



**Borough of Swedesboro
P.O. Box 56
Swedesboro, NJ 08085**



**Woolwich Township
124 Woodstown Road
Woolwich Twp., NJ 08085**

**Police Department Contracted Services:
A Joint Study to Investigate Contracted Police Services
By the Township of Woolwich & the Borough of Swedesboro,
Gloucester County, New Jersey**

April 6, 2009

ACKNOWLEDGEMENTS

I am pleased to present this joint study which investigated contracted police services for the Township of Woolwich and the Borough of Swedesboro. This study represents a year-long collaborative effort to thoroughly investigate the service and fiscal impact of a shared police department between the municipalities. The desire to investigate shared resources is not a new idea among the elected officials as a long-history of shared services between Woolwich Township and Swedesboro is evident. However, in an effort to reduce the property tax burden on our respective constituents while enhancing police and emergency services, the idea to investigate contracted police services between both municipalities was generated.

Therefore, on behalf of the Township of Woolwich and the Borough of Swedesboro, I'd like to thank the countless people from both municipalities who provided constant input throughout this study. I'd also like to personally thank the following individuals for their invaluable counsel and assistance throughout this undertaking.

Stephen M. Sweeney, State Senator &
Gloucester County Freeholder Director
Giuseppe (Joe) Chila, Woolwich Twp. Mayor
Thomas Fromm, Swedesboro Mayor
David Flaherty, Swedesboro Council President
Sam Casella, Swedesboro Councilman
George Weeks, Swedesboro Councilman
Steve Ayers, Swedesboro Councilman
Jane DiBella, Woolwich Twp. Administrator
Russell Marino, Woolwich Twp. Police Chief
William Dupper, Swedesboro Police Chief
Merrie Schmidt, Woolwich Twp. CFO
Jeffrey Coles, Swedesboro CFO

It is therefore my pleasure to submit this study for review to the governing bodies of the Township of Woolwich and the Borough of Swedesboro, Gloucester County Freeholder Director Stephen M. Sweeney, and Department of Community Affairs Commissioner Joseph V. Doria, Jr.

Sincerely,



James J. Lavender, Ed.D.
Deputy Mayor, Woolwich Township

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RESOLUTION OF THE TOWNSHIP OF WOOLWICH

Resolution 2009-93

RESOLUTION OF THE TOWNSHIP OF WOOLWICH, COUNTY OF GLOUCESTER AND STATE OF NEW JERSEY AUTHORIZING THE SUBMISSION OF A JOINT STUDY REGARDING CONTRACTED POLICE SERVICES BY AND BETWEEN THE TOWNSHIP OF WOOLWICH AND THE BOROUGH OF SWEDESBORO

WHEREAS, the Township of Woolwich surrounds the Borough of Swedesboro on all municipal boundaries; and

WHEREAS, in keeping with the mandates of the State of New Jersey to consolidate services in an effort to address financial and budgetary needs, the Township of Woolwich and the Borough of Swedesboro, in the County of Gloucester and State of New Jersey have collaborated in the effort to explore shared services between their respective municipalities; and

WHEREAS, the Township of Woolwich and Borough of Swedesboro have conducted successful shared services for a number of years in the areas of fire service and parks and recreation service, and additionally are members of joint school districts; and

WHEREAS, in an effort to expand such shared services, a joint study was conducted between June 2008 and March 2009 which investigated options of both municipalities for the provision of police service; and

WHEREAS, in addition to reducing costs, the municipalities also considered the improvements of core and ancillary services provided to the residents of both towns; and

WHEREAS, said study has resulted in a careful analysis of fiscal and service impact, which the officials of the Township of Woolwich and Borough of Swedesboro find to be in the best interest of both municipalities and their respective taxpayers; and

WHEREAS, the Township of Woolwich and Borough of Swedesboro hereby agree that the study is complete and authorize its submission to the Director of the New Jersey Department of Community Affairs;

NOW THEREFORE BE IT RESOLVED by the Township Committee of the Township of Woolwich that the Township of Woolwich does hereby authorize the submission of a Joint Study to Investigate Contracted Police Services by the Township of Woolwich and the Borough of Swedesboro, in the County of Gloucester and State of New Jersey.

Adopted this 6th day of April, 2009

TOWNSHIP OF WOOLWICH

ATTEST: _____
Jane DiBella, Administrator/Clerk

Giuseppe Chila, Mayor

RESOLUTION OF THE BOROUGH OF SWEDESBORO

Resolution 2009-57

RESOLUTION OF THE BOROUGH OF SWEDESBORO, COUNTY OF GLOUCESTER AND STATE OF NEW JERSEY AUTHORIZING THE SUBMISSION OF A JOINT STUDY REGARDING CONTRACTED POLICE SERVICES BY AND BETWEEN THE BOROUGH OF SWEDESBORO AND THE TOWNSHIP OF WOOLWICH

WHEREAS, the Township of Woolwich surrounds the Borough of Swedesboro on all municipal boundaries; and

WHEREAS, in keeping with the mandates of the State of New Jersey to consolidate services in an effort to address financial and budgetary needs, the Borough of Swedesboro and the Township of Woolwich, in the County of Gloucester and State of New Jersey have collaborated in the effort to explore shared services between their respective municipalities; and

WHEREAS, the Borough of Swedesboro and the Township of Woolwich have conducted successful shared services for a number of years in the areas of fire service and parks and recreation service, and additionally are members of joint school districts; and

WHEREAS, in an effort to expand such shared services, a joint study was conducted between June 2008 and March 2009 which investigated options of both municipalities for the provision of police service; and

WHEREAS, in addition to reducing costs, the municipalities also considered the improvements of core and ancillary services provided to the residents of both towns; and

WHEREAS, said study has resulted in a careful analysis of fiscal and service impact, which the officials of the Borough of Swedesboro and the Township of Woolwich find to be in the best interest of both municipalities and their respective taxpayers; and

WHEREAS, the Borough of Swedesboro and the Township of Woolwich hereby agree that the study is complete and authorize its submission to the Director of the New Jersey Department of Community Affairs;

NOW THEREFORE BE IT RESOLVED by the Borough Council of the Borough of Swedesboro that the Borough of Swedesboro does hereby authorize the submission of a Joint Study to Investigate Contracted Police Services by the Borough of Swedesboro and the Township of Woolwich, in the County of Gloucester and State of New Jersey.

ADOPTED at a regular meeting of Borough Council held on April 6, 2009.

BOROUGH OF SWEDESBORO

ATTEST:

THOMAS W. FROMM, MAYOR

DOLORES M. CONNORS, CLERK

SECTION I – INTRODUCTION & HISTORY

Introduction

The Township of Woolwich and the Borough of Swedesboro, like many municipalities across the state are faced with the need to provide an ever-increasing number of services to their constituents. Perhaps the most fundamental of which is emergency and protective services provided by each municipality's local police departments.

Faced with ever tightening budgets, decreased state aid figures, and intense public pressure to reduce property taxes all while providing effective and efficient police services to their respective constituents, the municipalities of Woolwich and Swedesboro have come together to investigate the pooling of resources. As local, county and state budgets continue to tighten, the idea of sharing police services has become a focus of interest to each municipality's elected officials and has undergone a local feasibility study as a result. As a result of this study, elected officials from both the Township of Woolwich and the Borough of Swedesboro have concluded that a shared police department will not only address the financial and budgetary needs of each municipality in a cost conscious manner but will improve the level of emergency and protective services for all residents.

Purpose of this Study

Municipal officials in the Township of Woolwich and the Borough of Swedesboro have collaborated in the effort to explore opportunities to share services. Recently both municipalities have conducted a joint study to explore the option of contracted police department services. The study occurred from June 2008 to March 2009 and included various stakeholders from both municipalities. The study investigated various options to providing police services to both municipalities in a way that maintained and/or improved the core and ancillary services provided to each town's residents while reducing costs.

Local History

In 1638 Swedish settlement came to the Delaware Valley, a colony was established on the east side of the Delaware River that was referred to as "New Stockholm" and later Swedesboro. From the early days of the township settlers of the region raised grains, fruits and vegetables. Even today some of New Jersey's richest farmland is located within Woolwich Township and farming has always been a principle industry of the area.

Woolwich Township was first incorporated on March 17, 1767 and takes its name from an English town on the Thames River famous for its Naval School. The township was part of the civil organization of west Jersey, established in 1676 and was originally within

Greenwich Township, one of four incorporated areas known as Gloucester County. When the township was first formed in 1750 it encompassed an area of 40,000 acres and was known as South Greenwich. Subsequent secessions reduced the land area with Franklin Township seceding in 1820, Harrison Township in 1844, Logan Township in 1877 and Swedesboro in 1902 leaving Woolwich's boundaries as they are today.

Today, Woolwich Township is home to a wide variety of people from many ethnic and social backgrounds, with a diverse set of occupations reflecting today's 21st century service and manufacturing economies. Many residents commute throughout the tri-state region for employment and for other services. This has made the township something of a bedroom community for the more suburban portions of Southern New Jersey. However, Woolwich Township still supports an active farming community and is still served by and connected to the historic town center of Swedesboro.

History of Shared Service

Currently the Township of Woolwich and Borough of Swedesboro have worked cooperatively in the best interest of their residents of their respected municipalities. This spirit of cooperation has proven not only fiscal efficiency on behalf of each municipality but a responsibility to provide effective and cost-efficient services to each and every taxpayer. The following list is a representation of the current services, which are being shared.

- Construction Code Department with Swedesboro
- Full Time Emergency Management Service (EMS) with Gloucester County
- Woolwich Fire Departments with Swedesboro
- Fire Marshall services with Gloucester County
- Chief Financial Officer with Greenwich Township
- Swedesboro-Woolwich Elementary School District
- Kingsway Regional High School District
- Salt Storage Facility with Gloucester County
- Locke Avenue Park with Swedesboro
- Recreation (baseball/softball, soccer, lacrosse, football, etc.) with Swedesboro
- Swedesboro-Woolwich Day (4th Saturday in September)
- Tomato & Heritage Festival (3rd Saturday in July)

Currently the Township of Woolwich's state-of-the-art municipal building is under construction. This facility will be comprehensive in that it will house all governmental functions for the township under one roof which include police, municipal government and courts. As a result, this 30,000 square foot facility (scheduled to open in April 2009) will provide opportunity to provide for booking and processing among the regional police departments as well as additional shared services in the very near future. The following list indicates some of the services currently being discussed.

- Police
- Booking & Processing among Regional Police Departments
- Courts

Consensus of Agreement

The Township of Woolwich and the Borough of Swedesboro have been seriously discussing a shared police department for the better part of 2008 and into 2009. This dialogue has resulted in a careful analysis of both fiscal and service impact. Both municipalities are committed to providing the very best law enforcement and protection for its residents and this has become a central theme of all dialogue between them. After close to a year of investigation, the Township of Woolwich and the Borough of Swedesboro have a consensus of agreement to dissolve the Swedesboro police department and contract for police services with Woolwich Township.

SECTION II – PRESENT DEMOGRAPHIC DATA

Offense & Demographic Data

The following information has been drawn from Section VII of the New Jersey Municipal-County Offense & Demographic Data for the 2006 and 2007 years. All crime rates are based on permanent, year-round populations.

BOROUGH OF SWEDESBORO	2006	2007
Square Miles:	0.77	0.77
Population:	-	2,043
Density Per Square Mile:	-	2,653.2
Character Designation:	-	Rural Center
Crime Index Total:	47	56
Violent Crime:	6	5
Murder:	0	0
Rape:	1	0
Robbery:	3	0
Aggravated Assault:	2	5
Non-Violent Crime:	41	51
<i>Burglary:</i>	<i>13</i>	<i>15</i>
<i>Larceny:</i>	<i>27</i>	<i>32</i>
<i>Motor Vehicle Theft:</i>	<i>1</i>	<i>4</i>
Arson:	0	0
Domestic Violence:	19	40
Bias Crime:	1	0
Crime Rate Per 1,000:	22.9	27.4
Violent Crime Rate Per 1,000:	2.9	2.4
Non-Violent Crime Rate Per 1,000:	20.0	25.0

WOOLWICH TOWNSHIP	2006	2007
Square Miles:	21.48	21.48
Population:	-	8,612
Density Per Square Mile:	-	400.9
Character Designation:	-	Rural
Crime Index Total:	84	755
Violent Crime Total:	4	7
<i>Murder:</i>	<i>0</i>	<i>0</i>

<i>Rape:</i>	<i>0</i>	<i>0</i>
<i>Robbery:</i>	<i>1</i>	<i>2</i>
<i>Aggravated Assault:</i>	<i>3</i>	<i>5</i>
Non-Violent Crime Total:	80	48
<i>Burglary:</i>	<i>8</i>	<i>11</i>
<i>Larceny:</i>	<i>70</i>	<i>34</i>
<i>Motor Vehicle Theft:</i>	<i>2</i>	<i>3</i>
Arson:	0	0
Domestic Violence:	16	32
Bias Crime:	0	0
Crime Rate Per 1,000:	11.1	6.4
Violent Crime Rate Per 1,000:	0.5	0.8
Non-Violent Crime Rate Per 1,000:	10.6	5.6

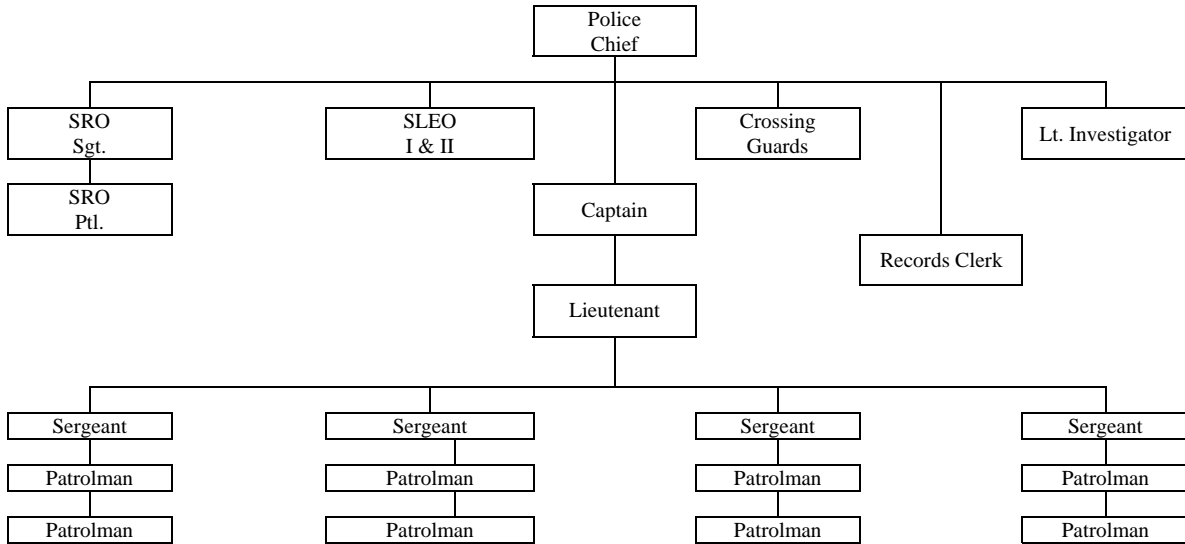
Police Organizational Structure

Both Woolwich Township and the Borough of Swedesboro have independently operated police departments. A description of each town's police departments is illustrated below.

Woolwich Township

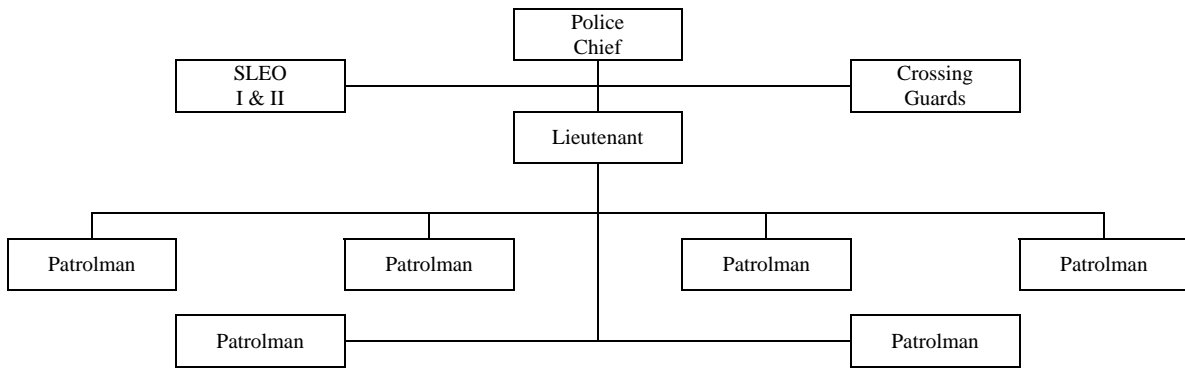
Currently 19 employees make up the Woolwich Township Police Department. Of the 19, the police department is comprised of 1 Police Chief, 1 Captain, 2 Lieutenants, 5 Sergeants, 9 patrolmen and 1 Records Clerk. The Police Chief serves as the department head. The Captain, Lt. Investigator, School Resource (SRO) Sergeant, and Records Clerk all report directly to the Chief. The second Lieutenant and all non-SRO Sergeants report to the Captain. All patrolmen report the Sergeants.

The organizational structure is as follows:



Swedesboro

Currently 10 employees make up the Swedesboro police department. Of the 10, the police department is comprised of 1 Police Chief, 1 Lieutenant, and 6 patrolmen. The Police Chief serves as the department head. The Lieutenant who serves as second in command as well as all S.L.E.O. and Crossing Guards report directly to the Police Chief. All patrolmen would report to the Lieutenant. All major incidents are to be reported to the Lieutenant and Police Chief immediately. The organizational structure is as follows:



Patrol Workload Analysis

Woolwich Township

The Woolwich Police Department consists of a Chief, one Captain, two Lieutenants (includes Investigator), five Sergeants, nine Patrolmen and one civilian Police Clerk. The Chief is in charge of the day-to-day operation of the police department. The Records Clerk reports to the Chief and is responsible for all assignments delegated to him. The Captain is in charge of the operations of the police department. The Lieutenants work eight-hour shifts with the patrolman and are responsible for several administrative duties along with patrol duties. The Sergeants directly supervise each patrol shift. The Patrolmen work a twelve-hour rotating shifts. The SRO's are responsible for the security of each school in the Swedesboro-Woolwich and Kingsway Regional School District.

The officers of the Woolwich Township Police Department strive to provide the best police service to all the Township's residents and business owners by continually working with them to promote safe and secure neighborhoods and business areas within the Township. The Police Department schedules its officers along three shifts which are:

Shift	Abbreviation	Shift Starts	To	Shift Ends
Day Shift	D	6:00 a.m.	To	6:00 p.m.
Night Shift	N	6:00 p.m.	To	6:00 a.m.

Example Schedule

OFFICERS	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
Sergeant	D	D	-	-	N	N	-	-	-	D	D	-	-	N	N	N
Patrolman	D	D	-	-	N	N	-	-	-	D	D	-	-	N	N	N
Patrolman	D	D	-	-	N	N	-	-	-	D	D	-	-	N	N	N
Sergeant	-	-	N	N	-	-	D	D	D	-	-	N	N	-	-	-
Patrolman	-	-	N	N	-	-	D	D	D	-	-	N	N	-	-	-
Patrolman	-	-	N	N	-	-	D	D	D	-	-	N	N	-	-	-

Woolwich Township Patrol Zones

Please see Appendix A for map of Woolwich Township & Swedesboro. A cursory description of each of the four zones can be found below.

Zone 1 – Northern Board; South on Kings Highway; To High Hill Road; Everything West of Kings Highway.

Zone 2 – Kings Highway South to Woodstown Road; Swedesboro everything East of Kings Highway; East on Davidson Road to Russell Mill Road to Monroeville Road.

Zone 3 – Auburn Road/High Hill Road; Everything East to South Harrison Border; Davidson Road South to Monroeville Road.

Zone 4 – Auburn Road West to Logan; High Hill Road to Salem County Border.

Swedesboro

The Swedesboro Police Department consists of Chief, one Lieutenant and six Patrolmen. The Chief of Police works in police headquarters with no civilian support staff. The Chief is in charge of the day-to-day operation of the police department along with clerical and departmental paperwork. The Lieutenant works a twelve-hour rotating shift with the patrolman and is responsible for several administrative duties along with patrol duties. The Patrolmen work a twelve-hour rotating shift. The senior Patrolmen have minimal administrative responsibilities along their regular patrol duties.

The officers of the Swedesboro Police Department strive to provide the best police service to all the Borough’s residents and business owners by continually working with them to promote safe and secure neighborhoods and business areas within the Borough. The Police Department schedules its officers along three shifts which are:

Shift	Abbreviation	Shift Starts	To	Shift Ends
Day Shift	D	7:00 a.m.	To	7:00 p.m.
Night Shift	N	7:00 p.m.	To	7:00 a.m.
Power Shift	P	3:00 p.m.	To	3:00 a.m.

Example Schedule

OFFICERS	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T
1 & 2	D	D	-	-	N	N	-	-	-	D	D	-	-	N	N	N	-	-	D	D	-	-	-	N	N
3 & 4	N	N	-	-	D	D	-	-	-	N	N	-	-	D	D	D	-	-	N	N	-	-	-	D	D
5	-	-	N	N	-	-	D	D	D	-	-	N	N	-	-	-	D	D	-	-	N	N	N	-	-
6	-	-	D	D	-	-	N	N	N	-	-	D	D	-	-	-	N	N	-	-	D	D	D	-	-
7	-	-	P	P	-	-	P	P	P	-	-	P	P	-	-	-	P	P	-	-	P	P	P	-	-

Swedesboro Patrol Zones

Please see Appendix A for map of Woolwich Township & Swedesboro.

Core & Ancillary Services

Both Woolwich Township and the Borough of Swedesboro have independently operated police departments but provide similar core and ancillary services such as patrol backup, traffic and motor vehicle crash support and any and all police backup related duties.

Woolwich Township

The Mission of the Woolwich Police Department is to protect and enhance the quality of life via a Community Police Operational Philosophy, through partnership with the



community, and to promote a safe and secure environment, free from crime and the fear of crime, for all who live, work or visit our community. Members of the Department are dedicated to accomplishing the mission by:

- Maintaining public peace and order through fair, impartial enforcement of the law;
- Fostering an environment of cooperation and trust within our organization and the community and;
- Challenging the future with a spirit of optimism and innovation.

Swedesboro

The Swedesboro Police Department provides the Borough's residents with protection and assistance through Community Policing. They work to promote safety and crime prevention within their neighborhoods. The Police Department enforces the Laws of the State of New Jersey along with our local ordinances. Due to minimal staffing, the patrol officers are responsible for all aspects of police work. This includes conducting criminal investigations, domestic violence investigations, traffic enforcement, motor vehicle crash investigations, and assisting other agencies such as our County E.M.S. services and provide back up to neighboring towns through mutual aid agreements.

SECTION III – CURRENT COSTS

Current Costs

Both Woolwich Township and the Borough of Swedesboro have independently operated police departments but provide similar core and ancillary services. The following budgets reflect true and accurate costs to operate each respective police department.

Woolwich Township

The following costs are derived from budgeted totals from the 2007, 2008 and 2009 municipal budgets.

	2007 Actual	2008 Expended	2009 Budgeted
Salary & Wages	1,103,400	1,221,027	1,381,875
Uniforms	-	-	-
Longevity	-	12,700	15,000
Health	230,866	253,019	260,000
Dental	12,336	14,400	13,500
FICA	-	93,037	95,000
PERS/PFRS	136,551	200,025	196,600
Subtotal	1,483,155	1,794,208	1,961,975
Interlocal Agreements			
High School	31,800	60,000	65,000
Elementary School	21,200	34,000	47,000
Subtotal	53,000	94,000	112,000
Overtime	3,595	24,716	29,500
Crossing Guards	31,963	44,266	48,600
Subtotal	35,558	68,982	78,100
O/E			
New Equipment	-	3,894	-
Education & Training	-	5,274	13,020
Uniforms	-	8,834	15,000
Conferences	-	85	2,500
Miscellaneous	52,795	-	7,750
Maintenance of Equipment	-	2,896	15,700
Office Supplies	-	29,775	4,030
Fuel	43,624	59,931	60,000
Vehicle Maintenance	-	12,214	19,000
Subtotal	96,419	116,903	137,000
TOTAL	1,668,132	2,074,093	2,289,075

Swedesboro

The following costs are derived from budgeted totals from the 2007, 2008 and 2009 municipal budgets.

	2007 Actual	2008 Expended	2009 Budgeted
Salary & Wages	433,663	522,535	535,213
Uniforms	7,425	-	-
Longevity	9,889	11,566	12,162
Health	66,974	72,068	84,867
Dental	5,286	5,586	5,977
FICA	45,252	46,805	47,955
PERS/PFRS	36,805	43,380	42,240
Subtotal	568,492	658,562	686,177
Interlocal Agreements	-	-	-
High School	-	-	-
Elementary School	-	-	-
Subtotal	-	-	-
Overtime	58,779	46,553	47,000
Crossing Guards	30,523	31,181	32,500
Subtotal	89,302	77,735	79,500
O/E			
New Equipment	-	-	-
Education & Training	-	-	-
Uniforms	3,105	8,989	5,000
Conferences	400	700	700
Miscellaneous	14,375	13,529	14,000
Maintenance of Equipment	2,391	1,676	1,700
Office Supplies	1,336	4,096	2,100
Fuel	16,897	23,231	23,000
Vehicle Maintenance	14,566	16,059	16,000
Subtotal	53,073	68,282	62,500
TOTAL	710,868	804,580	828,177

SECTION IV – CONTRACTED SERVICES

Options

There were several options each respective municipality explored throughout this process. After investigating multiple options such as merging police departments, it was determined that any financial incentive would be greatly reduced and/or eliminated. Furthermore, additional factors contributing to this conclusion were the challenges faced attempting to merge significantly different chain of command structures, contractual obligations and logistics.

A review of other municipalities (such as Westville and National Park, Gloucester County) has indicated that the most efficient course of action is to enter into a shared service agreement for police services. After some review it has become quite clear that this option is the most viable alternative to provide excellent police services in the most efficient manner. As a result both municipalities have concurred that the most viable option would be Contracted Police Services whereas the Borough of Swedesboro would dissolve its independent police department by ordinance and contract for police services with Woolwich Township through a Shared Service Agreement.

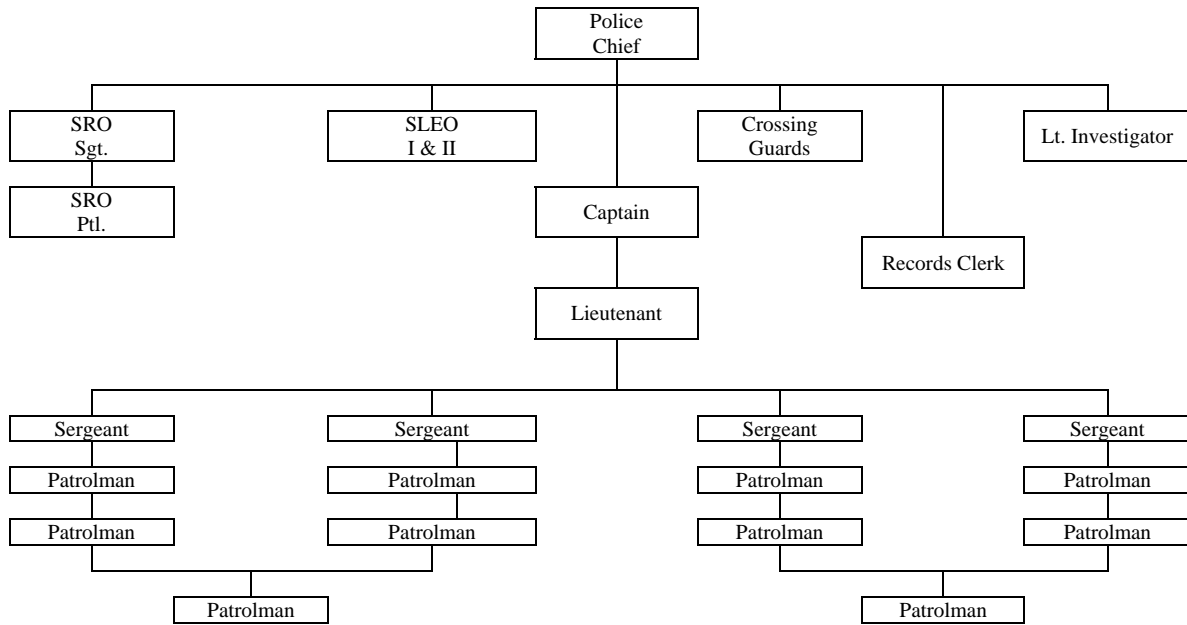
Why Contracted Services?

The contracted services offer many options to both municipalities. The existence of two police departments with different budgets and governmental needs for the same geographic area is redundant and cost prohibitive. The Contracted Services in essence reduce the limited redundant services as well as promote specialty services for virtually no extra cost. For example, the Woolwich Township Police Department drives through or in essence “patrols” the same streets that the Swedesboro police officers patrol simply by driving from one portion of the Township to the other. The Contracted Services allow for a large reduction of Swedesboro’s budget needs by eliminating a certain amount of positions and allows the larger and expanding Woolwich Township Police to provide the same service.

The current composition of the Swedesboro Police Department and current budgetary restrictions do not allow for growth or ancillary services for the Borough residents such as foot patrols, bicycle patrols, and community policing officers. With the Contracted Services and addition of at least four officers and the new Proposed Woolwich Township Organization Structure, these ancillary services will be available to BOTH Woolwich and Swedesboro residents with no further cost.

Proposed Police Organizational Structure

The proposed Woolwich Township police department shall be comprised of 1 Police Chief, 1 Captain, 1 Lieutenant, 1 Lieutenant Investigator, 5 Sergeants, 10 patrolman 3 SLEO II's, 6 SLEO I's and approx. 16 Crossing Guard posts. The organizational structure is as follows:



Impact on Police Services

With the immediate implementing of the Proposed Police Organizational Structure (including SLEO IIs) there should be little to no impact on Police Services outside of the minimum manpower standards being raised from two (2) to three (3) not including Class IIs (as by law they may not substitute for full time officers)

As the situation currently is, Woolwich Township Officers are called to assist Swedesboro officers on any serious calls thus putting them in the Borough of Swedesboro quite often.

Any decision to enter into a shared services agreement involving public safety in Woolwich Township and Swedesboro has always been conditioned on demonstrating that such an arrangement would provided improved police services for both municipalities. Given that by virtue of the fact that Swedesboro is completely surrounded by Woolwich Township and the communities are intertwined in so many ways on a daily basis, it is the opinion of the Public Safety Committees of both municipalities that this criterion has been met. As one force, jurisdictional boundaries and issues would be eliminated and more seamless and efficient policing and enforcement should result.

Patrol Workload Analysis

Woolwich Township

The Woolwich Police Department consists of a Chief, one Captain, two Lieutenants (includes Investigator), five Sergeants, nine Patrolmen and one civilian Police Clerk. The Chief is in charge of the day-to-day operation of the police department. The Records Clerk reports to the Chief and is responsible for all assignments delegated to him. The Captain is in charge of the operations of the police department. The Lieutenants work eight-hour shifts with the patrolman and are responsible for several administrative duties along with patrol duties. The Sergeants directly supervise each patrol shift. The Patrolmen work a twelve-hour rotating shifts. The SRO's are responsible for the security of each school in the Swedesboro-Woolwich and Kingsway Regional School District. SLEO IIs will be scheduled throughout the weekend (Thursday – Sunday) to assure adequate patrol coverage.

The officers of the Woolwich Township Police Department strive to provide the best police service to all the Township's residents and business owners by continually working with them to promote safe and secure neighborhoods and business areas within the Township. The Police Department schedules its officers along three shifts which are:

Shift	Abbreviation	Shift Starts	To	Shift Ends
Day Shift	D	6:00 a.m.	To	6:00 p.m.
Night Shift	N	6:00 p.m.	To	6:00 a.m.
Power Shift	P	3:00 p.m.	To	3:00 a.m.

Example Schedule

OFFICERS	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
Sergeant	D	D	-	-	N	N	-	-	-	D	D	-	-	N	N	N
Patrolman	D	D	-	-	N	N	-	-	-	D	D	-	-	N	N	N
Patrolman	D	D	-	-	N	N	-	-	-	D	D	-	-	N	N	N
Power Shift	P	P	-	-	P	P	-	-	-	P	P	-	-	P	P	P
Sergeant	-	-	N	N	-	-	D	D	D	-	-	N	N	-	-	-
Patrolman	-	-	N	N	-	-	D	D	D	-	-	N	N	-	-	-
Patrolman	-	-	N	N	-	-	D	D	D	-	-	N	N	-	-	-
Power Shift	-	-	P	P	-	-	P	P	P	-	-	P	P	-	-	-
SLEOII	P	P					P	P	P	P				P	P	P

Woolwich Township Patrol Zones

Please see Appendix A for map of Woolwich Township & Swedesboro. A cursory description of the revised zones can be found below.

Zone 1 – Northern Board; South on Kings Highway; To High Hill Road; Everything West of Kings Highway.

Zone 2 – Kings Highway South to Woodstown Road; Swedesboro everything East of Kings Highway; East on Davidson Road to Russell Mill Road to Monroeville Road.

Zone 3 – Auburn Road/High Hill Road; Everything East to South Harrison Border; Davidson Road South to Monroeville Road.

Zone 4 – Auburn Road West to Logan; High Hill Road to Salem County Border.

Operations

With the immediate implementing of the Proposed Police Organizational Structure the Operations of the Woolwich Township actually increases and supervision is enhanced with a secondary level. This allows for better accountability in all areas of police operations thus reducing liability and mistakes.

Transition

Upon receiving word of the agreement, the transition could take place at anytime and would be simply a matter of transitioning current manpower for a short while until the new officers are hired in compliance with the Proposed Police Organizational Structure. The sooner officers are hired the easier and less costly the transition will be.

In order to implement the Proposed Police Organizational Structure the hiring of (2) patrol officers to be scheduled for the Power Shift and 3 part-time SLEOII officers to be scheduled on weekends.

A transition to a single Police Department serving Woolwich Township and Swedesboro would result in minimal transition issues. The two independent Police Departments currently interact on a daily basis through mutual aid agreements, and the Woolwich Police officers in particular are assisting the Swedesboro force on calls within Swedesboro. Although the WTPD is already a visible presence throughout Swedesboro, expanding this visibility into actual neighborhood policing will no doubt be the biggest challenge during the transition.

Professional Development & Training

Due to the limited manpower and budgetary restraints of a small agency, the Professional Development of the Swedesboro Police Department has been at a reduced or limited

basis while the Woolwich Township Police Department encourages training and has senior staff including Sergeants trained in compliance with almost all State and Federal training standards.

With the Contracted Services it allows for more opportunities to both receive training from outside sources but allows for the implementing of internal training scenarios, as the manpower to conduct the training is available.

Both Lieutenants in the Woolwich Township Police Department are instructors in many different areas of Law Enforcement and will be able to provide in-house and on duty training, costing virtually nothing outside of training supplies.

Impact on Residents

With the immediate implementing of the Proposed Police Organizational Structure (including SLEOII's) there should be no detrimental impact on the residents of either the Township or the Borough and in fact should provide more manpower and services for no additional cost other than what is contracted, to include Community Policing, foot and bicycle patrols, as well as high impact or intensified radar and traffic posts.

Residents within the Borough of Swedesboro will immediately experience improved police services as a result of this shared services agreement because of the resources available through the larger Woolwich Police Department. Detective investigations, full-time field supervision and technology, equipment and facility upgrades will result in more responsive and efficient services. Woolwich Township residents will also benefit from a more efficient police operation because a single management structure will allow better planning and budgeting for a "community-wide" Police Department.

Both Swedesboro and Woolwich Township residents will see a positive impact on the property taxes as a result of any shared services agreement.

Core & Ancillary Services

The Contracted Police Services will only strengthen the Core Mission of the Woolwich Township Police Department for residents of both the Borough and Township. The ***full complement*** of the Proposed Police Organizational Structure allows for many different services to include enhanced enforcement and targeting of problem areas as well as increasing revenues from such services. While increased revenue is not a mission of the Contracted Services, the heightened Core as well as Ancillary Services will indeed increase revenue. This will be in the form of targeted motor vehicle enforcement and the focused enforcement of Township/Borough Ordinances i.e. open alcohol, standard of conduct.

The Ancillary Services that can be provided include Community Policing which can involve officers being present at Locke Ave/High Hill Park events, bicycle patrols for those events as well as foot and bicycle patrols in the downtown business district. This will allow officers to have face to face contact with business owners and residents from **both** communities who work and shop in the Borough. The addition of the Special Officers program will only enhance and compliment the structure that is in place.

With the **full complement** of the Proposed Police Organizational Structure the Community Policing mission takes on its full value. The foot patrols in the parks, neighborhoods, and business districts open up a relationship with the residents and patrons that haven't existed in several years. It allows the patrons and residents to have up close and personal contact with the officers and allows them a sense of involvement and interaction with the police department and Township/Borough activities.

When residents/patrons come face to face with police officers on foot/bicycle patrol, they develop a relationship with those officers and are able to exchange information first hand as opposed to the speculation about the business of the police department, which leads to incorrect information. It allows the public to become involved in the day to day affairs of the department and in many instances they become proponents of the police department, thereby supporting future growth of ancillary services to include a traffic unit, K9 units, and more bicycle/foot patrols.

Transition & Perception

Perception of the Contracted Services will be a key and needs to be properly and fully addressed by both Committees and Police Departments in the form of pre-emptive explanation and information. A combined effort could be instituted immediately with the cooperation of both Committees and Police Departments prior to the actual transition of services. A current effort of teaming up of Swedesboro and Woolwich Officers in certain job aspects may assist in perception including the work of the SRO's, which Woolwich Township has already been doing in Swedesboro schools. With seeing Woolwich Township Police Officers on the Borough streets more often and possibly walking with and visiting businesses with Swedesboro officers will make a more positive perception of the Contracted Services. This could be done with little to no effort however everyone's cooperation will be the key.

It will be the responsibility of both governing bodies to make sure that residents of both municipalities are aware of the benefits to be derived from sharing police services. We are aware that proposed legislation exists that would mandate that "doughnut" towns such as our two municipalities share services such as Police Departments. Woolwich Township and Swedesboro have been out in front of the shared services mentality for many years and do not need to wait for a state mandate to take action on our terms.

Swedesboro is a proud and independent town, and there will be strong resistance to any shared service agreement by some residents in Swedesboro. There is a passionate desire by most residents, and including the entire governing body, to insure that Swedesboro maintains its own unique identity. Presented incorrectly, the disbanding of the Swedesboro Police Department will obviously be perceived as diluting the individuality of Swedesboro as many residents know it. However, if the case is made correctly and the facts are available for all to see it is expected that most residents will understand that a shared service for Police Service will have an over all positive impact on Swedesboro and it's residents. If explained correctly, taxpayers will realize that they will be receiving improved public safety at a more cost effective price. The majority of residents who have expressed an opinion on this matter understand that this action has to be given strong consideration. Ultimately the governing body will be responsible for making a decision that is best for all the residents in Swedesboro in the long term. The governing body is united and willing to take on this task.

SECTION V – FINANCIAL IMPACT

Please note that all costs included in this study are tentative pending the negotiation of an Interlocal Agreement between the two municipalities.

2009 Proposed Budget Cost to Share Police Services

After a careful examination of the current police departments and the proposed core and ancillary services provided by Woolwich Township to the Borough of Swedesboro, a three-year budget has been projected as follows:

	2009 Budgeted	2010 Budgeted	2011 Budgeted
Salary & Wages	1,390,052	1,452,604	1,532,397
Uniforms	14,500	15,153	12,000
Longevity	11,750	12,279	12,450
Health	302,152	315,749	365,106
Dental	16,000	16,720	19,200
FICA	105,561	110,311	117,230
PERS/PFRS	275,864	288,278	301,800
Subtotal	2,115,879	2,211,094	2,360,183
Interlocal Agreements			
High School	65,000	67,600	70,304
Elementary School	47,000	48,880	50,835
Subtotal	112,000	116,480	121,139
Overtime	40,000	44,000	45,760
Crossing Guards	81,000	84,240	87,610
Subtotal	121,000	128,240	133,370
O/E			
Education & Training	13,041	13,615	14,214
Uniforms	29,000	30,276	31,608
Conferences	2,600	2,714	2,834
Maintenance of Equipment	15,204	15,873	16,571
Office Supplies	4,191	4,375	4,568
Fuel	77,778	81,200	84,773
Vehicle Maintenance	22,480	23,469	24,502
Subtotal	164,294	171,523	179,070
TOTAL	2,513,173	2,627,596	2,794,304

Swedesboro's 2009 Projected Cost

Of the projected 2009 budget, Swedesboro's impact to the budget is estimated to be \$166,598 to support 2 full-time patrolmen, \$25,000 to support 3 part-time SLEOs, and \$32,500 to support crossing guards. The total financial impact is estimated to be \$224,098. The following table illustrates Swedesboro's Projected Cost for 2009.

Patrol Impact	1 Officer	2 Officers
Salary (Annual)	36,900	73,800
Overtime	2,535	5,070
Fica/Medicare (7.5%)	2,823	5,646
Pension (8.5%)	3,136	6,272
Medical/Family Health Care	20,867	41,734
Contractual Items (Court, Call)	3,500	7,000
Clothing Allowance	725	1,450
Uniforms/Weapons (Initial Purchase)	7,000	14,000
Vehicle Fuel	3,889	7,778
Training (Annual)	500	1,000
Ammunition Expense (Annual)	300	600
Maintenance	1,124	2,248
Subtotal	83,299	166,598
Part-Time SLEO Impact	1 Officer	3 Officers
Salary (Annual)	8,333	25,000
Subtotal	8,333	25,000
Crossing Guard Impact	100%	100%
Salary (Annual)	32,500	32,500
Subtotal	32,500	32,500
SWEDESBORO'S TOTAL	115,799	224,098

Woolwich Township's 2009 Projected Cost

Woolwich Township's obligation is simply the Proposed Budget Cost to Share Police Services less Swedesboro's 2009 Projected Cost. The following table illustrates Woolwich Township's Projected Cost for 2009.

2009 Projected Budget	Annual
2009 Projected Budget	2,513,173
Swedesboro's Patrol	(166,598)
P/T SLEO Cost	(25,000)
Swedesboro's Crossing Guards	(32,500)
Subtotal	2,289,075
WOOLWICH TWP'S TOTAL	2,289,075



Contracted Cost

Officials in both Woolwich Township and the Borough of Swedesboro are considering a thirty-nine (39) month Interlocal agreement to provide contracted police services for budget years 2009 through 2012. The Interlocal Agreement could begin as early as June 1, 2009. In this scenario, Swedesboro would agree to pay the 2009 Projected Cost plus the Contracted Cost on a pro-rated basis. If an agreement is reached, the cost to provide such services will increase by 6.00% per year through 2012. Furthermore, it is understood that Woolwich Township will provide municipal court services and retain most or all of the proceeds generated through the police department. *(Details of this proposal have not been finalized. Projected fees are not included in this study).*

SWEDESBORO	2009	2010	2011	2012
Projected Cost	\$224,098*	\$237,544	\$251,797	\$266,904
Contracted Cost	\$225,902*	\$239,456	\$253,823	\$269,053
Total Cost	\$450,000*	\$477,000	\$505,620	\$535,620

* Estimated on a full calendar year. This amount will be prorated.

Combined Savings

After careful analysis, both Woolwich Township and the Borough of Swedesboro anticipate saving a combined \$2,642,099* in tax dollars over the duration of the agreement. A breakdown of the anticipated savings is below.

Projected Savings	2009*	2010	2011	2012
Swedesboro Budget	828,177*	877,868	930,054	985,857
Projected Cost	(224,098)*	(237,544)	(251,797)	(266,904)
Contracted Cost	(225,902)*	(239,456)	(253,823)	(269,053)
Swedesboro Savings	378,177*	400,868	424,920	449,900
Woolwich Twp. Budget	2,289,075*	2,388,140	2,542,507	2,695,058
Projected Cost	(2,289,075)*	(2,388,140)	(2,542,507)	(2,695,058)
Contracted Fee	225,902*	239,456	253,823	269,053
Woolwich Twp. Savings	225,902*	239,456	253,823	269,053
TOTAL COMBINED SAVINGS	604,079*	640,324	678,743	718,953

* Estimated on a full calendar year. 2009 totals will be prorated.

Savings to the Average Tax Payer

One of the main purposes in combining police services is to reduce the tax burden on each municipality's taxpayers. The aforementioned analysis analyzed the aggregate savings and how that savings is to be proportioned between Swedesboro and Woolwich Twp. The last analysis looked at the potential tax savings for each of the municipality's taxpayers based on the average assessed home and the 2008 tax rate. The average annual savings was determined using the following formula: $[(\text{Projected Savings} / \text{Penny Worth}) / 100] - 2008 \text{ Local Purpose Tax Rate} = \text{New Rate}$. $[(\text{New Tax Rate} - 2008 \text{ Tax Rate}) \times$

(Average Assessed Home) / 100] = Average Annual Savings. The following table illustrates these tax savings.

SWEDESBORO	Projected Savings
Swedesboro's Total Savings	378,177
Penny Worth	\$9,100
2008 Local Purpose Tax Rate	1.420
New Rate	1.004
Tax Rate Reduced By	0.416
Average Assessed Home	\$91,552
Average Annual Savings	\$380.47

WOOLWICH TOWNSHIP	Projected Savings
Woolwich Twp's Total Savings	225,902
Penny Worth	61,000
2008 Local Purpose Tax Rate	0.610
New Rate	0.573
Tax Rate Reduced By	0.037
Average Assessed Home	\$183,438
Average Annual Savings	\$67.93

**Estimated on a full calendar year. This amount will be prorated for 2009*

APPENDIX A

MAP OF WOOLWICH TOWNSHIP & SWEDESBORO