

PHASE I FEASIBILITY STUDY
OF
ESTABLISHMENT OF A CONSOLIDATED POLICE DEPARTMENT
IN
THE BOROUGH OF MENDHAM
AND
THE TOWNSHIP OF MENDHAM
NEW JERSEY

November 2003

Prepared By:
J. Peter Braun
Braun Management Consulting
P. O. Box 1082
Pocono Pines, PA 18350

TABLE OF CONTENTS

	<u>Page</u>
EXECUTIVE SUMMARY	i
I. Introduction/Basis for Study	1
II. Methodology/Report Format	1
III. Legal Alternatives of Consolidated Police Services	3
IV. Historical Perspective of Consolidated Police Services	3
V. Background Review of Current Police Services	6
• General Community Information	6
Mendham Borough	6
Mendham Township	6
Summary	6
• Current Police Services	7
• Personnel Scheduling	8
VI. Analysis	9
• Merger Benefits	10
Quality/Effectiveness of Police Services	10
Cost Factors	13
• Merger Concerns	16
VII. Recommendation	17
VIII. Concluding Statement	18

	<u>Page</u>
IX. Appendices	
Appendix A: Excerpts from Authorizing Statutes, Consolidate Police Sources; N.J.S.A. Title 40, Chapter 8A; N.J.S.A. Title 40, Chapter 48B	21-31
Appendix B: Tabulation of Current Operating Data, Mendham Borough Police Department	32
Appendix C: Tabulation of Current Operating Data, Mendham Township Police Department	33
Appendix D: Municipal Boundaries Map – Consolidated Police Department	34-35
Appendix E: The Assignment/Availability Factor	36
Appendix F: Illustrative Sample Organizational Structure, 24-Member Merged Police Department	37-38
Appendix G: Representative Comments by Borough and Township Police Officers re: Feasibility/Desirability of Merged Police Department	39-40

EXECUTIVE SUMMARY

The Borough of Mendham and the Township of Mendham have considered consolidation of their police departments on a number of occasions in past years. Early in 2003 the Borough and Township renewed their discussions of a merged department and authorized a three-step process to evaluate the feasibility of establishing a single department as follows:

- Phase I – Base level feasibility
- Phase II – Transition Analysis
- Phase III – Implementation

Each phase must be separately authorized based on approval of the prior phase.

This document reports on the Phase I feasibility study.

The methodology for the police merger study emphasizes evaluation of the impact on the present departments, including obtaining insights and opinions from Borough and Township police officers.

Legal Alternatives for Intermunicipal Services

New Jersey statutes provide two alternative methods to establish joint police services:

- N.J.S.A.40:8A-1 et seq – The Interlocal Services Act
- N.J.S.A.40:48B-1 et seq – The Consolidated Municipal Services Act

Background Review of Current Police Services

A review of background information and characteristics confirms the conclusion that both Mendham Borough and Mendham Township are “suburban” communities having characteristics and demographic factors that are similar and compatible for joint police services.

Current Police Services

The current authorized strength of police personnel is 10 officers and 14 officers in the Borough and Township, respectively. The two departments have different numbers of vehicles, other equipment, facilities and procedures for providing police services.

The most striking feature of current police services in both the Borough and the Township is the highly flexible assignment of personnel to best meet the needs of the communities given the limited size of each department. Limitations in personnel result in a number of instances with only one officer on duty or requirements for overtime to provide additional staffing. Both communities and their police officers do a very good job of scheduling personnel to best meet service needs with the personnel available.

Merger Benefits

The two major benefits of a consolidated police department are:

- Significantly increased quality/effectiveness of police services.
- Potential cost savings

Improvements in the quality/effectiveness of services include:

- Patrol coverage
- Administration/supervision
- Criminal investigation
- Community service programs
- Building facilities
- Equipment
- Training
- If a merger is to occur, now is "the right time."

Cost factors should be considered in terms of both one-time costs and long-term ongoing costs.

One-time costs will include an addition to the Mendham Borough police building, reconciliation of existing police collective bargaining contracts and changes in police equipment, radio dispatch services and operating procedures.

Ongoing/long-term costs savings are possible based on operation of only one police building and efficiencies and economies of scale in personnel administration, vehicles, other equipment, radio dispatch services and other general operating costs.

Some immediate cost savings may be possible through an initial reduction in uniformed personnel from the current authorized strength of the two departments, although this would reduce the improvement in quality and effectiveness of police services described above.

Merger Concerns

The Phase I feasibility study identified several concerns to be addressed in establishing a consolidated police department. These concerns are:

- A significant difference in the “style” or “culture” of the two police departments.
- The loss of “local control”
- A “big” department will be less responsive to the public
- Natural resistance to change
- Larger Township department may be more influential in a merged department.
- Implementation of operational changes such as establishment of a single radio dispatch system.

Recommendation

The Phase I feasibility study has indicated that significant benefits can be achieved by establishing a consolidated police department particularly in terms of higher quality and effectiveness of police services. This improvement will benefit the public and the officers serving the new department.

Cost savings and/or cost efficiencies will also be realized over the long term.

Based on benefits that can be obtained and recognition of the concern as to the different "styles" of the two departments, the consultant recommends proceeding with the Phase II "transition analysis" feasibility study. The Phase II study will provide a more definitive analysis of the benefits of consolidation and address the issue of the differing styles of the two departments.

The completion of the Phase II feasibility study will establish a firm basis for the decision of whether or not to form a consolidated police department.

I.

INTRODUCTION/BASIS FOR STUDY

The Borough of Mendham and the Township of Mendham have explored the possibility of establishing some form of consolidated police services for more than 25 years.

Beginning in 1976, when the first study was completed, the Borough and Township have completed three formal feasibility studies for consolidated police services. The most recent study, completed in 1992, resulted in a proposed intermunicipal agreement for sharing of certain services but this agreement and other actions to establish consolidated police services have, for various reasons, never been finalized. Nevertheless, interest in the possible benefits of consolidated services has continued since 1992.

In January 2003, a joint meeting of the Borough's public safety committee and the Township's police committee was held. The initial focus of the committees' efforts was consideration of sharing a single police building. These discussions led to a recommendation to the governing bodies of each municipality to undertake a full study to analyze the feasibility of establishing a consolidated police department.

Approval of this recommendation by both governing bodies provides the basis for this "Phase I" feasibility study report.

II. METHODOLOGY FOR FEASIBILITY STUDY/FORMAT FOR REPORT

Procedure

In seeking a proposal for consulting services to complete the feasibility study, the public safety/police committees emphasized the importance of a systematic, step-by-step process.

Specifically, the committees directed that consideration of establishing a consolidated police department be broken down into individual "phases", each of which is subject to approval by both municipalities before proceeding with the next phase.

Accordingly, the scope of work for the full study, if authorized, is as follows:

- Phase I – Feasibility

Objective: To assemble relevant information and determine base level feasibility of establishing a single department.

- Phase II – Transition Analysis

Objective: To complete an analysis of all relevant factors requiring actions to establish a single police department.

- Phase III – Implementation

Objective: To identify actions required and establish schedule for implementation of Phase II recommendations.

The report completes the Phase I portion of the feasibility study.

Methodology

The methodology for the Phase I feasibility study was to assemble pertinent information about police services from both written materials and interviews with officials of the Borough and the Township. Special emphasis was given to communicating with representatives of the Borough and the Township to gain insight as to present services and opinions as to the feasibility of a consolidated police department. The public safety/police committees stressed the importance of meeting with police officers to gain their input. This procedure results in a total of 14 meetings, including 12 individual meetings with police officers which resulted in participation by 17 members of the two police departments. All of these meetings were very valuable in providing information for the study. The views expressed by the Borough's and Township's police officers were very helpful and are reflected in this report.

Format

The format for the report is organized to provide information in a concise manner, avoid superfluous data and focus on specific information from which to make an informed decision.

Terminology

Throughout the report, references are made to “consolidated”, “merged” or “joint” police services. These terms have been used interchangeably to refer to some form of combined service between the two municipalities.

III. LEGAL ALTERNATIVES FOR INTERMUNICIPAL SERVICES

New Jersey statutes provide two alternative methods to establish joint police services. These are:

- N.J.S.A. 40:8A-1 et seq. – The Interlocal Services Act
- N.J.S.A. 40:48B-1 et seq. – The Consolidated Municipal Services Act

Excerpts from both of these statutes are included in Appendix A.

Since the outset of discussions, both the Borough and the Township have considered only a merger of the two departments to form a single consolidated department rather than a contractual agreement whereby one municipalities pays for police services from the other.

The consultant fully agrees with this conclusion. Therefore, the Phase I Feasibility Study is presented in terms of the arrangements that would apply in establishing a single merged police department to serve Mendham Borough and Mendham Township.

IV. HISTORICAL PERSPECTIVE OF CONSOLIDATED POLICE SERVICES

It is clear that the “taxpayer revolt” of the 1990’s requires government to limit expenditures and improve efficiency in the delivery of public services. This need was further highlighted by the economic recession that occurred in 2001 and 2002.

The demand to limit costs and improve efficiency applies to all public services, including police services. Little, if any, consolidation of police services has been accomplished in New Jersey in the past, although discussion on this subject has occurred for more than 30 years. A few examples of this discussion are as follows:

In a study for the Northwest Command and Leadership School, Sergeant Rolland Lauther of the New Jersey State Police stated:

The concept of consolidation has been mentioned in police circles ever since the middle 1960's. The discussions have ranged from the cost factors, effectiveness and even to the loss of home rule. In the United States as a whole, the recommendations of commissions, task forces and study groups have largely gone ignored. The United States, broken down into states, counties/parishes and municipalities still remains a mosaic of law enforcement agencies that weave their way through different responsibilities, tasks and geographic areas. Tax payers in New Jersey and other states during the intervening years since the initial feasibility studies on police consolidation have grown impatient of inefficiencies, become aware of duplications and grown intolerant of any mention of tax increases to maintain important public service functions.¹

The Pennsylvania Department of Community Affairs has stated:

Consolidating municipal police agencies as an alternative to solving many administrative and operational problems has been considered for many years in the State and nation....consolidation of police services was a major recommendation of the President's Commission on Law Enforcement and Administration of Justice 1967 Report, "The Challenge of Crime in a Free Society."

In 1971, the National Advisory Commission on Intergovernmental Relations recognized that smaller municipal police agencies (ten officers or fewer) were unable to provide a full range of police services without the aid of other police agencies in many facets of the work.

In 1973, the National Advisory Commission on Criminal Justice Standards and Goals recommended the consolidation of police departments of less than ten full time sworn officers.²

In 1976, the New Jersey and Municipal Government Study Commission stated:

Few New Jersey municipalities have the population and tax base necessary to support departments of optimal size and capacities and offer

¹ Rolland Lauther, Northwest Command and Leadership School, Analysis of Merger of Police Department, 1995.

² Pennsylvania Department of Community Affairs, Bureau of Local Governments Studies, Regional Police Services in Pennsylvania, December 1981; revised April 1988.

comprehensive services. Moreover, in view of the fiscal squeeze which forced cut backs in existing service levels, personnel lay-offs and cancellation or deferral of planned projects, it is unlikely that many municipalities will be able to expand their separate law enforcement capacities in order to meet suggested levels of comprehensiveness. For such attributes to be attained, it will be necessary to develop (police) jurisdictions which encompass more than single municipalities.³

More recently, Governor Christine Todd Whitman, in discussing proliferation of local governmental units and its impact on property taxes stated:

One consequence of our strong tradition of home rule is that our public services are not always delivered in the most effective or cost-effective manner possible...if we're serious about property tax reform, we must consider these types of solutions: encouraging shared services and voluntary consolidation. Perhaps the state should assume some of the cost of shared services for a period of time as a reward for consolidation. For example, we could provide seed money for regionalized police forces in contiguous municipalities."⁴

Despite these discussions about increased inefficiency and the need to limit costs, there has been virtually no consolidation of police services in New Jersey. In contrast, as long ago as 1988, there were a number of regional police agencies in Pennsylvania. As of 2001 there were 28 consolidated police departments in Pennsylvania involving 94 municipalities. (source: "Pennsylvania Municipal Police Data Fact Sheet as of January 1, 2001).

³ New Jersey County and Municipal Governments Study Commission, Aspects of Law Enforcement in New Jersey (1976).

⁴ Christine Todd Whitman, *Daily Record*, February 2, 1996.

BACKGROUND REVIEW OF CURRENT POLICE SERVICESGeneral Community InformationMendham Borough

The Borough of Mendham has a land area of 6.0 square miles and a 2000 population of 5,097. The 2000 population is an increase of only 4.2 percent from the 1990 population of 4,890. The projected population for the year 2010 is 5,120. The Borough has limited remaining vacant land for future development.

From the standpoint of demand for police services, it is unlikely that needs will increase significantly in the foreseeable future due to increased population or new land development.

Mendham Township

Mendham Township has a land area of 17.9 square miles and a 2000 population of 5,400. The Township's population grew by 863 or 19.0 percent from 1990 to 2000. The Township's projected population in 2010 is approximately 5,800. Although the Township has a significant amount of vacant land, historical development trends and current Master Plan and zoning regulations suggest that new growth will continue at a slow rate in the future.

Summary

The purpose of providing the above population and land development information is to give a general characterization of the two communities and the possible impact of future growth on police services.

Although Mendham Borough is more fully developed and has greater commercial development than the Township, both municipalities are essentially "suburban" communities that have

generally similar demographic character. Based on the limited rate of growth anticipated in the future, it is unlikely that the demographic character of the two municipalities will change significantly in the future.

For the purposes of this feasibility study, it is concluded that demographic factors of the two communities are similar and compatible for joint police services.

Current Police Services

This section provides a brief summary of statistical and operating data which identify the framework for current police services.

Authorized Personnel

<u>Municipality</u>	<u>Chief</u>	<u>Capt.</u>	<u>Lt.</u>	<u>Sgt.</u>	<u>Ptl.</u>	<u>Non-Uniformed</u>
Mendham Borough	1	0	0	2	7	2
Mendham Township	1	0	1	4	7	1

Police Facility

<u>Municipality</u>	<u>Size (square feet)</u>	<u>Annual Operating Cost</u>
Mendham Borough	5,804	\$30,000.00*
Mendham Township	1,842	\$38,000**

* Estimated amount based on data received from Borough Finance Officer.

** Estimated amount based on data received from Township Administrator.

Vehicles

<u>Municipality</u>	<u>Patrol (marked)</u>	<u>Patrol (Unmarked)</u>	<u>Chief</u>	<u>Detective</u>	<u>4-Wheel</u>
Mendham Borough	4	1	Use unmarked vehicle as available		0
Mendham Township	4	1	1	1	2

Annual Budget (2003)

<u>Municipality</u>	<u>Salary & Wages</u>	<u>Other Expense</u>	<u>Overtime</u>
Mendham Borough	\$ 939,057*	\$ 54,650	\$34,102 (1/1/03- 10/24/03 Actual)
Mendham Township	\$1,033,000*	\$119,950	\$95,000 (Est)**

Radio Dispatch

Mendham Borough – Contract with Morris County; 2003 cost, \$63,857.

Mendham Township – Contract with Washington Township; 2003 cost, \$68,000.

* All full-time employees, including non-uniformed.

** Reflects regular overtime costs and vacancy in one sergeant position.

Personnel Scheduling

The most striking feature of current police services in both Mendham Borough and Mendham Township is the highly flexible assignment of personnel to best meet the needs of the community given the limited size of each department.

In brief, the “standard” work schedules for the Borough and Township are as follows:

Mendham Borough

Four squads of two officers each working a modified rotating schedule of 12-hour shifts, three days on and three days off.

Mendham Township

Squads of two officers working days and afternoons, and one officer working midnight, each working a permanent schedule of 11-hour shifts, four days on and four days off.

Each community has one detective to provide criminal investigation with other services such as crime prevention, juvenile services and school programs provided through special assignments. These special assignments along with requirements for officer training, vacations and other time off require adjustments in personnel scheduling to provide needed services at time of highest demand.

Both communities do a very good job of scheduling personnel effectively to best meet these needs with the personnel available.

A more detailed listing of major personnel scheduling features for the Borough and the Township are provided in Appendix B and Appendix C, respectively.

VI. ANALYSIS

This section of the report provides an assessment of the base level feasibility of establishing a consolidated police department.

Key factors impacting establishment of a consolidated department are analyzed to provide the basis for a recommendation with respect to proceeding to the Phase II stage of the complete merger study project as defined by the joint public safety committee.

Accordingly, the information that follows is not intended to definitively establish the basis for a merged department. Rather, this determination will be made after completion of the "Phase II" feasibility study if approved and authorized by both the Borough and the Township.

Merger Benefits

There are two fundamental potential benefits of a merged police department: improved quality/effectiveness of service and cost savings.

Quality/Effectiveness of Police Services

Without question, establishment of a merged police department will result in a significant improvement in the quality and effectiveness of police services. At least 80 percent of the persons interviewed for this study agreed with this proposition. Virtually without exception, everyone interviewed agreed that, at least, there were potential benefits in service quality and effectiveness.

The most important areas of improvement are as follows:

- Patrol Coverage – Regular patrolling of the community is the major, single most important service provided by any police department. A merged “Mendhams” police department would result in a major increase in patrol coverage for both communities. Whatever specific organizational structure is established, it is likely to include squads of at least four officers including a supervising sergeant. Intuitively, this combined staffing and organizational structure would result in better coverage, particularly considering the geographic configuration of both municipalities. (See Appendix D).

The patrol coverage benefits of a merged department will also mitigate the “assignment/availability factor”¹ and eliminate any one-person patrols without overtime costs except in unusual circumstances.

A merged police department would also provide benefits of better response time and better back up, when needed, for the benefit of both residents and police officers.

¹ The assignment/availability factor documents the need to employ 1.7 officers to staff one patrol position 365 days per year. See Appendix E for detailed information.

- Administration/Supervision – The command structure of a merged police department will allow significantly better administration and supervision in the police department resulting in better police services. At the present time the sergeants in both departments are working patrol officers. In addition, higher-ranking officers including the chiefs of police are required to fill in to support various police functions, such as detective services, on a fairly regular basis.

A merged police department would provide a sergeant for each patrol squad who would clearly serve in a supervisory capacity while also providing some “road services.” Higher-ranking officers could carry out their administrative and supervisory responsibilities with minimum need to assist with standard day-to-day functions.

- Criminal Investigation – As described above, both the Borough and the Township have a single detective assigned to criminal investigation. Both detectives generally work a day shift which significantly limits services available in evening hours or days off. All officers interviewed who discussed detective services agreed that the limitations in day-to-day availability and continuity of service over time were problematic.

A merged police department could provide at least a three-member detective bureau, headed by a supervising sergeant, which would result in a major improvement in service.

- At the present time, both the Borough and the Township provide community service programs such as traffic safety, juvenile/youth/DARE programs, school education

programs and general community programs on a special assignment basis. Mendham Borough gives strong emphasis to these programs within the limits of personnel available.

A merged department would, at the least, provide much greater flexibility in providing these community programs and could include a community services division with possibly two officers assigned to these functions on a full-time basis.

Appendix F provides an **illustrative sample** of a possible organizational structure for a merged police department with the service improvements just described. It is emphasized that this organization chart is not a recommendation but is for illustrative purposes only at this point. Determination of the organizational structure for a merged department would be made as part of the Phase II feasibility study, if authorized.

- **Building Facilities** – A merged police department will clearly result in a significantly improved police building facility for Mendham Township. However, a merger will also require some modifications to the existing Mendham Borough police building. This should result in an overall improvement of the building for the benefit of all personnel. One example of a possible improvement is better locker room or meeting facilities as well as an exercise/workout room that was mentioned by several officers.

A single police building serving both communities also will allow an improvement in efficiency of administrative services such as communications and recordkeeping.

Last, a single police building may provide improved convenience to the public as indicated by comments by several police officers that residents of both the Township and the Borough are more familiar with the Borough police building than the current Township building.

- Equipment – A merged police department will allow more efficient use of vehicles and other equipment. Subject to more detailed analysis, the vehicle and other equipment requirements for a merged department may be less than currently exists, but in any event, would allow more flexibility and better quality equipment.
- Training – Both departments currently provide necessary training for police officers. However, scheduling is also difficult and takes away from regular services such as patrol and criminal investigation.

A merged department could provide for necessary and perhaps increased training programs without any negative effect on other services.

- “The Right Time” – The Borough and the Township have discussed a possible consolidated police department off and on for more than 20 years. Members of the joint public safety committee as well as a number of police officers interviewed indicated that if a merger is to be accomplished, now is the “right time.”

This thought is based on factors such as the long history of cooperative programs such as the joint municipal court, increased demand to provide more cost effective public services and the current status of the two police departments.

Cost Factors

Cost factors should be considered in terms of one-time costs and long-term or ongoing costs.

One-Time Costs – There are a number of one-time costs that will be required to implement a merged police department that will not recur in the future. The most important of these are:

- (1) An addition to the Mendham Borough Police Building – This is the most significant one-time cost that will be required.
- (2) Reconciliation of existing collective bargaining contracts currently in force for officers of the Borough and the Township.
- (3) Police Vehicles – Determination as to the number of vehicles needed, replacement of vehicles and marking of vehicles.
- (4) Equipment – Determination as to all equipment needed and equipment to be replaced or purchased, if necessary.
- (5) Radio Dispatch – Determination as to the most effective radio dispatch system for the merged department and conversion of radio equipment to a single system.
- (6) Uniforms/Firearms – Establishment and purchase of a single uniform for all police personnel and reconciliation of different policies as to issuance of firearms.

More detailed estimates of these one-time cost factors would be provided as part of the Phase II feasibility study.

Ongoing/Long-Term Costs – Based on the analysis completed for the Phase I base level feasibility included in this report, it appears that some long-term cost savings could be obtained by establishment of a consolidated police department. The most significant of these savings include the following:

- (1) Police Building – Significant savings could be achieved by operation of one building rather than two.
- (2) Personnel – Some savings could be realized by consolidating all aspects of personnel administration such as recruiting, testing, training and compensation/benefits administration.

Additional savings could be realized depending on the authorized strength of the consolidated police department. The sample organization chart in

Appendix F is based on the current authorized personnel of 24 officers in the two departments. A 24-member merged department would provide the full benefits of improved police service with reduced overtime costs. It would also provide an optimum number of personnel that could continue without change for an extended period of time.

- (3) Vehicles – Subject to further analysis, savings might be achieved by slightly reducing the total of 15 vehicles presently used by the two departments. This would be a relatively small savings but the flexibility gained by purchase and maintenance of a single fleet of vehicles will allow greater efficiency and economy in both the assignment and maintenance of the fleet.
- (4) Equipment – As with vehicles required for a consolidated department, establishment of a single, merged department may allow reduction in the amount of equipment owned, both “law enforcement” and “office” equipment. Benefits of greater flexibility in the assignment and use of equipment would also be realized.
- (5) Radio Dispatch Services – The two police departments spend more than \$130,000 annually for radio dispatch services. Some cost savings would be realized by providing a single radio dispatch service. The exact amount of savings is subject to the determination of the radio system selected and the basis for charges for use of that system.
- (6) General Operating Costs – The 2003 budget for “Other Expenses” for the Borough and the Township are \$54,650 and \$119,915, respectively. It is likely that some annual savings could be obtained in these costs based on economies of scale and related factors. The amount of these savings will be relatively small. It should be noted that some costs included in the other expense budgets, such as vehicle maintenance, have been referred to in discussing possible cost savings above.

Conclusion

It is the consultant's conclusion that the benefit of greatly improved quality and effectiveness of services is the major benefit of establishing a consolidated police department.

Cost savings will be realized which will be beneficial over the long term. The level of savings and relative impact on the total budgets of both municipalities will depend upon policy decisions made with respect to areas such as authorized personnel, equipment and radio dispatch services.

Merger Concerns

The fact finding completed to prepare this Phase I feasibility study, particularly the interviews with members of both police departments, identified one major concern: a significant difference in the "style" or "culture" of the two police departments. This difference is clearly recognized in both municipalities.

In general, the Borough police department is viewed as emphasizing community service activities while the Township department is viewed as emphasizing enforcement activities. It is the consultant's view that there are benefits to both philosophies. In fact, a merger or balance of these two approaches would be beneficial if, as stated by one officer, "it is done the right way."

Several lesser concerns were identified. All of these concerns were generic or operational in nature. These secondary concerns are:

- The loss of "local control" in each municipality.
- A "big" department will be less responsive to the public.
- Natural resistance to change.
- The larger Township department may be more influential in a merged department.

- Uncertainty regarding pending promotions.
- Operational changes such as establishment of a single radio dispatch system.

A representative sample of comments received from police officers in both departments with respect to the benefits or concerns in establishing a consolidated police department are provided in Appendix G.

VII. RECOMMENDATION

The conclusion of this Phase I feasibility study is that significant benefits can be achieved by establishing a consolidated police department particularly in terms of higher quality and effectiveness of police services. This improvement will benefit the public and the officers serving the police department.

Cost savings or cost efficiencies will be realized although these are not the “make or break” reason for establishing a consolidated department.

It was virtually unanimously agreed that the only real concern is the differing style or operational philosophy of the two police departments.

Accordingly, the consultant recommends the Borough and Township proceed with the Phase II feasibility study. The Phase II study will recognize and address the question of the style of the departments and provide more detailed analysis of the factors impacting the formation of a single police department. It will build on and expand the initial data included in this base level feasibility study to identify, assess and recommend the organizational structure to integrate the two current departments into a single operating unit.

Phase II Procedure

It is recommended that the public safety/police committees of the Borough and the Township be designated as an “organizational” task force to work interactively with the consultant to review

and evaluate recommendations or alternatives for actions needed if a consolidated police department is established.

It is also recommended that an "operational" subcommittee be established that includes police department membership.

The organizational task force would consider matters such as:

- Cost distribution between the Borough and the Township
- Building facilities (cost allocation)
- Organizational structure of the police department
- Reconciliation of existing collective bargaining contracts
- Staffing levels

The operational subcommittee would consider items such as:

- Uniforms
- Vehicles
- Equipment
- Departmental procedures
- Radio dispatch services
- Building facility (building expansion)

Subject to consideration of all relevant factors during the Phase II analysis, a firm decision can be made as to the feasibility and desirability of establishing a consolidated department.

VIII. CONCLUDING STATEMENT

The Borough of Mendham and the Township of Mendham have an outstanding opportunity before them. During this era of "tax revolt" and the need for government to improve efficiency,

the circumstances for consolidation of the police departments in the Borough and the Township are at an optimal point.

The makeup and "character" of the municipalities are very similar and compatible. The two communities have prior experience in working together as indicated by the joint municipal court and other cooperative activities. Subject to successful completion of a Phase II feasibility analysis, a consolidated police department could be established which will provide a major increase in the effectiveness of police services along with some level of cost savings in the long term.

The benefits of a consolidated police department can provide a "win-win" circumstance for both communities, including residents, local officials and members of the police departments.