

Spring Garden Township

Consideration of Police Merger

Public Meetings:

September 16, 2024 - 6:30pm, Victory Fire Co.

September 18, 2024 - 6:30pm, Indian Rock Dam Elementary School



Background / Introduction - Police Department Changes

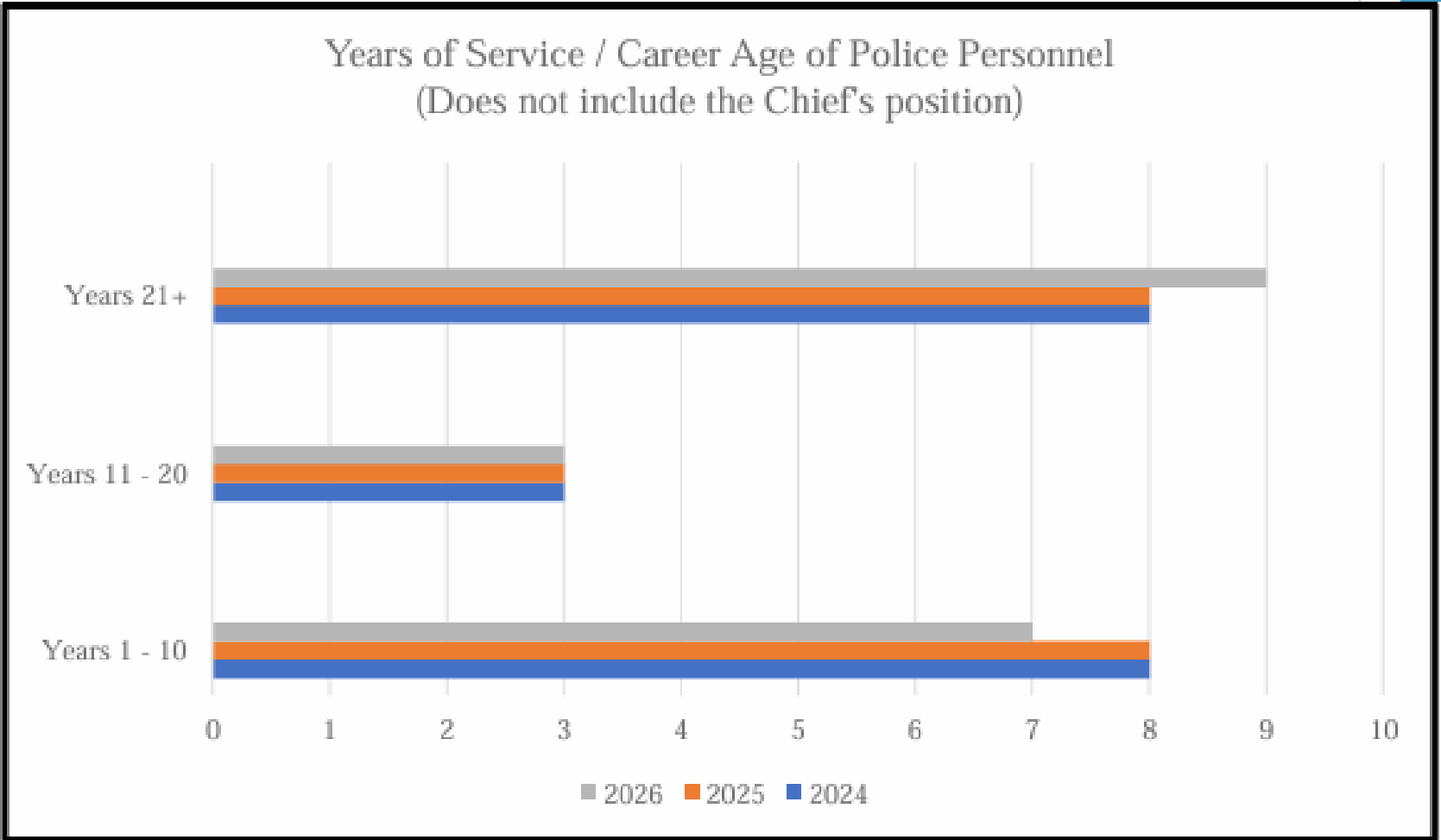
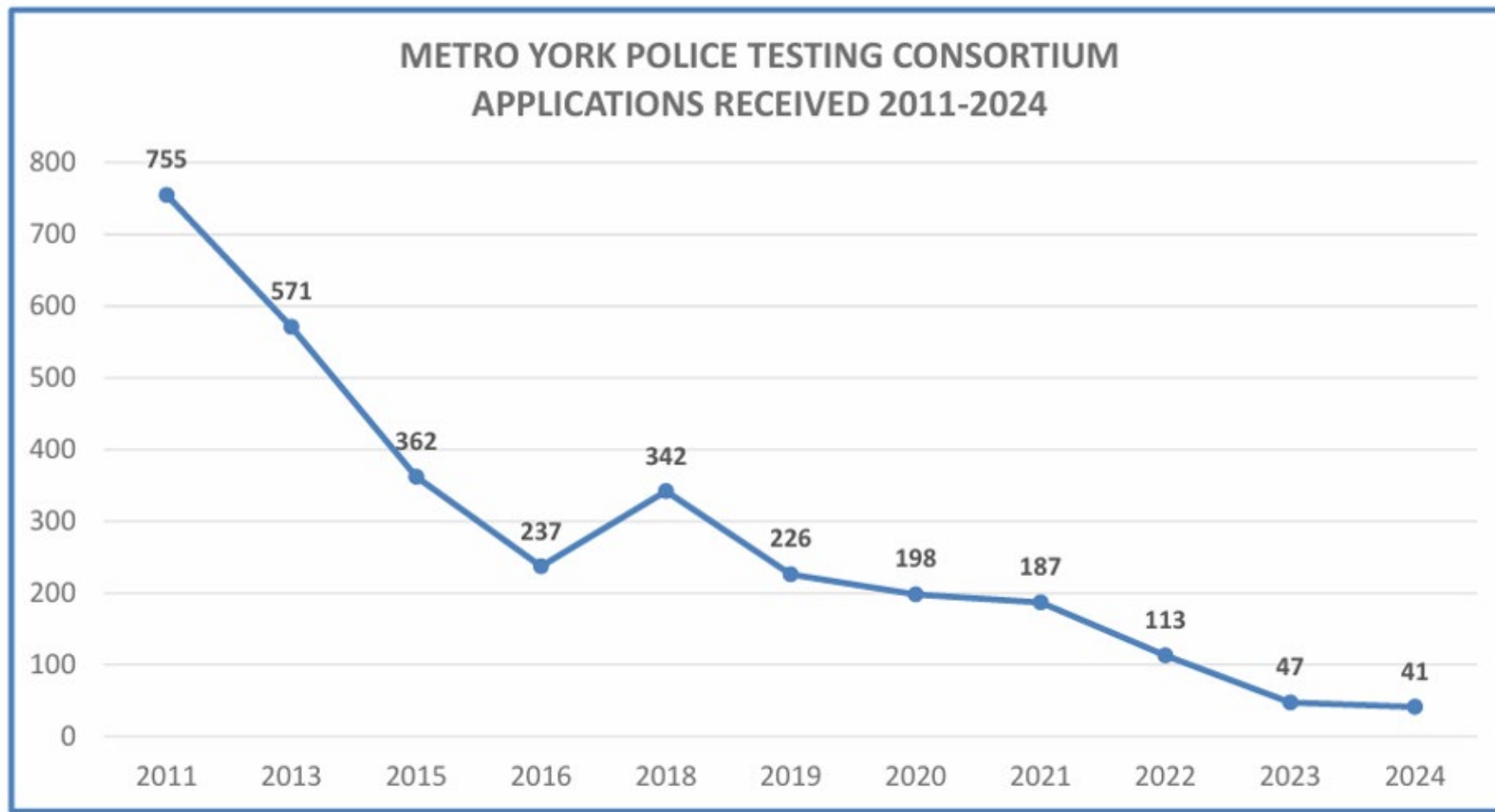


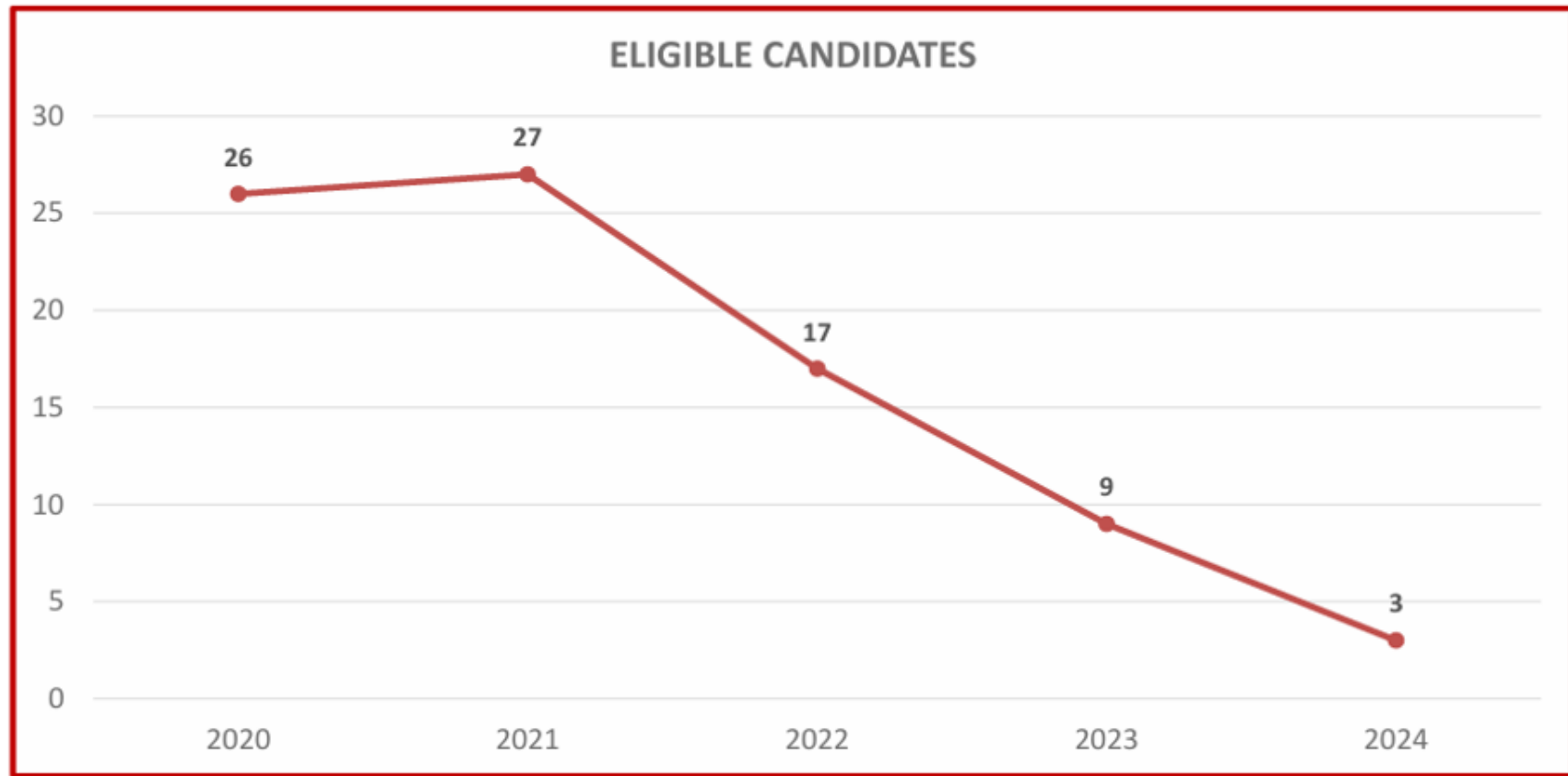
Figure 7. Demographics of Spring Garden Township Police Personnel

Background / Introduction - Recruitment Challenges



NOTE: It is typical for 10% - 25% of applicants not to show up for the written exam. Applicants are only considered “Eligible Candidates” if they are Act 120 certified and have successfully passed both the written examination and oral examination.

Background / Introduction - Recruitment Challenges



NOTE: The number of eligible candidates shown is prior to the physical agility test, disqualifications, withdrawals, background checks, drug screenings, polygraph examinations, etc. The actual number of eligible candidates after completing the process is always significantly lower. We currently have no prospective candidates eligible for hiring.

Background / Introduction - Recruitment Challenges

- ▶ **Civil Service Commission (CSC) Restrictions** - can only hire candidates from an eligibility list that has been certified by the CSC:
 - ▶ Requires that candidates be Act 120 certified (Municipal Police Certification) to be eligible. Most other agencies will hire non-certified individuals and send them to a police academy to obtain their certification,
 - ▶ Requires candidates to pass **all four** sections of the written exam by at least 70%, vs. other agencies only require that the **average score** of all four sections be at least 70%,
 - ▶ CSC rules require a candidate be selected from the top 3 individuals on the eligibility list, even though there may be instances where someone lower on the eligibility list may be a better fit for our agency,
 - ▶ Must follow to the Veterans' Preference Act which requires a **veteran** who is in the top 3 on the eligibility list be hired **first**, even if the veteran candidate is #3 and the #1 and #2 candidates are a far better fit for our agency,
 - ▶ Eligibility lists require CSC approval which takes time to coordinate and can delay the process. Additionally, only one list can be certified at a time, further limiting the applicant pool.

Background / Introduction - Per Capita Costs

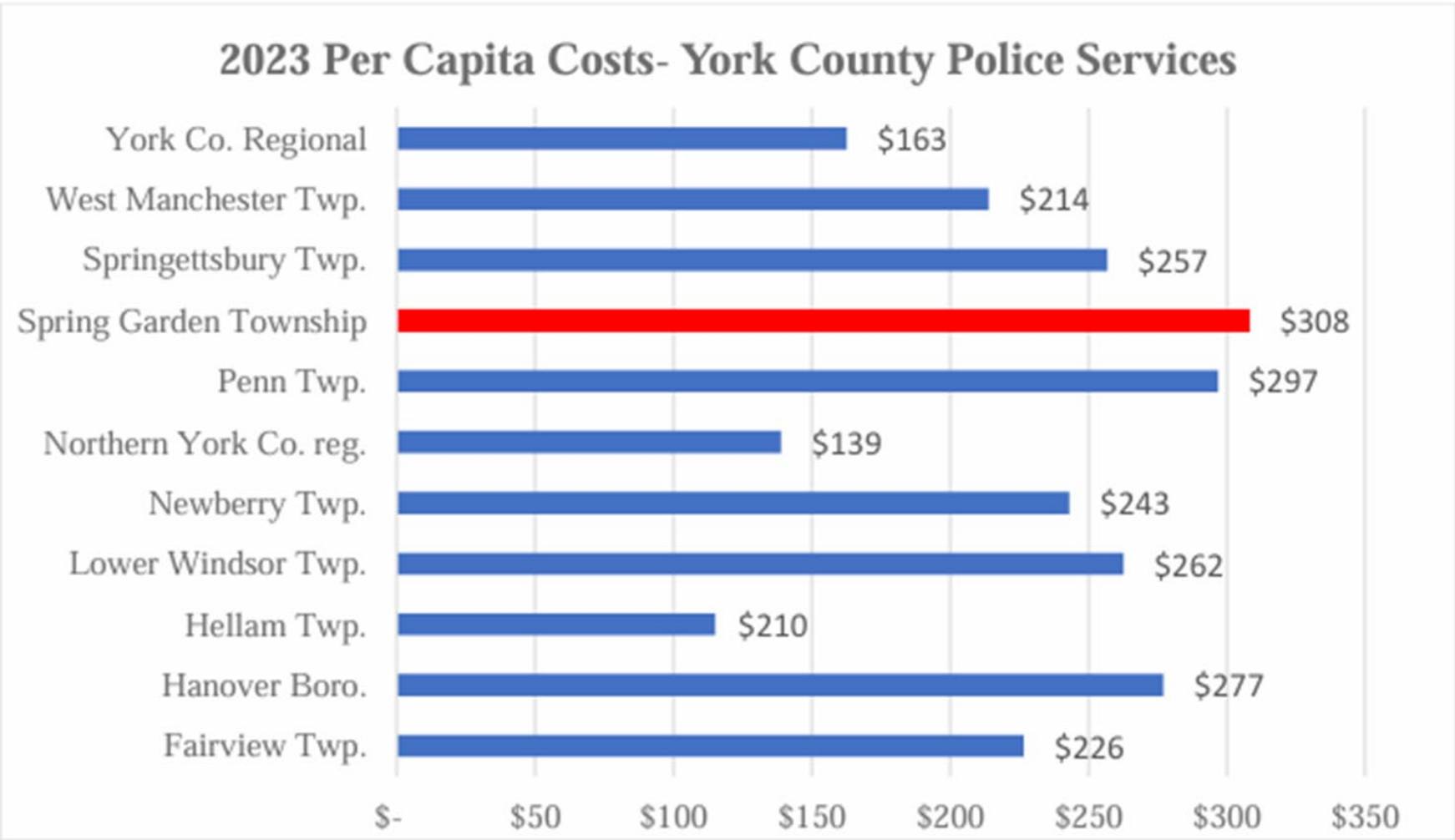


Figure 5. York County Police Services Per Capita Costs



pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

SPRING GARDEN TOWNSHIP YORK COUNTY, PENNSYLVANIA

POLICE SUSTAINABILITY

September of 2024

EXPLORING THE TWO-PART QUESTION

What is your mission?

Mission Statement:

The mission of the Spring Garden Township Police Department is to enhance the quality of life of all people by working in partnership with the community to protect life and property through the delivery of professional law enforcement services while maintaining the highest level of integrity and assuring individual constitutional rights.

Can the mission be sustained in its current form?

Sustainability is based on a simple principle: Everything that we need for our survival and well-being depends, either directly or indirectly, on our environment. To pursue sustainability is to create and maintain the conditions under which organizations can exist in productive harmony to support present and future generations.

THE PROCESS

Below are the industry benchmarks pertaining to the cost of services and budgeting that will be addressed:

- ***Per-Capita:*** The cost per resident for police services.
- ***Percentage of Personnel Costs:*** The standard is 85% to 90%. Higher percentages point to something within the internal environment being askew.
- ***Percentage of the Police Budget:*** While there is no standard, empirical evidence points towards an economically healthy range of the police budget being between 33% and 40%. Higher percentages are an indicator that should direct the community towards a deeper analysis.
- ***Price-point:*** This is a basic approach attempting to bring clarity to the cost for each sworn position. Identifying this cost factor can help the reader immediately place an average financial cost to the position while trying to evaluate the intrinsic value. In other words, if adding a position is the question, the use of the price-point figure can identify the impacts.

PER CAPITA - SPRING GARDEN TWP. = \$308.00

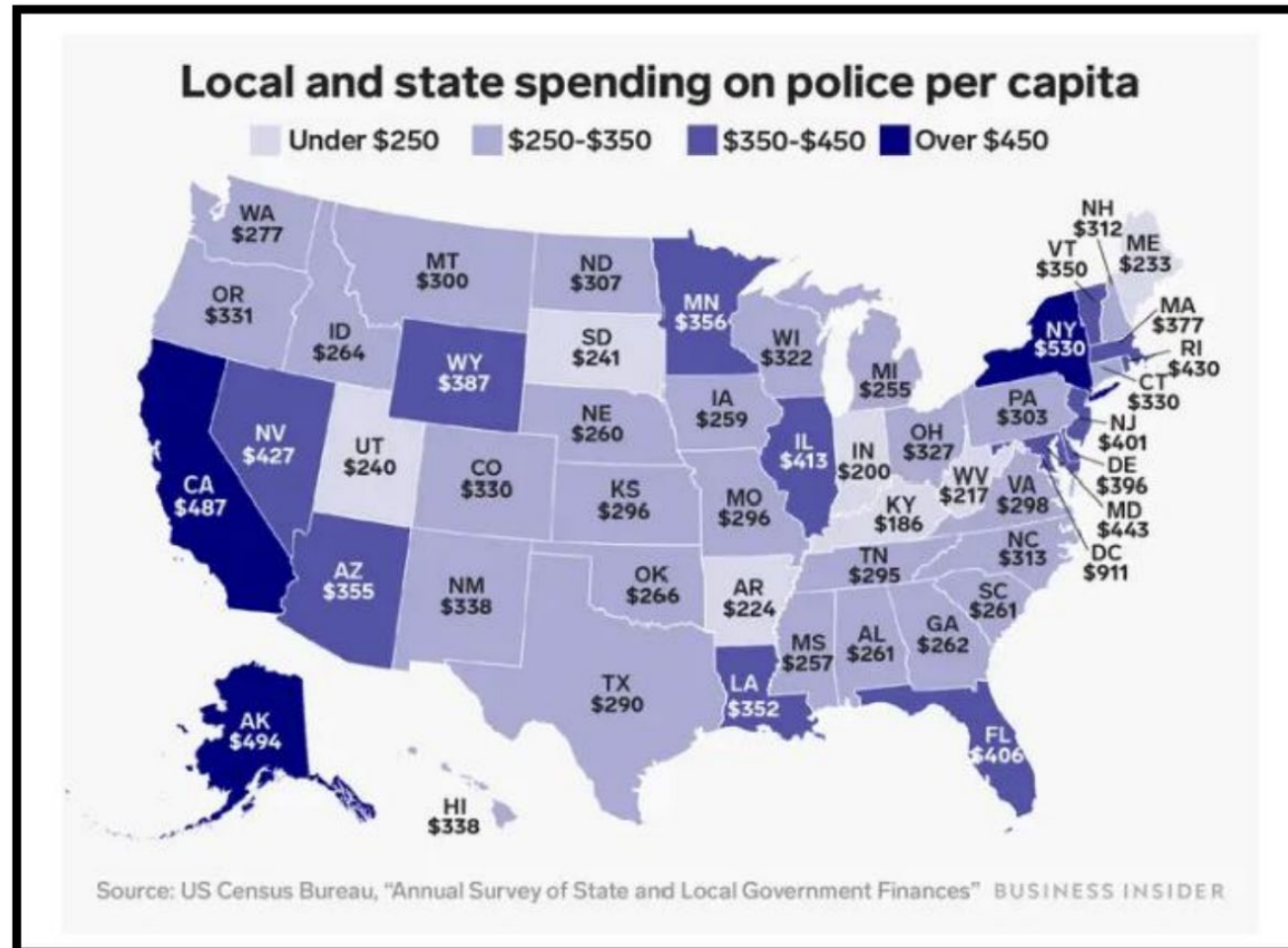
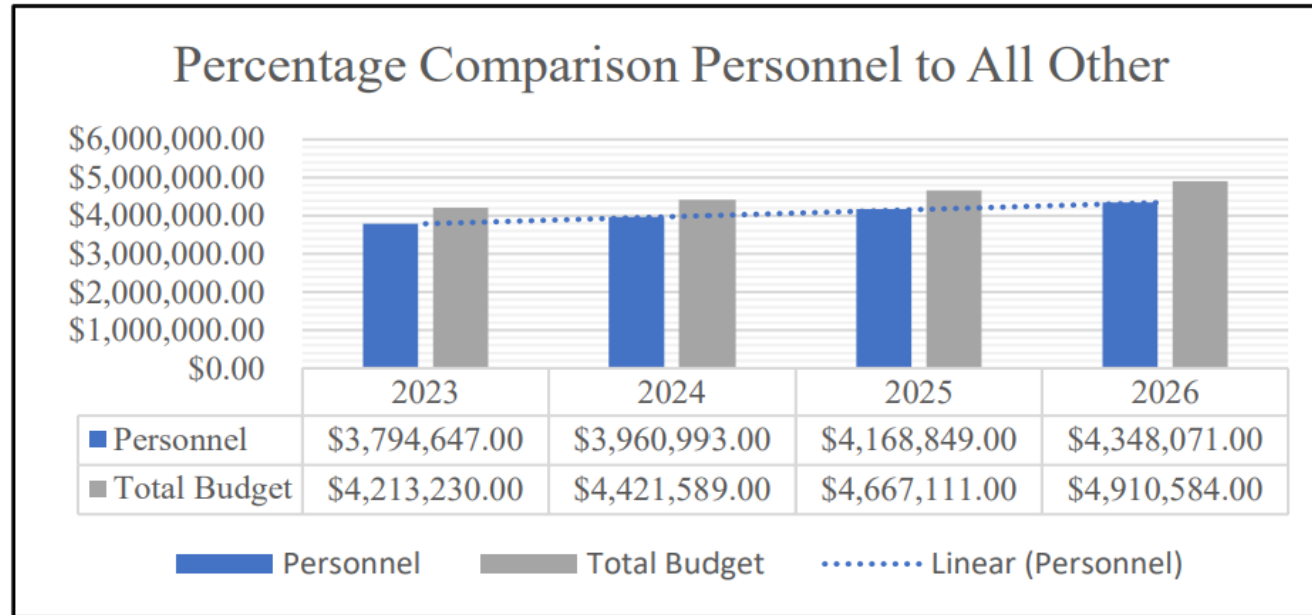


Figure 4. Local and State Police Spending, Per Capita

% OF PERSONNEL EXPENSES – SPRING GARDEN TWP. = 90%



Year	Personnel %	All Other %
2023	90.10%	9.90%
2024	89.58%	10.42%
2025	89.32%	10.68%
2026	88.54%	11.46%

% OF TOWNSHIP BUDGET = 44%

Percentage of Police Budget

Across the Commonwealth and the Nation, communities use their revenue towards their priorities and needs, along with having contrasting levels of services. For that reason, it is impossible to identify a standard or the industry benchmark. It is for the policy maker to determine their community's need and the reasonable percentage of the budget allocated towards delivering the expected level of emergency services.

A fiscally healthy range of percentages dedicated towards policing operations is between 33% and 40% of the community's total budget. Anything outside the range may be reason for the community to explore a greater analysis as to identify the reason behind it.

The 2024 percentage of the police department's budget of Spring Garden Township's General Fund is 44%.

AVERAGE COST OF PERSONNEL

The Cost of an Officer or Price-Point Calculation

For the same reasons as the percentage of police budget, there is no standard for average cost of an officer. A community's cost for police services varies greatly for several reasons. However, identifying this allows for the immediate identification of cost per sworn employee.

To determine the cost, one divides the total number of all sworn personnel into the annual budget before revenue and deductions. The cost of an employee is well beyond the salary. This allows the policy maker to immediately understand the actual financial impact of a sworn police position.

For 2023, the price-point cost was \$210,662 for a sworn officer. By 2026, this number will increase by 17% to \$245,530. It is for the policy maker to determine whether the community can afford this forecasted increase and if it is sustainable.

CONSIDERATIONS

- Are the residents of Spring Garden Township committed to the sustainability of cost liabilities to afford their own police department? If the answer is yes, answer the next questions:
 - Are there other challenges in the community that will negatively impact that decision?
 - To assist with succession planning, do the policy makers support the addition of a command staff officer?
 - To enhance employee's knowledge, skills, and abilities, do the policy makers support the creation of a career-development program?
 - Are the policy makers committed to the level of service being offered?
 - To address shortfalls, do the elected officials have the willpower to make tough decisions, such as, reduce staffing, raise taxes, ask for collective bargaining givebacks, etc.?
 - Is the organization sustainable for 25 years or more?
 - *If not, should Spring Garden Township join a partnership?*

ADDITIONAL OPTIONS

- ✓ Increase Revenue
 - ✓ Dissolution
- ✓ Reduction of Services/Hybrid
 - ✓ Contract Relationship
 - ✓ Regional Relationship

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Financial Analysis - Potential Savings

Projected Total Budget: Spring Garden Police & York County Regional Police					
Year		SGT	YCRPD	Potential Savings	# of officers
2025		\$4,677,111	\$4,074,016	\$603,095	20 officers
2026		\$4,910,584	\$4,242,680	\$667,904	20 officers
2027		\$5,156,113	\$3,529,910	\$1,626,203	16 officers
2028		\$5,413,919	\$3,671,106	\$1,742,813	16 officers
2029		\$5,684,615	\$3,817,950	\$1,866,664	16 officers
2030		\$5,968,846	\$3,970,668	\$1,998,177	16 officers

Financial Analysis - Other Considerations

- ▶ Police department office space
- ▶ Police pension and OPEB (other post-employment benefit) plans
- ▶ Changes to insurance policies, etc.
- ▶ Parking enforcement
- ▶ Changes to revenue streams related to police services

Police Merger Process

- ▶ Intergovernmental Cooperation Agreement
- ▶ Memorandum of Understanding
- ▶ York County Regional Charter Agreement

Public Comment / Questions