdiction and any prior Civil Service status under Title 11A would be forfeited and all rights and protection would be lost under the new authority.

Once the new agency has been formed and approved the Division of Local Government Services which is controlled by the Department of Community Affairs will create a task force of state agencies (PERC) to assist in facilitating the consolidation and provide technical assistance for challenges of collective bargaining.

Legal & P.B.A. Contracts Considerations

Prior to forming a new municipal police department the Boroughs of Bogota, Little Ferry, and the Township of Teaneck must effectively disband their existing union contracts null and void. The individual collective bargaining agreement(s) would then serve as the footprint for the newly crafted agreement to provide salary, wages and benefits for its employees for the newly created police department.

It is the recommendation of Blue Shield Consulting that the new collective bargaining agreement generally follow the previous

collective bargaining agreements in terms of the benefits package as closely as possible. This would include the pay scale to be modeled at the average of the three former agreements. This recommendation is made on the basis that the overall and long-term success of the newly formed police agency will be largely dependent on the officers' cooperation, buy-in, their professionalism and their due diligence to make this new agency a success and a model for other municipalities.

The consolidation of police services among the three police departments into a newly formed singular police agency should encompass a strong and talented administration and management team. Avoid a "top heavy" organization. Unnecessary high ranking positions add to the cost of operation of the newly formed police agency. Blue Shield Consulting recommends a reduction in the size of the newly formed police department to a total of 132 sworn officers with more officers performing the services in the field and fewer in administration. This concept is identified in the study under our Comparisons Section.

The process of moving toward disbanding a police department can be accomplished at the level of municipal government. To disband a municipal police department in the State of New Jersey, the local governing body, including the Mayor and Council must introduce and pass a formal resolution during any properly held council meeting with post public notification. Prior to these discussions, all employees should receive proper "Rice Notifications"¹⁷¹ mandated by the Open Public Meetings Act 1973.

The municipal government(s) should provide adequate written notice of their intention to disband their respective police departments to the Bergen County Prosecutor's Office, Bergen County Sheriff's Department, New Jersey State Police and the New Jersey Attorney General's Office. Continuous communication to the residents, general public and any other stakeholders should be made as soon as possible.¹⁷²

Department Contributions¹⁷³

171 New Jersey's Open Public Meetings Act, known as "The Sunshine Law" is designed to ensure that decision-making government bodies in the state conduct their businesses in public except in specific circumstances where exclusion of the public is needed to protect the privacy of individuals, the safety of the public or the effectiveness of government in such areas as negotiations or investigations.

Open Public Meetings Act, N.J.S.A 10:4-6

172 R.F.P. Compliance Matrix Item #11

173 R.F.P. Compliance Matrix Item #1

Since the last salary totals were from 2010 and the potential shared services would not be considered until after the budget process in 2013 it is difficult to project an estimated savings due to the three year span in salaries and budget. Therefore the easiest and fairest way to interpret any estimated savings would be to compare the existing 3--Town Department size to the proposed staffing levels if "merged" and under the new "Shared Services" agreement between the Boroughs of Bogota, Little Ferry and the Township of Teaneck.

With the existing staffing level of 130 officers and the proposed Department consisting of 132 officers, there would be a savings through attrition but not immediately. Going forward from the existing staffing level to the merged staffing level reflects the anticipated retirement of seven (7) command staff.

Normally Blue Shield Consulting would calculate and compare savings incurred through F.I.C.A., Police and Fire Pension, a reduction in staffing and/or command staff, health care premiums, and any other potential savings which would assist the municipalities. However, there is not enough savings to achieve a substantial reduction in the budgets.

Additional savings may occur during the re-evaluation of the total operating budget. This operating budget for the three (3) departments may decrease by an estimated 25% to 35% annually, depending on the needs and decisions made by the new presiding chief of police. To estimate or speculate as to the cost reduction of the operating budget would be a disservice to this study, since there are numerous variables and the final decisions rest upon the chief and his "Appropriate Authority".

These adjustments as previously stated are to the operating budget, the negotiations of the new collective bargaining unit, the consolidation of the courts, reduction of officers through attrition, the sale of equipment and actively pursuing grant opportunities which certain departments have already experienced success in their awards.

Finally, the initial startup costs associated with a three (3) town merger should be minimal, taking these factors into consideration. Presently, each department is a functioning, fully equipped police department. All necessary equipment required would be pooled together to outfit the new police department and its officers. The presiding chief of police would determine equipment needs, facility needs, vehicles, weapons, uniforms, etc. If the utilization of all equipment is taken into consideration, then the immediate expenses incurred would be uniforms, weapons and vehicle markings.

The officers existing uniform allowance should aid in the cost for the first year.

A change in the department patch, stationery, website and any other newly formed identifiers would also be a cost factor. Conversely, the sale or trade in of existing equipment should reduce this initial cost.

The final cost of training and transition for man-hours should also be considered, but again that decision would be made by the newly appointed Chief of Police of the Police Department.

Court Considerations¹⁷⁴

When reviewing the data supplied by all three municipalities, Blue Shield Consulting learned that the consolidation process had already occurred. Blue Shield Consulting learned that two municipalities had already established a shared court and Little Ferry is providing court services to Bogota. This consolidation of services between the two municipalities has already reduced a judge, prosecutor, public defender, court administrator and support staff in the former Bogota Court process.

At the present time, only Teaneck has its own separate, distinct, municipal court which serves the Township. Collectively, if the three municipalities consolidated once again, another judge, municipal prosecutor, public defender, and court administrator and related support staff members may not be needed by design.

It should be noted that the Little Ferry Municipal Court has restored Bogota's Courts services and has performed well and serves both communities well since April 4, 2011.

It would be recommended that the Township of Teaneck become the host of the newly consolidated police department based on capacity if the consolidation of the police is approved. This recommendation is based on review of the individual court systems being operated currently.

Blue Shield Consulting's assessment of the Teaneck Court System is that it is effective in its ability to handle the volume of the cases being processed. Teaneck also provides the size, parking and logistics to makes it the logical host for the three municipalities.

¹⁷⁴ R.F.P. Compliance Matrix Item #1,2,5

It should be noted that Teaneck is already a high volume court and may not be able to reduce staff once consolidated because of the added work load from Bogota and Little Ferry. Even though Bogota and Little Ferry produce a standard level of cases based on their size, any additional cases may overload the court. Therefore, consolidating all three municipal courts services into one system may not produce a savings for economic purposes.

Blue Shield Consulting does acknowledge that consolidating the courts of three municipalities together for the management of the police department makes sense. Having a consolidated court will allow the command staff of the expanded agency the ability to have command and control needed to be effective. Command staff must have the ability to schedule officers for court, which could reduce the occurrences of overtime, streamlining after hours response by a court administrator and allowing the police department to provide court security to a single municipal court; rather than two independent municipal courts.

Since the Bogota Court System cannot produce the accurate records from its former court records, we cannot evaluate the system prior and can only estimate the potential savings. The total to operate all three courts in 2010 was \$654,264.00. The costs below are based on a total of salaries of all court personnel and the expenses associated to operate the court efficiently.

Table 122: Municipal Court Comparison

Bogota					
	Salaries & Wages	Other Expenses	Prosecutor	Public Defender	Total
2010	\$46,606	\$2,744	\$7,135	\$2,865	\$59,350
Little Ferry					
2010	\$78,355	\$10,200	\$5,500	\$2,000	\$96,055
Teaneck					
2010	\$394,164 ¹⁷⁵	\$45,207	\$59,488	N/S - (Hourly Rate)	\$498,859

In order to accurately portray a picture offering court savings, a more in-depth analysis would have to be completed. Additional information must be reviewed as to workload, committed and un-committed hours, hours of operation for the public and court and facility requirements.

Blue Shield Consulting is confident that additional savings will occur by merging courts, although cannot speculate as to the amount.

¹⁷⁵ Judges salary included in total

Table 123: Municipal Court Revenue Comparison

	2010	2009	2008	Total
Bogota	\$169,715	\$144,311	\$130,534	\$444,560
Little Ferry	\$195,500	\$195,572	\$161,027	\$552,099
Teaneck	\$1,445,279	\$1,440,696	\$1,732,628	\$4,618,603
Total	\$1,810,494	\$1,780,579	\$2,024,189	\$5,615,262

Final Recommendations

The recommendation of Blue Shield Consulting is based on the following conditions, identified through research conducted and not based on any outside influence or conditions. The Boroughs of Bogota, Little Ferry and the Township of Teaneck are not required to follow these recommendations; however it would be in their best interests to consider the following:

The Borough of Bogota, Little Ferry and the Township of Teaneck are all closely knit communities that share their lives as neighbors, friends and family. These municipalities share municipal boundaries in the case of Bogota and Teaneck, and shared resources in the case of Bogota and Little Ferry, with an established shared court. These communities all have a sense of pride and will continue to go to great lengths to keep their communities valued, safe and protected. These communities are also committed to performing the due diligence by investigating consolidation. Blue Shield Consulting has learned a great deal about these individual communities and feels strongly that the following suggestions would serve all three communities well.

Blue Shield Consulting has reviewed all the information supplied by the three communities. The report is based on the material supplied individually by each community.

A decade ago consolidation would not have been considered, but under these tough economic times every aspect of government must be examined. In this study the concept of shared services or contracted services were touched upon but were not fully investigated because it was not included in the RFP because the Little Ferry was added later to the study. Blue Shield Consulting notes that Shared Services and Contracted Services if considered may have offered additional options to Teaneck, Bogota and Little Ferry if investigated. In this case study, it was determined that all three communities are under staffed and still supplying police services at an acceptable level to their residents. This study is about economics and not questioning professional police services that are currently being provided to each municipality.

The communities of Bogota and Little Ferry are similar in demographics and size with an estimate of 3,032 housing units in Bogota and estimated 4,439 housing units in Little Ferry. The

Township of Teaneck has estimated housing units of 13,568, which has a completely different feel of its two smaller communities. These two lesser municipalities of size, Bogota and Little Ferry have similar styles and appear to be a closer match with their residents. Conversely, the Township of Teaneck has 145.12 miles of roadway verses the 18.5 miles of roads in Bogota and 52 miles in Little Ferry. The Township of Teaneck is twice the combined size of Bogota and Little Ferry added together.

Blue Shield Consulting has performed extensive comparisons of stats for this study and compared all the calls for service, medical calls and fire calls and learned that there is no comparison when using Teaneck Police Department as a factor to be compared. Teaneck had the highest call volume of all of the towns with 228,548 over the three year period from 2008-2010. The second highest community was with Little Ferry with 91,066 and Bogota with the smallest number of calls for service with 38,863. These numbers provide the bases why the Township of Teaneck has distinguished itself and developed into a community that is respected since they handle the volume with ease. Teaneck is the example to many other New Jersey Communities to illustrate its style, purpose and commitment to its residents by providing excellent services this side of the Hudson River and an easy commute to New York City.

The salary and benefits revealed Teaneck had the highest cost of salary and benefits for its sworn staff of 2010 for a total \$19,256,913 and Bogota had the lowest salary and benefits that same year for its staff at \$2,742,601. The difference between these two departments is over \$17,000,000 in salary and benefits. This amount is significant but you must keep in mind that Teaneck employs ninety-two (92) sworn officers and Bogota employs sixteen (16) sworn officers. The Borough of Little Ferry has twenty-two (22) sworn officers with a salary and benefits that total \$4,087,429. Under a consolidation, the combined department would then function under one contractual rate of pay and scale and in some cases the combined communities may pay at a higher scale then currently paying.

Blue Shield Consulting also acknowledges that there is much work to be undertaken under a consolidation of police services if selected. The coordination and implementation phase of consolidation is complex and has many layers and levels to be achieved and vetted. Those layers contain: public meetings, training, policies and procedures, contracts, legal agreements, Appropriate Authority, notice to federal, state and county agencies, staff assignments, expanded patrol zones/districts, logistics, budgets can certainly be achieved with

experience and knowledge that the Teaneck Police Department has established.

It is also clear that Teaneck Police have a well administered police department and really can't be compared to its smaller neighboring communities because of size, resources and scale of operation. The Teaneck Police Department does it all and provides expansive services to its residents with programs and services second to none by New Jersey standards.

Blue Shield Consulting spent a large amount of time researching and understanding the needs of the three communities and the level of staff necessary. Blue Shield Consulting acknowledges that three police departments are meeting the needs of the individual communities currently and changing that standard would not be considered unless there would be significant savings of taxes to individual residents.

Blue Shield Consulting assessment is that bringing the three departments together will not save a significant savings at this time. This is based on the fact that all three departments function presently understaffed and bringing them together is not going to diminish that number of sworn officers just the number of ranking officers. Blue Shield Consulting has reviewed the budgets and the comparisons of staff, equipment and vehicles and learned the potential savings of consolidating will be between \$220,000.00 and \$225,000.00 to be shared between the three communities. This is not a strong committed answer that the three municipalities were looking for but when dealing with a project of this magnitude, all safe-conduct must be taken. The reason for this response is the research conducted demonstrated that the staffing levels must be maintained and if the three departments were consolidated the combined department would only reduce command Staff but not patrol Staff. The savings would be produced from the rate of pay change from the ultimate reduction of the following staff; two (2) chiefs, two (2) captains, two (2) lieutenants and at least one (1) sergeant, which would place more officers on the streets and fewer staff in the headquarters. Keep in mind, public safety versus cost is met by adding additional first line officers, "Boots not Suits" on the street will enhance the presence of law enforcement in these communities. By decreasing command staff through attrition, it will take years before any significant savings would be felt under this plan. This arrangement is also in conflict with savings because as Command staff retires, they would then be replaced with new officers. The identified savings would only be achieved from the difference of cost between seven command Staff officers versus seven patrol staff officer's pay scale. Once you research their present contracts, it was identified that the net savings is limited at best. With marginal savings of \$225,000 divided

three ways, the individual savings per municipality may only be \$75,000.00 in cost savings which is a small figure. That is why Blue Shield Consulting is not recommending consolidation at this time.

However, there is savings that could be achieved going forward by consolidating communications, expanded shared court services with all three communities, sale of large inventory of equipment, vehicles, weapons, and gear could be reduced or sold.

Blue Shield Consulting is of the belief that these communities studied may not see Shared Services/Consolidation immediately but under the 2% Cap Levy will become a necessary step to operate.

Elected officials are investigating all possibilities to restrict the flow of tax dollars being spent by controlled budgets. Tightening belts and attempting to stretch all services has become the mantra. Municipalities now have two problems, money (lack of tax dollars) to operate and now they don't have staff because the budgets can't afford the pay and benefits. Trying to do more with less appears to the municipal creed, and municipalities are running out of options because Cap waivers are no longer permitted. A waiver of the Cap Levy can only be achieved through an approved referendum.

In closing, Blue Shield Consulting has never made this recommendation before but there is a lot at stake here. The consolidation would impact 57,000 residents and all three municipal budgets that can't afford to be underfunded and a mistake would be a serious condition. The three budgets collectively exceed \$26 million dollars a year and directly fund the salary and benefits of the officers that provide protection and safety to their residents. The notion to tinker with that current success and livelihood is not a safe situation and prudent at this time.

Compliance Matrix

The Borough of Bogota, the Borough of Little Ferry and the Township of Teaneck are interested in exploring the opportunities for:

1. Savings
2. Increased service levels
3. A partnership of resources and economies of scale in police dispatch services
4. A partnership of resources and economies of scale in consolidation of day to day police services
5. A partnership of resources and economies of scale in complete merger of both Departments
6. Resources would include financing
7. Resources would include equipment
8. Resources would include personnel
9. Resources would include materials and supplies
10. Resources would include specialization of duties
11. Identification of relevant data, including appropriate stakeholder interviews
12. Establishment of statutory and regulatory issued involved with consolidation with appropriate state officials regarding regulatory compliance
13. Inventory of capital resources analysis
14. Inventory of operational resources analysis
15. Inventory of financial resources analysis
16. Inventory of personnel resources analysis

Credentials

Blue Shield Consulting L.L.C. is a New Jersey based Municipal Government Consulting Company with large resources and experience in addressing the problems and issues facing our client's private and public matters. Blue Shield Consulting meets the needs of law enforcement, security, and government agencies in today's litigious society. Trial and Error is no longer an option that municipalities and Companies can consider.

Blue Shield Consulting is owned and operated by Ted Ehrenburg, a retired police officer. During his twenty-eight years of service, he served at the rank of Chief of Police for eleven years in Washington Township, Morris County, New Jersey. During those eleven years, he was instrumental in developing a new police headquarters creating internal policies and procedures, and providing an organizational structure. He also was instrumental in establishing manpower and training requirements for a department which employed fifty-six people and served a community of nearly 20,000 residents. Chief Ehrenburg was an instructor at the Morris County Police Academy for eleven years, and has served on the New Jersey State Chief's Association Examination Committee. In addition, Ted Ehrenburg has been an Adjunct Professor at the Centenary College, where he taught various criminal justice courses, including Policing Theory, and Leadership. During his career, Chief Ehrenburg sat/chaired on various professional committees for the New Jersey State Chiefs of Police Association (NJSACOP). Ted Ehrenburg holds an Associate Degree in Law Enforcement, a Bachelor of Arts Degree in Criminal Justice from William Paterson University as well as a Masters Degree of Education and Management from Seton Hall University. He also holds a Certified Public Management Degree from Rutgers College and has been published in League of Municipalities magazine...

Blue Shield Consulting has a highly educated, experienced team of professionals that have provided leadership and direction to communities since 2000. During those twelve years, Blue Shield Consulting has performed nine feasibility studies that have set the benchmark for others to follow. These feasibility studies have saved municipalities tax dollars, while still providing high-quality service to the following identified communities.

Mine Hill Township & Borough of Wharton Feasibility Study

Blue Shield Consulting was contracted by the Township of Mine Hill (Morris County) where the first "Contract Services Agreement" was completed on a full-time law enforcement agency. The agreement was successfully completed after an exhaustive review was performed. Mine Hill Township is saving its citizens \$300,000 Dollars per year, and is the only Morris County municipality that did not raise its taxes in 2002, 2003, 2004, 2005, 2006, and a tax reevaluation in 2007.

Prior to securing Blue Shield Consulting, L.L.C., Mine Hill Township, a small community, was in the newspapers daily, bleeding negative articles about the Township, its police department and officers. Mine Hill Township was embroiled in lawsuits, lacked organizational structure, proper policies & procedures, discipline and enforceable rules & regulations. The department was not providing effective or efficient service to its taxpaying residents or commuters. Mine Hill Township, with its lack of committed resources became susceptible to civil lawsuits due to the neglected proper controls that were not in place. Currently, Mine Hill Township has completed its seventh year of the seven year contract (May 1, 2002) with the Borough of Wharton. This agreement has already been extended for additional ten years and a Shared Court has been established.

Montville Township Regional Communication Feasibility Study

Blue Shield Consulting was contracted by the Township of Montville (Morris County) to observe the inner workings of its communication center and identify its strengths and weaknesses. The focus of the study was to consider the possibilities of expanding the communication center to surrounding communities (Shared Services) that would reduce Montville Township's overall operational cost and ultimately saving taxpayers money. Montville Township had a change in leadership of the police department, and the municipality and the recommendations were not selected.

Borough of Caldwell and the Borough of West Caldwell Feasibility Study

Blue Shield Consulting was contracted by the Borough of Caldwell and the Borough of West Caldwell (Essex County) to study the feasibility of establishing a shared service for law enforcement protection between the two communities. The feasibility study was completed and the two boroughs now have a shared joint dispatch center for the two communities.

Borough of Stanhope Feasibility Study of Police Shared Service

Blue Shield Consulting was contracted by the Borough of Stanhope (Sussex County) to study the feasibility of establishing a shared service for law enforcement protection across county boundaries. The feasibility study was completed and approved by the Attorney General that the two communities can establish a shared police service across a county border. The Borough of Stanhope is still considering services between the Borough of Stanhope located in Sussex County and the Borough of Netcong located in Morris County.

Borough of Califon Feasibility Study of Police Shared Service

Blue Shield Consulting was contracted by the Borough of Califon (Hunterdon County) to review their police and court services being provided to the Borough of Califon. The feasibility study identified all of the surrounding communities of Califon that had full-time police departments. Upon that list of agencies, each was directly approached to see if it would consider providing police services to the Borough of Califon. Through the research, Washington Township Police Department was identified to be effective and efficient in providing service to the Borough of Califon, although they are located in different counties and not contiguous. The Washington Township Police Department, located in Morris County, was selected, which established the second "Contract Services Agreement" completed on a Full-time Law Enforcement agency in the State of New Jersey. The Califon Shared Services agreement has broken new ground as this agreement established a "Shared Court" across county borders. Washington Township is located in Morris County.

This Shared Court is the first in the State of New Jersey, thanks to the work of Blue Shield Consulting and its staff. This landmark decision was enacted January 1, 2008.

Borough of Mt. Arlington Feasibility Study of Police Shared Service

Blue Shield Consulting was contracted by the Borough of Mt. Arlington (Morris County) to review their police and court services. The feasibility of this study was to research if the Township of Roxbury, the Township of Jefferson, or the Borough of Wharton would provide police service to the Borough of Mt. Arlington. Through the research, the Roxbury Township Police Department and/or the Wharton Borough Police Department were identified to be considered effective and efficient in their ability to provide service to the Borough of Mt. Arlington. The Borough of Mt. Arlington elected not to complete the study and shelve the results of the data and hire an additional Policeman.

Borough of Lambertville, East Amwell, West Amwell Feasibility Study of Police Shared Service

Blue Shield Consulting was contracted by the Borough of Lambertville, the Township of West Amwell and the Township of East Amwell (Hunterdon County) to study the feasibility of establishing a shared service for law enforcement protection between the Borough of Lambertville and the Township of West Amwell. The study also included the research to be conducted that if the two departments were combined, what would be the capabilities of the new police agency to provide contracted police services to the Township of East Amwell. The feasibility study was completed and the three communities are reviewing their options for police services that would best serve their individual communities.

Township of Stillwater

Blue Shield Consulting was contracted by the Township of Stillwater (Sussex County) to review their police department and the associated costs in its operation. The study included the options of expanding the Stillwater Police Department to provide police services to surrounding communities. Blue Shield Consulting also reviewed emergency medical services and what would be the results if local police services were terminated. Blue Shields Consulting completed the study and after extensive meetings with surrounding contiguous and non-contiguous municipalities, found no interest amongst these governing bodies to share services with Stillwater. The Township of Stillwater officials, after a full review, selected the New Jersey State Police as an effective and efficient option for police protection of the Township of Stillwater.

Borough of Laurel Springs, Magnolia, Somerdale and Stratford

Feasibility Study of "Sterling" Police Shared Services

Blue Shield Consulting was contracted by the Borough of Somerdale who took the leadership role in spearheading a study of police services. This includes the municipalities of Laurel Springs, Magnolia, and the Borough of Stratford, all of which are located in Camden County. The feasibility study was contracted to research if a shared service for law enforcement protection between the four boroughs would be equivalent to or superior to its current individual structure and if a cost savings could be passed along to the taxpayers. The study also included the research to be conducted to combine the court systems if the consolidation of the police departments were selected. The study was completed and the elected officials of all involved communities have selected to shelve the project until Camden County decides whether review of total consolidation of all Camden County Police Departments is warranted.

Acknowledgements

This feasibility study was researched by Blue Shield Consulting. The study coordinator and project manager was Ted Ehrenburg. The report also draws heavily on the valuable contributions and input of several parties including but not limited to the Mayor Hameeduddin and Chief Wilson Manger Broughton of the Township of Teaneck. Mayor Pat McHale and his Administrator, Leonard Nicolosi of the f of Bogota. Mayor Raguseo and his Administrator, Michael Capabianco of the Borough of Little Ferry and the Township of Teaneck and their respective police executives, police officers and support staff. Blue Shield Consulting would like to acknowledge and offer a special thanks to Manager Broughton, who chaired and facilitated this Feasibility Study.