Shared Services Study
Greenburgh & Dobbs Ferry Police Departments
Presentation to the Town and Village Boards
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Steering Committee

- Chief John Kapica, Town of Greenburgh PD (chair)
- Chief Betsy Gilardi, Village of Dobbs Ferry PD
- Councilman Kevin Morgan, Town of Greenburgh
- Administrator Marcus Serrano, Village of Dobbs Ferry
Study Question

Can police services be delivered more efficiently in Greenburgh and Dobbs Ferry by full or partial consolidation or the use of shared resources?
Impact of Police on Village Budget

• Total police costs in recent years including benefits:

  2005-2006 $3,923,947
  2006-2007 $4,224,464
  2007-2008 $4,473,701
  2008-2009 $4,580,172
  2009-2010 (adopted) $4,703,652

• Village 2009-10 Adopted Budget: $15,108,962
  • Police costs account for 31% of budget
• Anticipated 2009-10 police revenues: $439,550
• Thus, net cost of police in 2009-10: $4,264,102
Village taxes have increased 19% over four years. If rate of growth was sustained into the future, taxes would double in 14 years.
## Comparative Staffing and Crime Statistics per 1,000 Residents – 2008

<table>
<thead>
<tr>
<th></th>
<th>Greenburgh (TOV)¹</th>
<th>Dobbs Ferry</th>
<th>Ardsley</th>
<th>Elmsford</th>
<th>Hastings-on-Hudson</th>
<th>Irvington</th>
<th>Tarrytown</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sworn Personnel²</strong></td>
<td>2.7</td>
<td>2.4</td>
<td>4.1</td>
<td>3.8</td>
<td>2.7</td>
<td>3.2</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>Violent Crime</strong></td>
<td>1.1</td>
<td>0.5</td>
<td>0.4</td>
<td>1.1</td>
<td>3.7</td>
<td>0.2</td>
<td>0.4</td>
</tr>
<tr>
<td><strong>Property Crime</strong></td>
<td>17.4</td>
<td>11.5</td>
<td>8.1</td>
<td>8.0</td>
<td>14.3</td>
<td>6.0</td>
<td>13.2</td>
</tr>
<tr>
<td><strong>Total Crime</strong></td>
<td>18.5</td>
<td>12.0</td>
<td>8.5</td>
<td>9.1</td>
<td>18.0</td>
<td>6.2</td>
<td>13.6</td>
</tr>
</tbody>
</table>

*Sources: US Census 2008 Population Estimates, DCJS, Municipal Budgets*

1.TOV: Town Outside Villages; 2. 2008 Staff
Study Options

1. Status quo (no changes in current structure)
2. Full consolidation of all police functions from Dobbs Ferry to Greenburgh (req. by NYS grant)
3. Partial consolidation of certain functions
4. Functional consolidation of certain functions
How to Staff a Consolidated Department?

- All personnel adjustments will be made through attrition (except chief’s position)
- Patrol Officers
  - Simple method – combine ideal numbers of officers based on actual workload of each agency
  - Day: $6 + 20 = 26$ (actual is 23)
  - Afternoon: $4 + 16 = 20$ (actual is 24)
  - Night: $2 + 8 = 10$ (actual is 19)
Other Staffing Issues in a New Department

- **Supervisory Staff**
  - Sergeants -- Acceptable ratio for patrol supervision in Greenburgh is one sergeant per eight patrol officers
  - Lieutenants -- One Lt. to Investigations
  - Captains -- No change – added workforce shouldn’t affect this level
  - Chief -- Would need only one for combined department

- **Support Staff**
  - Unchanged

- **Deployment Options**
  - Dedicated staff for Dobbs Ferry
  - Adjust workload across all patrol sectors reflecting increased calls for service from Dobbs Ferry
Potential Savings from a Combined Department?

- Potential to save from $1.8 million to $2.5 million in personnel costs over time
  - But at least $250,000 (not including facility renovation) in one-time up-front transition costs would be required
- Benefit would mostly go to Village residents from cost savings (may need to contract with the Town for certain services)
- But would there be reduced policing in the Village?
  - If so, how much and what impact would it have?
Other Options

- Steering committee had us look at full consolidation (as required by NYS grant), but they believed less drastic options were more realistic and in keeping with what Village residents wanted.
- Thus we looked at other options including partial or functional consolidation.
  - Partial consolidation = some of current Village policing services taken over by the Town (dispatch, shift work)
  - Functional consolidation = Village and Town would pool resources in certain areas (investigations, training, record management)
Partial/Functional Consolidation

Partial Consolidation Options

- Greenburgh could cover Dobbs Ferry on one or more shifts (e.g., midnight shift or weekends).
- All or some dispatching (e.g., nights and weekends) could move to Greenburgh.

Functional Consolidation Options

- All detectives could be detailed to Greenburgh but remain part of DF force.
- A multi-jurisdictional forensics team could provide a core group of detectives with expertise in this area.
Partial/Functional Consolidation II

Functional Consolidation (con’t)

- Dobbs Ferry could partner with the dedicated Greenburgh juvenile unit for juvenile crime prevention and investigations.
- Dobbs Ferry could use Greenburgh’s new records management system.
- Dobbs Ferry and Greenburgh could collaborate on training.
Analysis of Options

- Cost Savings Options
  - Full Consolidation
  - Partial Consolidation of dispatching or shifts
- Cost Avoidance Options
  - Functional Consolidation of investigations, records management, and training
- Service Enhancement Options
  - Functional Consolidation of forensics and juvenile crime
CGR Recommendations

1. Move dispatching to Town
   - Would potentially save $50-75,000 for Village but likely would have some costs for infrastructure & personnel
   - Consider working with other Villages to create a Town-wide E-911 system.

2. Collaborate on investigative services in whole or part
   - Could begin with juvenile or forensics and expand to other areas.
   - No immediate cost savings but might be realized over time.
   - Enhanced knowledge in both jurisdictions.
3. Collaborate on training
   - Village and Town could share training resources.
   - Cost savings would be modest but training would be enhanced.

4. Share records management system
   - Town system is more robust than Village and has capacity to add Village records.
   - Little savings but recordkeeping would be enhanced (would likely be nominal transition costs for training and equipment).
Tax Impact on the Town and Village?

- For every $100,000 in reduced police costs, Dobbs Ferry residents would save around $188 for each $100,000 of assessed valuation.
- Costs that shift from Dobbs Ferry to Greenburgh could be charged back to Village residents (through IMAs).
  - BUT overall costs should go down or rate of increase should go down.
Legal Implications

• Full Consolidation would have several legal implications (reconciliation of CBAs & IMAs for police services).

• Partial or Functional Consolidation would have fewer legal implications (e.g., IMAs to cover police services and costs for such services; informal arrangements; cost sharing arrangements (like with SWAT/HEAT now)).
Next Steps

• The Village and the Town Boards now need to decide the following questions:
  • Does the Village want to retain its own Police Department?
  • Are there police services that could be provided more economically by the Town for the Village?
  • Are there police services that could be shared between the Town and the Village, for the betterment of both jurisdictions?
Questions or Comments?

Thank you!
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