
**TOWNSHIP OF HOPEWELL
AND
THE BOROUGH OF HOPEWELL**

**SHARED SERVICES STUDY
SHARING OF POLICE RELATED SERVICES
BETWEEN
THE TOWNSHIP AND BOROUGH OF HOPEWELL**

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**Shared Services Study - Sharing of Police Related Services
Between The Township and Borough of Hopewell**

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BACKGROUND

The Township of Hopewell and the Borough of Hopewell received a grant through the SHARE Program (Sharing Available Resources Efficiently) from the New Jersey Department of Community Affairs. The grant provided a substantial portion of the funding necessary to examine police services shared between the communities, with each town contributing toward the required local match.

Pursuant to an agreement between the Township and Borough in 1982, Hopewell Borough dissolved its police department, effective January 1, 1983 and Hopewell Township began providing police services to the Borough effective on that date. Payment made by the Borough to the Township for police services was calculated annually using a formula comprised of three factors: population, equalized assessed real estate values and geographic area.

In 2004, the formula-based calculation was abandoned principally due to significant, new non-residential ratables in the Township. This increase in ratables skewed the formula results such that the Borough's payment for services decreased, notwithstanding an increase in Hopewell Township's police budget. Thereafter, the Borough's payment was established informally by applying a modest inflationary increase to the payment of the prior year.

In 2005, Hopewell Township brought suit against the Director of the New Jersey Division of Taxation challenging the Director's determination of the assessed-to-true value ratio for Hopewell Township. Both Pennington and Hopewell Boroughs were party to the suit as they participate in a regional school district. Hopewell Township, Pennington Borough and Hopewell Borough reached an amicable settlement of the litigation. As there were a number of outstanding issues relating to charges for shared services among the towns, in addition to the assessed-to-true value ratio issue, the settlement agreement was broadened to address those matters also.

Pursuant to the settlement agreement, Hopewell Borough and Township agreed to a 10% increase for 2006 over the 2005 payment for police services. In addition, it was agreed that an independent consultant would study the cost of providing police services to the Borough. Thereafter, within 60 days of the consultant's determination, Hopewell Borough was required to either execute an amended interlocal agreement or notify the Township of its intention to seek police services from another source.

Jersey Professional Management was engaged to establish an equitable methodology for determining the cost to Hopewell Borough of police services. The conclusions reached are based on a thorough review of all relevant financial information and an examination of police services and operations reports.

EXECUTIVE SUMMARY

The objective of the project is to provide an equitable method of establishing the appropriate charge to Hopewell Borough for police services provided to the Borough by Hopewell Township. The range of solutions starts at the incremental cost method, determining what expenses Hopewell Township would avoid if police services were eliminated for the Borough, and extends to the replacement cost method, what the cost would be for Hopewell Borough to duplicate the quantity and quality of services provided by Hopewell Township.

Jersey Professional Management believes neither of the extremes to be an appropriate solution. The incremental cost method eliminates any economic incentive for Hopewell Township to maintain the interlocal agreement. The economy of scale benefit, which is the basic incentive for shared services, would be lost. Hopewell Township would have little motivation beyond goodwill to continue the arrangement. The replacement cost method is similarly flawed. If Hopewell Borough were required to pay the full cost of replacing the service by creating its own department or contracting with another police agency, such as New Jersey State Police or a nearby municipality, then no benefit would be derived by the agreement with the Township.

Elected officials in both communities recognize the value of shared services as demonstrated by the number of interlocal service agreements. The discontinuation of an agreement for police services poses significant issues for both the Borough and the Township. The Borough would be forced to find an alternative method of meeting its police service needs, which might include dispatch were Hopewell Township not inclined to maintain that component of the services. Were the Borough to discontinue the arrangement, the Township would have to address the issue of lost revenue by either service changes or increased taxes.

The appropriate solution strikes a balance. Jersey Professional Management examined the costs for component services. Those expenses fall into 4 categories:

1. Expenses which benefit the Township only.
2. Expenses which benefit the Borough only.
3. Expenses for services benefiting Pennington Borough as well as both Hopewells.
4. Expenses for services benefiting both Hopewells only.

Indirect costs such as heating and lighting of the Hopewell Township Municipal Building and general government administration were excluded as those costs were considered as expenses the Township would incur irrespective of shared services.

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The Hopewell Borough charge for police services was determined by assigning all costs for Hopewell Township police services to one of the four cost categories and then apportioning those costs between the Borough and the Township. The rationale for the apportionment is in the "Allocation of Costs by Service Category" section of the report. The Hopewell Borough charge is calculated in the "Hopewell Borough Cost Calculation" section.

METHODOLOGY

Jersey Professional Management (JPM) conducted this study using a team of professionals with extensive experience in police services, municipal finance and local government management.

Interviews

The consultants met with the Administrator and 2 elected officials from each community in addition to the Chief of Police, Chief Financial Officer and other police personnel from Hopewell Township. Those interviewed from both towns were forthright and their comments and perspectives contributed measurably to developing an appropriate solution. Interviews were also conducted of residents and business owners in the Borough to ascertain public satisfaction with police services.

Examination Of Records

Documents relevant to the objectives of the study were reviewed including municipal resolutions and ordinances, budgets, audits and related financial reports, organizational charts, work schedules, equipment inventories, workload reports, crime reports, annual operations reports and other related documents.

Approach

To develop an appropriate model for an equitable cost to Hopewell Borough for police services, two factors must be considered. First, what are the service costs to be included? Second, what criteria should be used to apportion those costs?

Service Costs

In considering costs, only the expenses directly attributable to providing services were included. Indirect costs such as heating, lighting and building maintenance, financial services and township-wide administration were not considered. Major capital items,

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such as the municipal building or public works facility (for vehicle maintenance purposes) were not included. Such costs were considered basic to providing police services to Hopewell Township.

The costs which were included are as follows:

1. All appropriations from the 2006 "Police Services" budget.
2. Various fringe benefit costs such as pension contributions, social security and health benefits for police department personnel. These costs appear in "central accounts" in the 2006 budget.
3. Direct service costs appropriated in the "Fleet Maintenance" and "Motor Fuels" line items of the 2006 budget.
4. Minor capital costs used in providing police services. These items typically have a relatively short useful life.

For the purpose of the project, 2006 appropriations are considered costs. A review of the 2003-2005 Hopewell Township financial records shows that no significant amount of the "Police Services" budgets for those years went unspent.

Service Cost Apportionment

Costs were apportioned in two ways:

First, costs were divided into categories based on how communities benefit from the service, as follows:

1. Costs which benefit Hopewell Township only. This category contains Township school crossing guard costs.
2. Costs which benefit Hopewell Borough only. This category contains crossing guard costs for Hopewell Borough Elementary School only.
3. Costs which benefit both Hopewells plus Pennington Borough. These are all dispatch service costs.
4. Costs which benefit both Hopewells only. These are all costs not assigned to the above 3 categories. They represent the cost of basic police services.

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Second, costs assigned to categories 3 and 4 were apportioned using the following service demand indicators:

1. Population
2. Geographic area
3. Roadway miles
4. Calls for service
5. Crimes and offenses
6. Traffic enforcement
7. Arrests

COMMUNITY PROFILES AND SERVICES

Hopewell Township

Hopewell Township is a community of approximately 60 square miles in northwest Mercer County. It is bordered by the Delaware River to the west, Hunterdon and Somerset Counties on the north and shares borders with Princeton Township, Lawrence Township and Ewing Township within Mercer County to the east and south. Hopewell Borough and Pennington Borough are located entirely within the Hopewell Township borders.

In addition to providing its citizens and businesses with the array of municipal services typically offered by New Jersey communities, Hopewell Township has interlocal arrangements with Hopewell Borough, Pennington Borough and the regional school district. Hopewell Borough receives services from the Township in the areas of health, animal control, recreation and senior services as well as the full range of police services. Pennington Borough receives services in the areas of health, animal control, recreation, senior services, police dispatch and some public works activities. It has its own police force. The agreement with the school district is for recreation only.

The Hopewell Township police department consists of 32 sworn officers, 6 full-time dispatchers, a roster of part-time (fill-in) dispatchers, secretarial support and a complement of part-time school crossing guards. Posts for school crossing guards are established annually through discussions between the police department and the school district.

Hopewell Township has a significant amount of undeveloped land and continues to grow. Department of Labor population estimates for mid-year 2004 show an increase of nearly 10% since the 2000 census. There are a number of both residential and non-residential projects in the development pipeline.

Hopewell Borough

Hopewell Borough is comprised of less than 1 square mile and sits in the northeast portion of Hopewell Township. It provides the typical list of municipal services, some of which are performed by Borough staff, some through shared services and, as with many small communities, volunteers play a significant role, especially in the area of fire services.

The community is for all practical purposes entirely built out. The Borough shows no significant change in population since the 2000 census with residents numbering approximately 2,050.

EVALUATION OF POLICE SERVICES

The quality and level of service provided by the Hopewell Township Police Department to the Borough is not at issue. Elected and appointed officials as well as citizens and business owners spoke most favorably about the professionalism of the department, the high degree of cooperation with police leadership and the visibility of police personnel in the community. As is the case everywhere, a need for greater speed enforcement was suggested.

In providing services to the Borough, the Township approach is a seamless one with no differentiation between the communities. Services are provided as though the two towns were one. The Chief of Police provides to the governing body representatives of each community a monthly report which includes statistical information about crime, traffic, emergency responses, dispatch activity and other useful data. The report contains a narrative section which highlights police activities not qualifiable statistically as well as information about matters of concern in both communities.

Basic proactive and reactive police services are provided by patrol officers assigned to geographic zones. Hopewell Borough is not a separate zone, but rather is a component part of one of the Township's four zones. Minimum staffing requirements vary dependent on time of day. From 6:30 AM to 10:30 PM a sergeant and at least 3 officers are available for patrol duty. From 10:30 PM to 6:30 AM, at least 3 officers are available, one of whom may be a sergeant.

Dispatch services are provided to Pennington Borough in addition to both Hopewell communities. Minimum staffing is comprised of one dispatcher at all times and a second dispatcher from Monday through Friday from 6:30 AM to 10:30 PM. All emergency calls for the 3 participating communities are received in the Hopewell Township radio room. Police calls are handled by dispatching an officer. Fire and emergency medical calls are forwarded to the Mercer County Fire Communications Center or Lifecom for appropriate dispatching of fire personnel or an emergency medical unit. Fire and emergency medical calls always include response by a police officer.

In addition to basic dispatch and police patrol services, the Hopewell Township police provide the normal array of related services (see Appendix 1) as well as school crossing guards and police officers assigned for any special events conducted by the Borough such as the Memorial Day Parade and the Harvest Fest, which occurs in the Fall. These special event activities are performed by police officers within the basic interlocal agreement and no additional charges are incurred by the Borough.

For a detailed description of police services, see Appendix 4.

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Category 3 Costs

Dispatch Service Costs

Labor Costs

Salaries	\$295,923	
Overtime/Replacements	<u>51,802</u>	
Total Labor Costs		\$347,725

Total Uniform Allowance **\$4,800**

Fringe Benefit Costs

PERS	\$ 5,434	
Health Benefits	63,124	
Social Security	22,602	
Medicaid	<u>3,999</u>	
Total Fringe Benefit Cost		\$95,159

Other Expenses (1)

Office Supplies	\$1,000	
Training	1,000	
Operating Supplies	1,000	
Rental	6,000	
Uniform Cleaning	3,300	
Equipment Maintenance	33,250	
Minor Capital Purchases	<u>7,500</u>	
Total Dispatch-Other Expenses-		\$53,050

(1) Costs allocated based on meeting and discussion with the Chief of Police

Total Dispatch Service Costs:

Labor	\$347,725
Uniform Allowance	4,800
Fringe Benefits	95,159
Other Expenses	<u>53,050</u>
Total Dispatch Costs	\$500,734

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Category 4 Costs

Basic Police Service Costs

Total Police Budget	\$4,615,951
Less:	
Category 1-Township Crossing Guards	(21,508)
Category 2-Borough Crossing Guards	(32,263)
Category 3-Dispatch Costs	<u>(500,734)</u>
Total Basic Police Service Costs	\$4,061,446

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SERVICE ALLOCATION INDICATORS

Dispatch Services

The two most significant indicators of an appropriate apportionment of dispatch service costs are "calls for service" history and population. As Hopewell Township provides dispatch service to both Pennington and Hopewell Boroughs, all 3 communities must be considered.

CALLS FOR SERVICE 2003-2005 (SEE APPENDIX 3)

Municipality	2003	2004	2005	Total	%
Hopewell Township	23,245	24,755	22,602	70,602	81.8
Hopewell Borough	2,047	3,150	2,557	7,754	9.0
Pennington Borough	<u>2,750</u>	<u>2,385</u>	<u>2,779</u>	<u>7,914</u>	<u>9.2</u>
Totals	28,042	30,290	27,938	86,270	100.0

POPULATION 7/01/04 U.S. DEPARTMENT OF LABOR

Municipality	Population	%
Hopewell Township	17,582	78.7
Hopewell Borough	2,051	9.2
Pennington Borough	<u>2,713</u>	<u>12.1</u>
Totals	22,346	100%

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BASIC POLICE SERVICES

Several indicators are significant in determining an equitable apportionment of basic police service costs. As these services are not provided to Pennington Borough, which has its own police personnel, only data for Hopewell Township and Hopewell Borough were considered.

CALLS FOR SERVICE 2003-2005 **(SEE APPENDIX 3)**

Municipality	2003-2005	%
Hopewell Township	70,602	90.1
Hopewell Borough	<u>7,754</u>	<u>9.9</u>
Totals:	78,356	100%

POPULATION

Municipality	Population	%
Hopewell Township	17,582	89.6
Hopewell Borough	<u>2,051</u>	<u>10.4</u>
Totals:	19,633	100.0

CRIMES AND OFFENSES **2003-2005 (SEE APPENDIX 3)**

Municipality	Total	%
Hopewell Township	2,159	89.7
Hopewell Borough	<u>248</u>	<u>10.3</u>
Totals:	2,407	100.0

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ARRESTS 2003-2005 (SEE APPENDIX 3)

Municipality	Total	%
Hopewell Township	1,572	96.1
Hopewell Borough	<u>64</u>	<u>3.9</u>
Totals:	1,636	100.0

TRAFFIC ENFORCEMENT - 2003-2005 (SEE APPENDIX 3)

Municipality	Total	%
Hopewell Township	20,047	89.8
Hopewell Borough	<u>2,271</u>	<u>10.2</u>
Totals:	22,318	100.0

GEOGRAPHIC AREA – (HISTORICAL FORMULA)

Municipality	Area/Sq.Mile	%
Hopewell Township	58	98.7
Hopewell Borough	<u>.75</u>	<u>1.3</u>
Total:	58.75	100.0

ROADWAY MILES – (SUPPLIED BY CHIEF OF POLICE)

Municipality	Local	County	State	Total	%
Hopewell Township	144	36	16	196	94.4
Hopewell Borough	<u>10</u>	<u>1.7</u>	-	<u>11.7</u>	<u>5.6</u>
Total:	154	37.7	16	207.7	100.0

ALLOCATION OF COSTS BY SERVICE CATEGORY

In the "Service Cost Calculation" element of this report, the entire cost of Hopewell Township police services was apportioned to the following four service categories:

1. Hopewell Township school crossing guards.
2. Hopewell Borough school crossing guards.
3. Police/Fire/Emergency and Medical Dispatch.
4. All remaining police services.

Service categories "1" and "2" require no allocation of costs between the two communities. The entire cost of crossing guards which benefit each community should be paid by that community.

Service category "3" is more complicated in that the service is provided to three communities. Only two indicators (calls for service and population) are considered relevant in arriving at a fair cost apportionment. Indicators such as roadway miles and arrests do not alter the service. The Borough has 9.2% of the population of the communities receiving the service and for the period 2003-2005, 9.0% of the calls for service. Accordingly, 9.0% of the cost of dispatch services should reasonably be assumed by Hopewell Borough.

Jersey Professional Management is making no assessment of the appropriate charge to Pennington Borough for dispatch service as the issue is outside the scope of this study.

Apportioning the cost of the remaining police service expenses is an exercise in fairness. It is easily the largest cost category and has a substantial range of indicators to weigh in arriving at an allocation. Reactive police service indicators, such as Calls for Service, Crimes and Offenses and Traffic Enforcement have Hopewell Borough receiving 10% of the service. Even population is at approximately 10%, although as the Township continues to develop with Borough population flat, that percentage will continue to drop.

As a balance to those indicators, only 1 in 25 arrests (which require significant time by officers) occurs in the Borough. Those indicators reflective of proactive police work, such as geographic area and roadway miles to patrol, dictate a service percentage weighted more heavily toward Hopewell Township.

Balancing both considerations, we conclude that Hopewell Borough should assume 8% of all category "4" costs.

HOPEWELL BOROUGH COST CALCULATION

Costs apportioned to Hopewell Borough by category

Cost Category	Apportionment	Total Cost	Borough Cost
Category 1	0%	\$21,508	\$ 0
Category 2	100%	32,263	32,263
Category 3	9%	500,734	45,066
Category 4	8%	<u>4,061,446</u>	<u>324,916</u>
Total:		\$4,615,951	\$402,245

CONCLUSION

The results of this study, both in methodology and amount, were arrived at independently without consideration for the current payment agreement or recent negotiations between the communities. All judgments were made considering fairness as the sole criterion.

ACKNOWLEDGEMENTS

On behalf of Jersey Professional Management, we wish to gratefully acknowledge those elected officials and staff from each community for their cooperation and assistance in providing the information necessary for this project.

Respectfully submitted,

Daniel J. Mason
President
May 2006

William J. Guhl
Senior Manager

Albert J. Varga
Senior Manager

A two page document entitled “Police Services Provided by Hopewell Township Police Department to the Borough of Hopewell” is inserted in this location as Appendix 1.

Appendix 2

A. Fringe Benefits Cost Calculation

Pension – Police (PFRS)	\$163,992
Civilian – Dispatch (PERS)	5,434
Civilian – Clerical (PERS)	797
Health Benefits – Dispatch	63,124
All other department staff	408,597
Social Security Dispatch	22,602
All other department staff	184,084
Medicaid – Dispatch	3,999
All other department staff	<u>33,037</u>
	\$885,666

PERS – Dispatch

<u>2005 Dispatch salaries</u>	<u>\$270,116</u>	
2005 Total PERS salaries X 2006 Budget	\$3,990,237	X \$80,275 = \$5,434

PERS – Clerical

<u>2005 Clerical salaries</u>	<u>\$39,636</u>	
2005 Total PERS salaries X 2006 Budget	\$3,990,237	X \$80,275 = \$797

Health Benefits – (provided by Hopewell Township per Employee)

Social Security – Dispatch

Salaries and overtime	\$347,725
Rate	<u>X .065</u>
Total Dispatch	\$22,602

Social Security – All Other

Covered salaries and overtime:	\$2,832,064
Rate	<u>X .065</u>
	\$ 184,084

Medicaid – Dispatch

Salaries and Overtime	\$347,725
Rate	<u>X .0115</u>
Total – Dispatch	\$3,999

Medicaid – All Other

Salaries and Overtime	\$2,872,798
Rate	<u>X .0115</u>
Total – All Other	\$ 33,037

B. Fuel Cost Calculation

Police Usage – 2005	44,000 gal.
Average cost per gal. – 2006	X \$2.16
Total Cost	\$95,040

C. Vehicle Maintenance Cost

Labor cost	\$47,000
Parts	<u>\$30,000</u>
Total Cost	\$77,000

Based on discussions with Police Chief in consultation with Fleet Management Staff.

Hopewell Township Police Department Annual Report 2005

(Attached)

Appendix 4

POLICE SERVICES PROVIDED BY HOPEWELL TOWNSHIP TO HOPEWELL BOROUGH

Hopewell Borough contracts with the Township of Hopewell for police services pursuant to the Interlocal Services Act. A contract is signed on an annual basis for the Township to provide police services. For this service, Hopewell Borough will pay \$349,500 in four quarterly installments during 2006.

Hopewell Borough has no police department and all police services are conducted by the Hopewell Township Police.

Hopewell Borough and Hopewell Township are both in Mercer County. Hopewell Township has the largest area of the 13 municipalities in the county. The Township is 58 square miles in size. Hopewell Borough's area is slightly less than one square mile. The Borough is surrounded on all of its borders by Hopewell Township, a situation that is often referred to as a "hole in the doughnut."

Hopewell Township's population is approximately 17,582 and growing. The Township is bordered on the West by the Delaware River and the State of Pennsylvania. To the North the Township is bordered by East Amwell Township, Hunterdon County, New Jersey, and Montgomery Township, Somerset County, New Jersey. The Township is bordered by Princeton and Lawrence Township on the East, and on the South by Ewing Township, all in Mercer County.

Hopewell Borough has a population of approximately 2051 people and is densely populated in contrast to the Township. The Borough consists of older established residential homes, small businesses, one elementary school, a municipal building, public works, a public library, and a fire department. The small businesses include restaurants, coffee shops, a liquor store, boutique shops, real estate offices, legal offices, gas stations, auto repair shops and antique shops. The Borough is bisected by county road Route 518, also called Broad Street in the Borough, and county road Route 569 called Princeton Avenue in the Borough. Most of the businesses in the Borough are located on Broad Street.

Hopewell Township has 196 miles of roadway patrolled by the police department. The Borough of Hopewell has 11.7 miles of roadway also patrolled by the Hopewell Township Police. These numbers include the county and local roadways.

Police Services

The Hopewell Township Police Department consists of 40 employees; 32 sworn police officers, 6 dispatchers, and two administrative assistants or clerks. This is a full time police agency with police coverage 24 hours a day, seven days a week. The department consists of a Chief, two Lieutenants, four sergeants, three detectives, six traffic enforcement officers, and sixteen patrol officers. See table of organization. The Township Police Department offers a record section that operates from 8:30 a.m. until 4:30 p.m., Monday through Friday, for the public to acquire reports as needed.

Within the Township Police Department are the Office of Emergency Management, Patrol Operations, Detective Bureau, Community Action, Traffic Unit, Internal Affairs, Records Bureau and Discovery Clerk.

Patrol Division

Hopewell Township is divided into four patrol zones. One patrol zone includes the Borough of Hopewell. Because the Borough is inside the boundaries of the Township, the patrol zone which includes the Borough is very easy for the police to cover. There is one police car assigned to each patrol zone. The patrol units are augmented by a traffic car, which covers all four zones. Additionally, there is one Sergeant who is responsible for his patrol officers and is also patrolling the Township and Borough. A minimum of four officers are available for patrol between 6:30 a.m. and 10:30 p.m., and a minimum of three officers are available during the hours of 10:30 p.m. and 6:30 a.m.

Each patrol unit is equipped with a Mobile Data Transmitter (MDT), a police radio, portable radio, radar unit, first aid kit, defibrillator, sidearm (Glock .40 caliber), carbine rifle, PR-24, emergency lights, report forms, summons books, flashlights, handcuffs, and the trained officer.

Some units are trained to carry the police issue 12-gauge shotgun, but these shotguns are not in all police cars.

Each officer, regardless of rank, is trained as a first responder, to include CPR training.

During certain months the bike patrol is used, especially in areas such as the Borough of Hopewell during Halloween night and Mischief Night. The officers covering the Borough also use the "Park and Walk" concept. They park and walk around the Borough which is in essence a foot patrol.

The officers covering the Borough also go to the elementary school, park their police vehicle, and go inside and walk through the school as a security maneuver. This is done on a daily basis. The school officials and parents look favorably upon this check on the school.

The patrol officers covering the Borough are expected to cover this part of their zone in the same manner as any other part of the Township. They enforce the traffic laws, State criminal laws, local ordinances, parking violations, liquor laws, and all other regulations assigned to their charge. The Township officers are to respond to every call in the Borough and conduct whatever investigation is required. When interviewing individual Township police officers, we find they do not have a problem with working in the Borough. They treat the Borough as part of their total police goals and objectives.

When interviewing citizens about their biggest concerns for police coverage, the majority agreed that the Hopewell Township Police do an excellent job. One business owner who lives near his business responded to an alarm to find that the police had arrived well before he had. He was impressed with the service. Other citizens feel that the traffic enforcement by the Township officers is fair, but like all citizens, they would like to see more police enforcement of the speeders on the main streets.

Traffic Officers

Six officers are assigned to the traffic unit. All the officers are aware of traffic problems within the Borough, especially during heavy traffic periods. These officers respond to and investigate accidents and enforce traffic laws. They also cover zones that are short of officers due to vacation or sick leave. The traffic unit carries the same equipment as the patrol vehicles. Many smaller police departments do not have the ability to maintain a traffic unit.

Detectives

Three officers are assigned as detectives. They are responsible for following up investigations into criminal investigations and preparing cases to go to the Mercer County Prosecutor. They are also supposed to monitor crime trends and criminal activity that would have an effect upon the residents of the Township and Borough. This includes monitoring gang activity, drug violations, and similar activities. The detectives offer a blend of expertise that includes crime scene preservation, evidence handling, interviewing, case preparation and gathering intelligence. They also have the benefit of being allocated just for those types of duties. Many smaller police departments do not have the ability to maintain a detective unit.

Police Dispatchers

1. Six full time police dispatchers are employed by the Hopewell Township Police. There is always one dispatcher on duty 24 hours per day, seven days a week. Two dispatchers are assigned to work from 6:30 a.m. until 10:30 p.m., Monday through Friday, peak hours of activity.
2. All police dispatchers are trained for 9-1-1 calls. This means they have a minimum of First Responder training and CPR.
3. Two Police Dispatchers are trained as Emergency Medical Technicians (EMT) and other dispatchers are planning to achieve this level of training.
4. Four police dispatchers are trained as firefighters.
5. All the police dispatchers have received the basic training in telecomputer.
6. The police dispatchers handle all calls for service for the Hopewell Township Police Department, Borough of Hopewell and the Borough of Pennington.
7. The police dispatchers perform other assigned duties in conjunction with the requirements of a police dispatcher.

Crossing Guards

1. There are five school crossing guards hired and paid by the Hopewell Township Police who are assigned to school posts in the Borough of Hopewell.
2. The school crossing guards are trained by the Hopewell Township Police.
3. If a school crossing guard is not present for duty due to illness or other reason, he or she is replaced by a Hopewell Township police officer.
4. The Hopewell Township Police checks the crossing guards while on post on a daily basis.

Special Events

1. Memorial Day Parade – The Hopewell Township Police provide officers for the annual Memorial Day Parade held in the Borough of Hopewell. The police officers are involved in traffic control, posting no parking signs and other parade-related assignments. The total man-hours for this event were usually 37 hours, which were paid for by the Hopewell Township Police Budget.
2. Harvest Fair – an event held in the fall in the Borough of Hopewell. A total of 53 man-hours were required to provide security, traffic control and other related duties. Hopewell Township Police Department assumed the cost of this event for police services.

STATISTICS

CALLS FOR SERVICE

The following charts illustrate public safety calls for service (CFS) in Hopewell Township and Borough of Hopewell for the years 2004 and 2005. The activities are listed in seven broad categories for comparison purposes.

- A – All Criminal (Part I & II crimes)
- B – Municipal Ordinance Violations
- C – Disorderly Conduct, suspicious Activity
- D – Traffic Related
- E – Non-criminal investigations, administrative details, assistance to citizens etc
- F – Burglar alarms, property checks
- G – Fire, EMS, fire alarms, Utility problems

HOPEWELL TOWNSHIP	2004	2005
(A) All Criminal (Part I & II) Crimes	122 = 3%	585 – 3%
(B) Municipal Ordinance Violations.....	47 = 1%	115 = 1%
(C) Disorderly Conduct, suspicious activity	73 = 2%	1459 = 6%
(D) Traffic Related	2,468 = 69%	13,989 = 63%
(E) Non-criminal investigation, administrative..... detail, assistance to citizens, etc.....	505 = 13%	3,451 = 15%
(F) Burglar alarms, property checks	495 = 13%	1,994 = 9%
(G) Fire, EMS, fire alarms, utility problems	147 = 4%	1,032 = 4%
	3,857 CFS	22,625 CFS

HOPEWELL BOROUGH	2004	2005
(A) All Criminal (Part I & II) Crimes	14 = 3%	107 = 4%
(B) Municipal Ordinance Violations.....	6 = 1%	42 = 2%
(C) Disorderly Conduct, suspicious activity	6 = 1%	214 = 8%
(D) Traffic Related	268 = 60%	916 = 36%
(E) Non-criminal investigation, administrative detail, assistance to citizens, etc.....	110 = 25%	1,000 = 39%
(F) Burglar alarms, property checks	19 = 4%	160 = 6%
(G) Fire, EMS, fire alarms, utility problems	28 = 6%	119 = 5%
	451 CFS	2,558 CFS

- Increases in numbers of calls for services from 2004 to 2005 for both municipalities is attributed to a new system of Computer Aided Dispatching (CAD) which began in earnest in 2005. The new system changed the counting procedure.

Note that the total number of calls for service for both municipalities, in 2004 was 4308. Hopewell Township had 90 percent of the calls and the Borough of Hopewell had 10 percent. The same ratio applied to 2005.

UNIFORM CRIME REPORTS

Hopewell Township – Uniform Crime Report

Part I Crimes	2002	2003	2004
Homicide.....	0	0	1
Rape	0	0	0
Robbery.....	4	0	0
Aggravated Assault.....	13	6	17
Simple Assault	45	34	26
Burglary	39	16	18
Theft.....	74	58	78
Motor Vehicle Theft	2	4	1
Arson.....	1	0	0
<u>Domestic Violence.....</u>	<u>57</u>	<u>52</u>	<u>62</u>
Crime Index	235	170	203

Hopewell Borough – Uniform Crime Report

Part I Crimes	2002	2003	2004
Homicide.....	0	0	0
Rape	0	0	0
Robbery.....	0	0	1
Aggravated Assault.....	0	1	1
Simple Assault	4	5	4
Burglary	1	3	2
Theft.....	7	9	17
Motor Vehicle Theft	0	0	1
Arson.....	0	0	0
<u>Domestic Violence.....</u>	<u>2</u>	<u>8</u>	<u>10</u>
Crime Index	14	26	36

The percentage of the crime index between Hopewell Township and Hopewell Borough is as follows: Borough has 6 % of total crime index between both municipalities in 2002, in 2003 the Borough has 13 % of the total crime index between the municipalities and in 2004, the Borough had 15% of the crime index.

Note: 2005 Uniform Crime Reports not available until June 30, 2006

Equipment Available to Both Municipalities

1. The Hopewell Police Headquarters has modern facilities which include a 3 cell prisoner facility; outdoor firing range; and computerized recordkeeping.
2. There are 25 police vehicles, 8 are unmarked, the others are marked and have emergency lights in view.
3. There is a specially marked vehicle for the DARE Officer.
4. There are two Radar/Message Board machines with trailers.

Summary

Hopewell Township's newly appointed Chief of Police, George Meyer stated, "Anything we do for Hopewell Township, we do for Hopewell Borough." The Chief further implied that there is a close relationship between the Township and the Borough. Like his predecessor, Chief Meyer issues a monthly report to the Borough to inform the officials and citizens of the police activity in the Borough.

While interviewing Hopewell Township police officers it became apparent that they were dedicated to serving the public in the Borough as well as the Township. There was no sense of "Hired Officers" ordered to police the Borough as in disinterested outsiders.

At the same time, interviewing dozens of Borough citizens including business owners revealed a strong admiration for the Hopewell Township Police Department and an appreciation for the job they do. This feeling is reflected by the elected officials of the Borough and the Borough administrator.

With the citizens of the Borough content with the police service and the Hopewell Township Police dedicated to doing a community-oriented and professional job in the Borough, it would seem to facilitate the costing out of the police service.

Factoring in police dedication, citizen appreciation, personal attention and close relationships is important, but it is not enough to determine the costs of policing the Borough.

Even if we added every hour or minute in time spent covering the Borough, or gallons of gas consumed, or use of equipment, dispatchers, civilian staff, training, and the list could go on and on, it still would not reflect the true costs of the police services. Estimating how much to charge for training a portion of an officer would be problematic.

In looking at the police service from a statistical point of view a consistent ratio seems apparent.

In call for service (CFS), the Township has 90 percent of the calls the Borough has ten percent of the calls. In the Uniform Crime Report, the Township has approximately 89 percent of the crime index while the Borough averages 11 percent. This was for the past three years.

With an average of one officer out of six on duty during the peak hours, one officer covers the Borough along with the rest of a sizeable police zone. If you calculated calls for service and the time an officer is on duty, the officer spends an average of 10 to 16 percent of his/her time within the Borough. If you add the support of additional officers, the number can become a consistent 15 percent of the time dedicated to policing the borough.

When one compares this to other police agencies, officers spending 10 to 15 percent of their time in a neighborhood zone of less than one square mile would be considered excellent coverage. When you consider Hopewell Township is 58 square miles large with approximately 17, 582 citizens, that is a good patrol ratio.

Hopewell Borough can seek another police agency to provide the police services, however the spirit of togetherness that is apparent in the Hopewell Township-Hopewell Borough relationship is unlikely to develop as strongly. The resources of the Hopewell Township police are more adequate in manpower, equipment and other resources than most small agencies.

Contracting with a police agency outside the county presents problems with the county prosecutor's chain of command and procedures. An officer from another county would have to go to Mercer County Superior Court, a situation most police executives would not wish for.

Appendix 5

Insert Table of Organization