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Reimagining Law Enforcement in Tompkins County: Concluding Activities and Next Steps

October, 2017

Prepared for:

Tompkins County, City of Ithaca and NYS Municipal Restructuring Fund

Prepared by:

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Project Director

In Partnership with:



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Introduction

As a final step in the project CGR, with the assistance of Highland Planning, led a series of community discussions on the options that were identified in the study during the end of August. Presentations were made to the City of Ithaca Common Council – Committee and the Tompkins County Legislature Public Safety Committee meeting during September. As a result of those meetings, CGR was asked to identify communities where county and city police services had merged. A possible set of next steps to be considered is included with this section of the report.

Public Engagement Meetings

The second round¹ of public meetings for the Tompkins County Law Enforcement Study were held on August 28th, 30th, and 31st of 2017 from 6:00 to 8:00 PM. The events were held at the Tompkins County Public Library, Tompkins Cortland Community College, and the TST BOCES Smith School Gymnasium, respectively.

The meetings were advertised via emails to the Project Steering Committee, the focus group invitees, and the attendees of Public Meeting #1. The project team also advertised the meetings through social media posts and events, a press release and a meeting flyer distributed by the Steering Committee, the City of Ithaca, and the Town of Tompkins.

All three meetings were filmed. The meetings on the 30th and 31st were broadcasted on Facebook Live. The broadcast on August 30th was viewed by 31 people, and the broadcast on August 31st was viewed by 9 people.

Presentation

The format for the meeting was presentation with interspersed polling using a software called PollEverywhere. The consultant project manager, Paul Bishop (CGR) provided a project update, research findings, and survey results. Throughout the presentation, he posed eight questions to meeting attendees and Facebook Live participants. The meeting presentation, as well as the meeting videos, are hosted on the project website (<https://www.cgr.org/TompkinsLESS>) under “Meetings”.

¹ The first round of public meetings was conducted in May and June. The reports of those meetings can be found in the baseline report.

Public Comments

A summary of the input received during the open discussion and Poll Everywhere is summarized below. Though the responses may cover different topics, the comments included within the same bullet were provided by the same person and therefore kept together for this summary.

1. How safe do you feel in the community where you live?
 - Very Safe (11)
 - Safe (10)
 - Unsafe (1)

2. Who is the primary law enforcement agency in your community?
 - Tompkins County Sheriff (10)
 - City of Ithaca Police Department (5)
 - Village of Cayuga Heights Police Department (1)
 - Village of Dryden Police Department (2)
 - Village of Groton Police Department (1)
 - Village of Trumansburg Police Department (2)

3. In general, what changes to policing do you feel are necessary?
 - More officers
 - More officers, More community policing, Fitness requirement for officers
 - Better training, more sensitivity training, less violence, less use of weapons, no SWAT teams, Training for responding to mental health and drug addiction, LEAD training, More emphasis on protecting and listening rather than force or trying to find the "bad guys", A commitment to alternatives to incarceration

-
- Nothing
 - More sensitivity training, More focused on peace keeping and less on militarization, More diversity in the ranks, Collaboration with community non-profits working on equality and social justice, Support for stress and mental health issues within the ranks. Apprenticeships with youth, Volunteering in and with the schools more so there is more trust among youth of all backgrounds.
 - More officers per shift, More foot/bike patrols, Supplementation of officers with mental health professionals, Robocop
 - Communication with the younger population. More diversity. Intermixing with civilians with friendly outreach especially at community events.
 - I have been satisfied with police response to date.
 - Fewer part-time officers and more full-time, More community policing
 - More diversity on all the police departments, More training on de-escalation, Gender, race, age, and sexual orientation
 - No issues. Hire best personnel whether it's diverse or not.
 - Less attention to boundaries; more attention to optimal deployment
 - Nothing. Very happy with how police handle themselves.
 - More diverse officers, Electric vehicle fleet
 - More officers living in the community they serve?
 - More police contact with citizens in friendly non-confrontational setting, Less political scrutiny
 - Demilitarize police units and more cops living in the community they serve.
 - Personally, have not had issues.
 - More agency staffing and funding. No large agency consolidation
 - Maybe. Just maybe....the sheriff should have a helicopter if not already
 - More community policing.
 - Stronger community policing, More training for mental health incidents, Better support to deal with student behaviors, Better anti-bias training

4. If you received the same or better service from law enforcement at similar costs, would you be supportive of contracting for the service?

- Yes (7)
- No (2)
- I'm not sure (5)

5. What is your biggest concern about contracting for service?

- Same exact service with government bodies have control.
- Reduction in quality of service, especially loss of community policing.
- Commitment to the community
- Enforcing the contract
- You aren't asking this but in reverse it might be helpful in that it would promote collaboration between communities. I want people to feel like the man-made lines between communities is as divided as we make it. If this would help blur those lines it might not be a bad thing
- Community connections, Familiarity with neighborhoods
- Upper level administration... Must be supervised by Boards ... Not elected
- Not having a clear picture of who to contact about what.
- Loss of local oversight of law enforcement performance,
- Services might be sacrificed for cost controls, Potential loss of local control, Lots of different officers providing services would make policing more difficult
- Increased costs
- What if town refuses to pay the bill? Will contractor agency have the courage to withdraw service?
- We need a closer relationship with our officers, not more distance

-
- Accountability.
 - Would we get the same hands on with village & school programs? Police officers in Groton have hands on with a lot of different groups. Yes, they do walk
 - My village previously contracted with an agency and didn't get the contracted coverage over the long term
 - Taxes will increase
 - Loss of familiarity of residents in community
 - Loss of control over policing priorities and culture, Loss of accountability

6. If you received the same or better service from law enforcement at similar costs, would you be supportive of moving to a single police agency?

- Yes (7)
- No (6)
- I don't know (9)

7. What is your biggest concern about a single agency providing law enforcement services?

- Local authority within municipalities and same services
- Loss of unique identity of IPD
- May end up spending more, but getting less if costs are leveled up
- Losing services
- That the premise of it being the same cost for more efficient services may not be realistic, Governance difficulties. Less concerned about oversight and adequate services. More about the complication between different government engagements with the agency. Some government bod.
- Quality of governance and leadership. Union resistance and related cost implications.

-
- Supervised by Town/City Boards not elected, Loss of officers that know and are respected in the community
 - Once again, having a clear flow-chart of responsibility and accountability.
 - What would that look like for individual communities - patrol areas, quality of service, etc.
 - I would support the Sheriff's office expansion only if the Sheriff remained an elected position.
 - I have MANY concerns. Outlying communities would likely lose decision making and resources to population centers.
 - More focus on larger population centers, changing budgets causing loss of service to outer areas with little recourse., Appointed chief not accountable to public
 - It's a political move by politicians under the guise of cost savings. This idea was previously presented to the voters and voted down
 - Too much concentration of power, I would rather have Andy and Barney rather than Judge Dred
 - That it will cost more in the long run and loss of control.
 - Its not broken, why change?
 - Loss of accountability and control, Larger agencies tend to be more inflexible and less responsive to local concerns
8. If you had to choose between (A) a small increase in taxes to improve service or (B) reducing taxes to trim services, which would you choose?
- A small increase in taxes to improve service (11)
 - Reducing taxes to trim services (2)

IV. General Comments

- Add Trumansburg to study area

-
- The poorest households are located in rural area; so law enforcement consolidation would be regressive tax
 - I have an issue with one agency; it could lead to control excess by police and abuse of power
 - Police need to deal with parties exploding on social media across boundary lines
 - Bringing smaller police departments up to the equipment level of the sheriff office will be expensive

Summary

There was limited turnout at the public meetings which hampers the ability to draw any strong conclusions from the answers to questions. The majority of the attendees were elected officials, government employees or law enforcement personnel. A possible cause for this was the lack of a single specific recommendation for change. One hopeful sign was the lack of strong opinions could signal an openness for considering changes.

Board Presentations

CGR was invited to present to a regular meeting of the City of Ithaca Common Council City Administration Committee on September 20, 2017. The presentation (attached as an appendix) reviewed the project as a whole with a particular focus on the several available options and steps that would be necessary to move toward those options.

A second presentation was made to the Tompkins County Legislature Public Safety Committee on September 25, 2017. The audience received the same basic presentation on the project as the Ithaca Common Council. There were questions about navigating the potential fiscal impacts to county residents who live outside villages as well how to ensure service levels across the county.

Both committees expressed some interest in exploring colocation of the TCSO and IPD as well as the next steps that might be needed to proceed on some of the larger changes.

Example Communities

CGR was requested to find specific examples of how some of the options are implemented by different communities. The examples are meant to generally illustrate the concept, but have not been extensively researched or evaluated.

Mount Kisco (NY) Police Contract with Westchester County Police

In 2015, the coterminous Town/Village of Mount Kisco contracted with the Westchester County Police Department to take over services in the community. According to media reports, the Mount Kisco police department will remain in operation with a chief and handful of officers, while the rest of the operation will be handled by the county police. The estimate is that this arrangement will save the town/village about \$2.4 million per year while receiving the same service.

Village of East Aurora Police Department and Town of Aurora

For several decades, the Town of Aurora has contracted with the Village of East Aurora to provide police services in the town. The agreement requires that village police patrol the town at regular intervals and respond to calls for assistance. The contract with the town provides for a substantial portion of the costs of operating the village police department. The contracted amount in 2016 was \$1.6 million and the police department's cost (excluding benefits) was \$2.0 million.

City of Savannah and County of Chatham, Georgia Police Department

This department is a combined agency that serves the City of Savannah and the County of Chatham, Georgia. The total county population is 265,000 and the city is just more than half of that total.

- City of Savannah forms a large portion of Chatham county
- Areas of County outside of city form "Unincorporated Chatham County" (UCC)
- Two layers of municipal government – County of Chatham and City of Savannah
 - City – became council/manager government in 1954. Mayor and 8 aldermen
 - Levies taxes, enacts ordinances, adopts budget, appoints City Manager
 - City manager enacts policies established by council and appoints dept heads
 - County – elected Board of Commissioners. Appoints county manager. Responsible for policing for ONLY UCC
- Prior to 2003, each entity had its own police department. Merger first proposed 1962. Agreement 2003, functional merger occurred in 2005 with indefinite length of terms. Either side can terminate agreement with 18 months notice.

- Funding, FY 2014
 - City pays 67% of cost
 - County, from special service tax fund (only from UCC residents) pays 25%
 - County general fund pays 8% (of which 43% comes from city residents)
 - Aggregation – City pays 71%, UCC pays 28%
 - Cost of beats (patrols) are split proportionally based on location of patrols
 - Non-patrol costs paid 61% by city, 39% by county
 - 2012 Per capita – city residents \$328, UCC \$190
- City and County managers collaborate in hiring, terminating, and evaluating performance of Chief. In the event of a disagreement, City has ultimate authority.
- The arrangement between the two has fallen apart and they will have separate police agencies beginning in the first quarter of 2018. The differences came down to who had final authority on decisions and the split of the costs between the County and City. Both sides have acknowledged that separate police agencies may lead to higher costs, but improved services than the status quo.

Camden (NJ) City and County

The City of Camden disbanded its police department in 2013 and asked for the County of Camden to take over policing for the city. A new department was formed under the auspices of the county to provide the services inside the city. The police service could patrol outside the city, but none of the neighboring municipalities have requested that service. The 400 officer department is partially paid for by city funds and the remainder by county taxes. Further research would be needed to understand the fiscal relationship between the city and county, but it is clear the cost for the city is substantially lower than when they ran their own department. This arrangement has been in effect for four years and there isn't enough data yet to understand the effect on crime in the community or the long term costs.

Future Steps

There is the potential for changes in law enforcement in Tompkins County, the City of Ithaca, and the Villages of Cayuga Heights, Dryden and Groton that would lead to more effective policing and potentially lower costs. While the law enforcement agencies and municipalities should be recognized for the past efforts that have led to substantial cooperation in the law enforcement arena, those same entities should consider what would be the best way to deliver law enforcement in the future.

A reasonable future step is to identify one or two options to be explored in greater detail. For example, the City of Ithaca and Tompkins County could choose to explore a joint operational facility. A workgroup of law enforcement and other officials could identify what the programs needs are for a facility, identify potential locations and consider how costs would be shared. This process could lead to greater collaboration between the two largest agencies in the county and cost savings through efficiencies or avoided capital costs. A second possible path would be to create workgroup that would develop a detailed model of a single police agency for the county including appropriate staffing, patrol areas, specialty units, investigative staff and capital needs. This model should include the possible steps needed to get to the future state. The workgroup could also investigate communities where similar changes have taken place.

Additionally, the law enforcement agencies, with support of their elected officials, should consider pursuing some of the “low hanging fruit” such as expanding the collaboration on county wide training, enhancing coordination on criminal investigations and the development of common policies and procedures. The pursuit of these options can either be independent or as part of an effort exploring greater collaboration.

In order to ensure a high likelihood of success for substantial changes, key participants in any planning process should include elected officials, municipal staff, law enforcement leaders and collective bargaining unit representatives. It might be beneficial to have an outside facilitator to direct the process and perhaps assist with research or plan development.

This project should be viewed as one step along a path that has the potential to lead toward substantial improvement in the delivery of law enforcement services to Tompkins County and the City of Ithaca. Future progress in this area will be dependent on strong leadership and a willingness for the communities to adopt changes.

Appendix A- Power Point Slides from Public Meetings

Did you bring a cell phone with you tonight?

Yes

No

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The Future of Law Enforcement in Tompkins County

Summary of Baseline and Options for the Future

This project was prepared with funds provided by the New York State
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Program



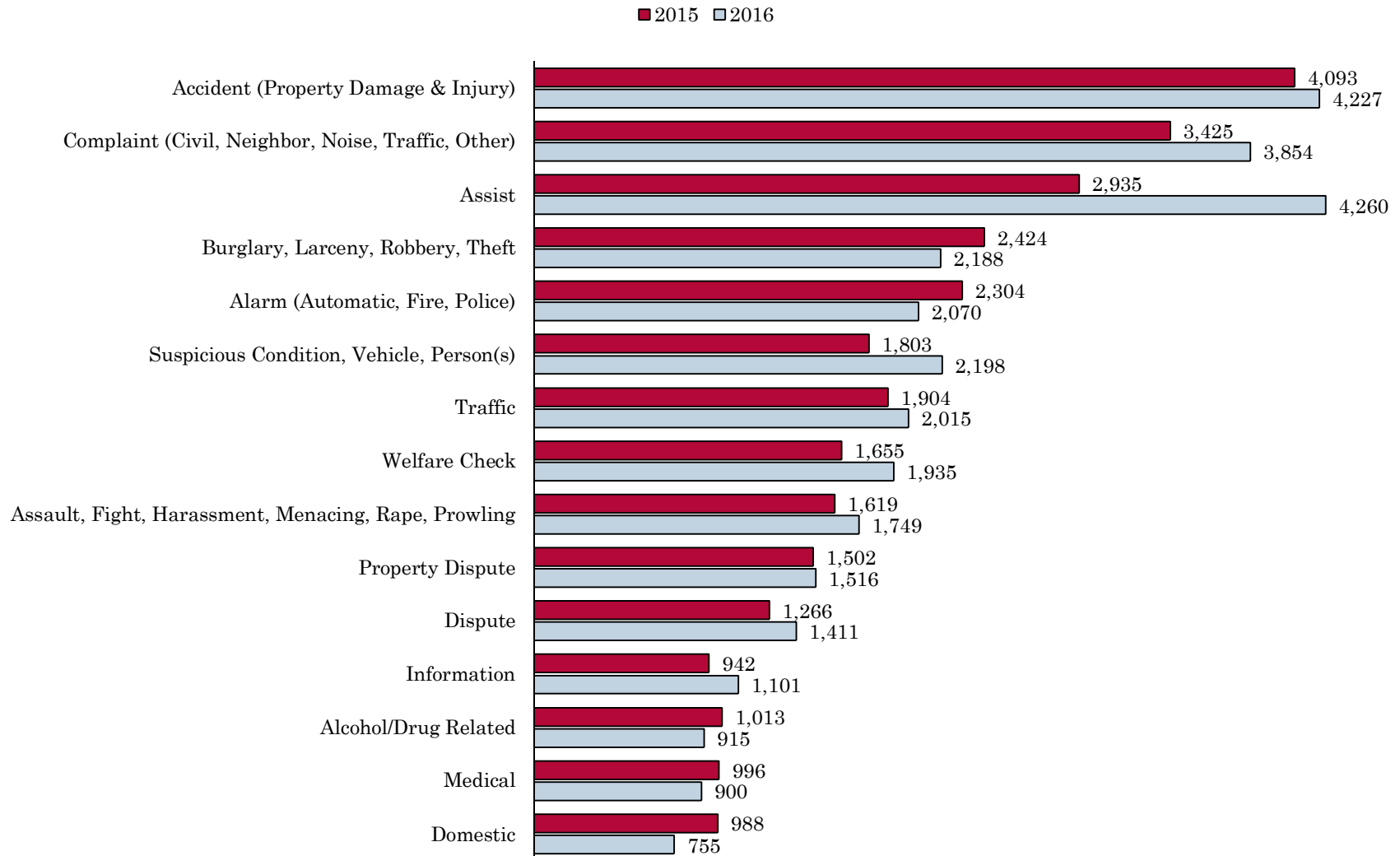
Project Overview

- Hired by Tompkins County and City of Ithaca in December 2016
 - *To conduct a feasibility study that would explore options for structural alignment and improved efficiency for a subset of existing law enforcement agencies that serve its residents*
- Agencies Involved - Cayuga Heights, Dryden, Groton, Ithaca and Tompkins Sheriff
- Project Website –
 - www.cgr.org/TompkinsLESS

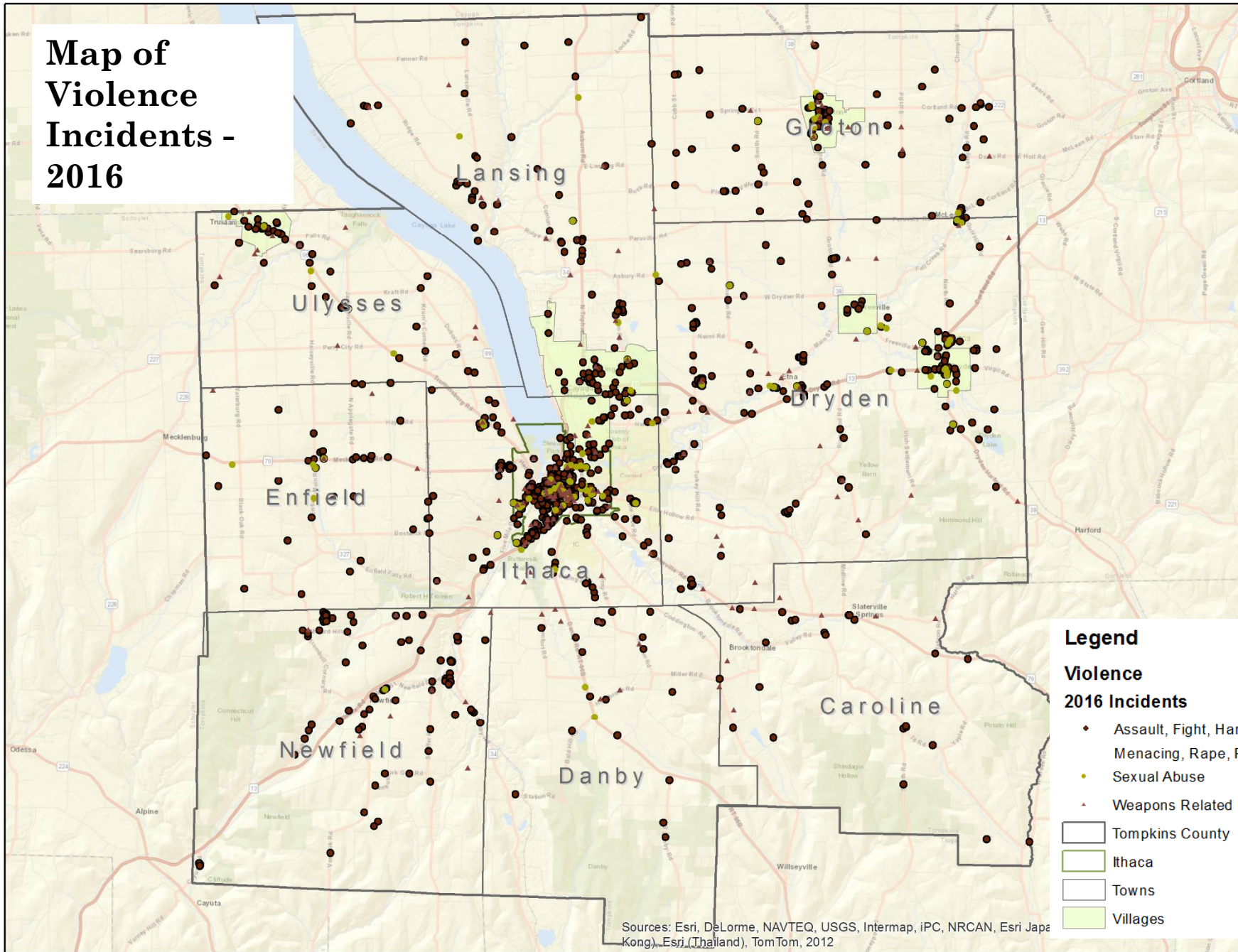
Department Overview

Agency	Officers	Budget	Pop.	911 Call – 2016 LE	Index Crimes (5 yr. avg.)
Cayuga Heights	7 FT, 9PT	\$1.2 M	3,800	1,255	39.2
Dryden, Village	5 FT, 9 PT	\$606 K	2,000	1,425	73.0
Groton, Village	1 FT, 15 PT	\$319 K	2,500	1,361	54.6
Ithaca, City	69 FT	\$10.3 M	31,000	17,990	1204
Tompkins SO	40 FT	\$5.9 M	65,000	10,621	498
NYSP	29 FT	?	As above	5,994	284

Top 15 Incident Type, Dispatched Only



Map of Violence Incidents - 2016



Legend

Violence 2016 Incidents

- Assault, Fight, Harassment, Menacing, Rape, Prowlng
- Sexual Abuse
- ▲ Weapons Related
- Tompkins County
- Ithaca
- Towns
- Villages

Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan (Kong), Esri (Thailand), TomTom, 2012

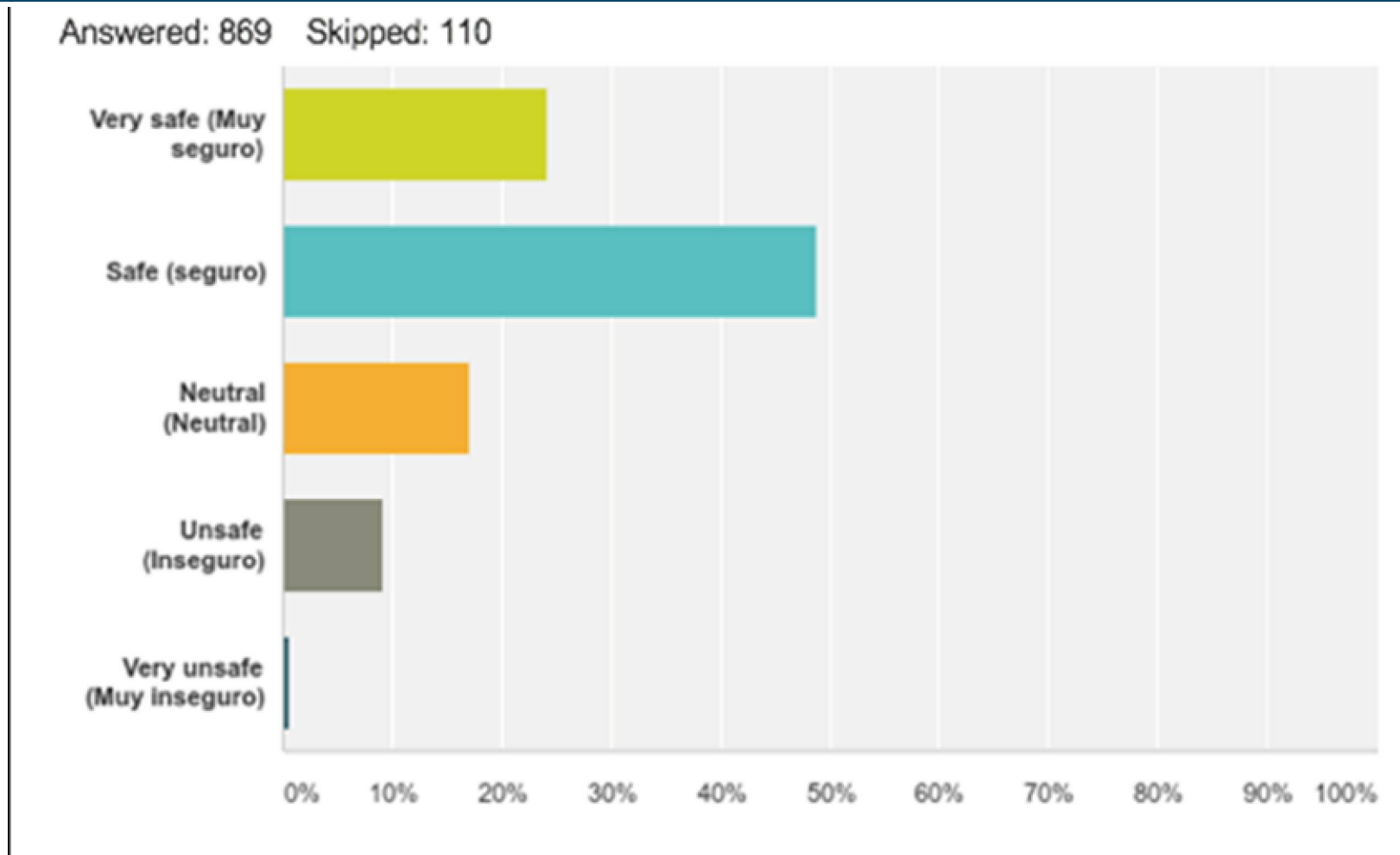
Responding Agency								
Community	CHPD	DPD	GPD	IPD	NYSP	TCSO	TPD	Total
City								
Ithaca	62	1	2	17,701	115	427		18,366
Towns								
Caroline		3	3	11	341	344		709
Danby				8	232	273		520
Dryden	7	268	2	18	1,435	1,757	1	3,648
Enfield				10	416	607	5	1,092
Groton		7	83	3	270	426		790
Ithaca	27		3	128	1,093	1,724	2	3,088
Lansing	9		8	2	422	1,029		1,474
Newfield				15	605	748		1,413
Ulysses				8	233	432	206	932
Villages								
Cayuga Heights	1,013			12	13	68		1,112
Dryden		1,131	2	5	126	157	3	1,495
Freeville		6			78	95		179
Groton		3	1,254	1	56	145		1,459
Lansing	134	1		29	473	2,227	1	2,874
Trumansburg	1	2		1	30	75	984	1,108
Total Dispatched Calls	1,253	1,422	1,357	17,952	5,938	10,534	1,202	40,259

Survey Findings

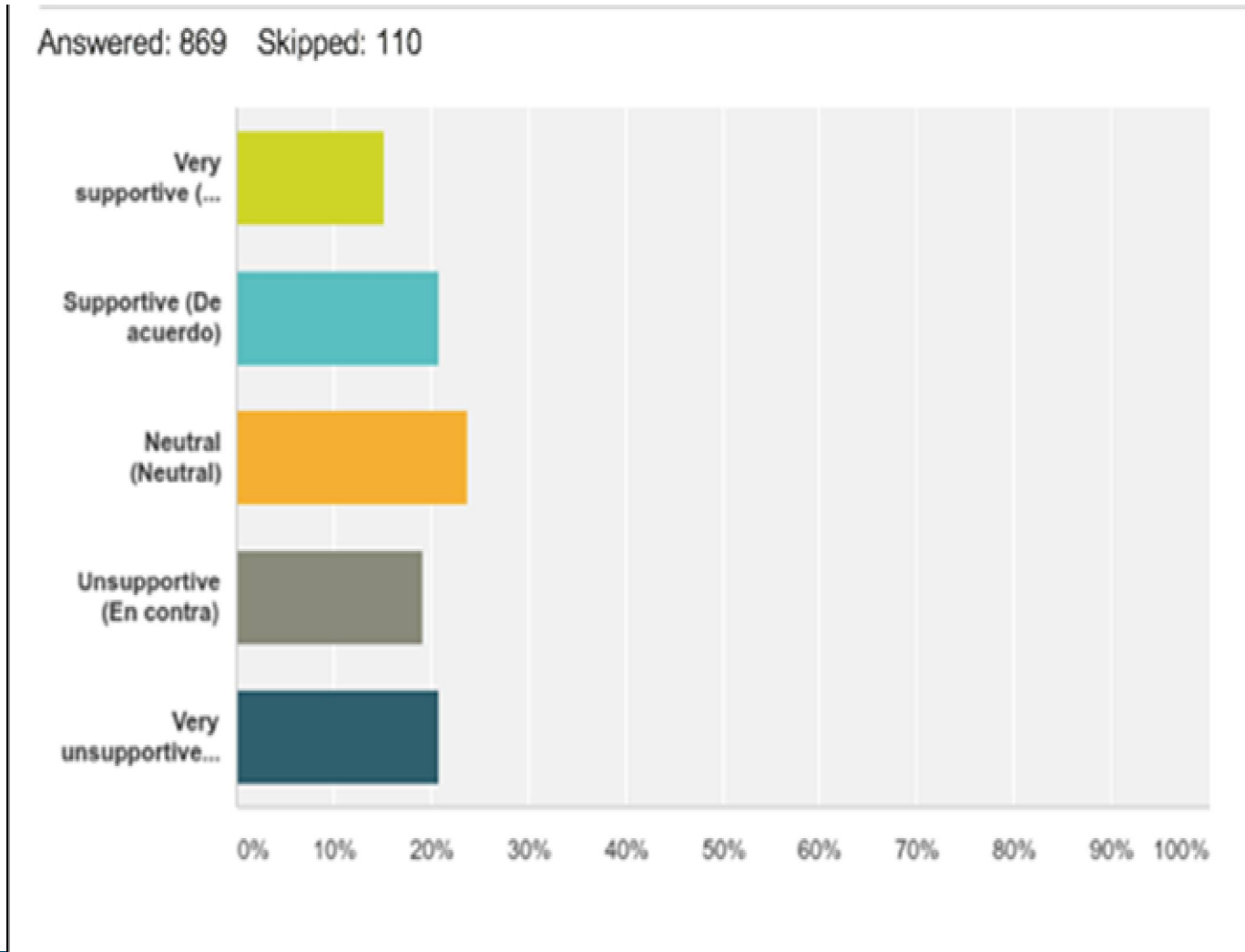
Are you satisfied with the current law enforcement services being provided to you at HOME?

	By community of residence						Overall	
	Village of Cayuga Heights	Village of Dryden	City of Ithaca	Village of Groton	Other, within the County	Other, outside of the county	Percent	Count
Very satisfied	76%	12%	23%	36%	24%	22%	26%	251
Satisfied	6%	36%	33%	38%	38%	22%	35%	345
Neutral	6%	30%	31%	15%	27%	41%	27%	265
Unsatisfied	12%	15%	8%	11%	8%	15%	9%	83
Very unsatisfied	0%	6%	5%	0%	4%	0%	4%	35
							Total Responses:	979

Rate the Overall Safety of your community



What is your support for potential restructuring?



How safe do you feel in the community where you live?

Very safe

60%

Safe

Unsafe

20%

Very unsafe

I'm not sure

20%

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0%

10%

20%

30%

40%

50%



What is the primary law enforcement agency in your community?




Village of Cayuga Heights
Police Department

Village of Dryden Police
Department

Village of Groton Police
Department

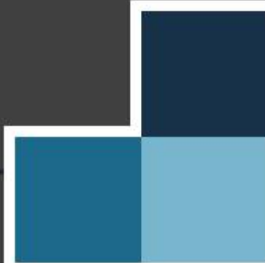
City of Ithaca Police
Department



Sparks County Sheriff

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l, what changes to policing do you feel are ne



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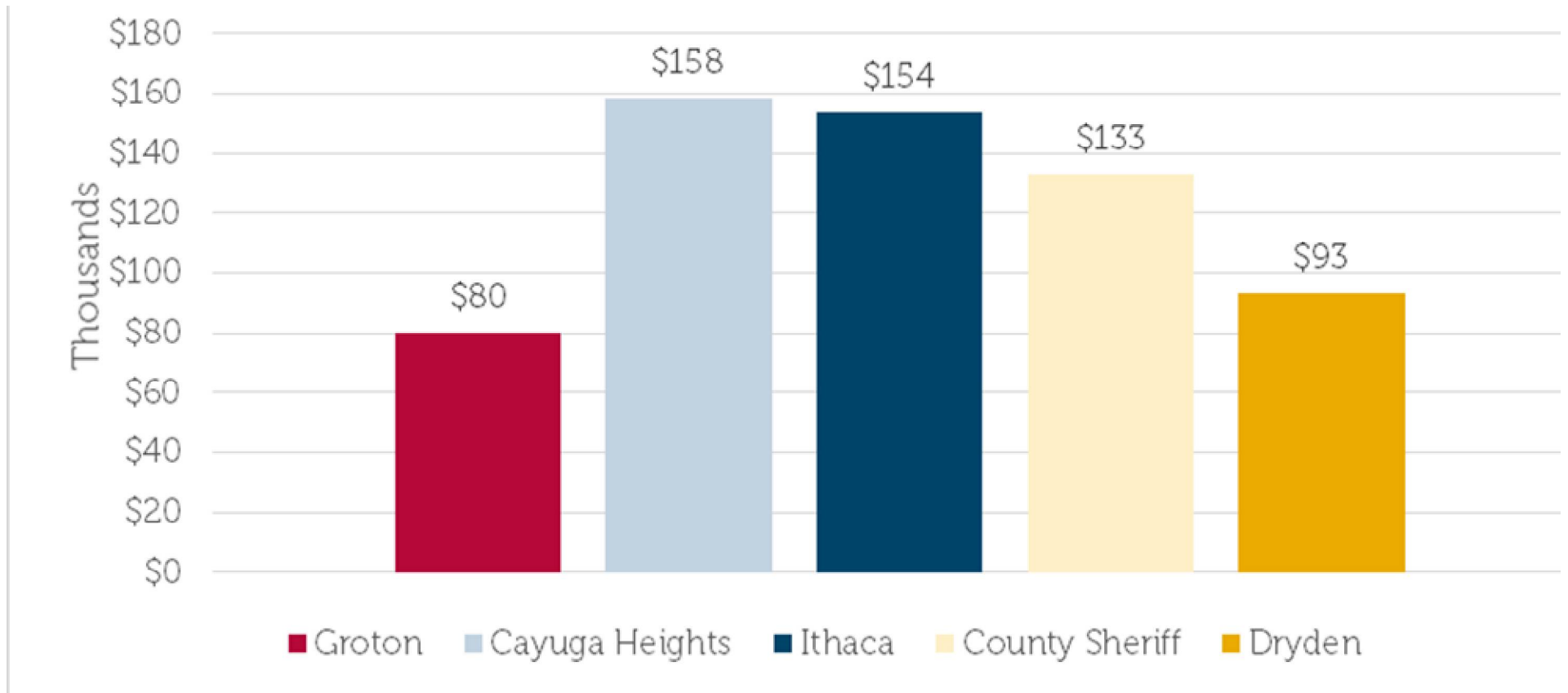
Range of Options for Law Enforcement

- Status Quo
- Expanded Shared Services and Collaboration
- Contracting for Services
 - Replacement for Services
 - Provide New Services
- County, outside city, agencies merge
- Single police agency created
 - Single Police Department created, supersedes TCSO & others
 - TCSO expands services to provide for entire county

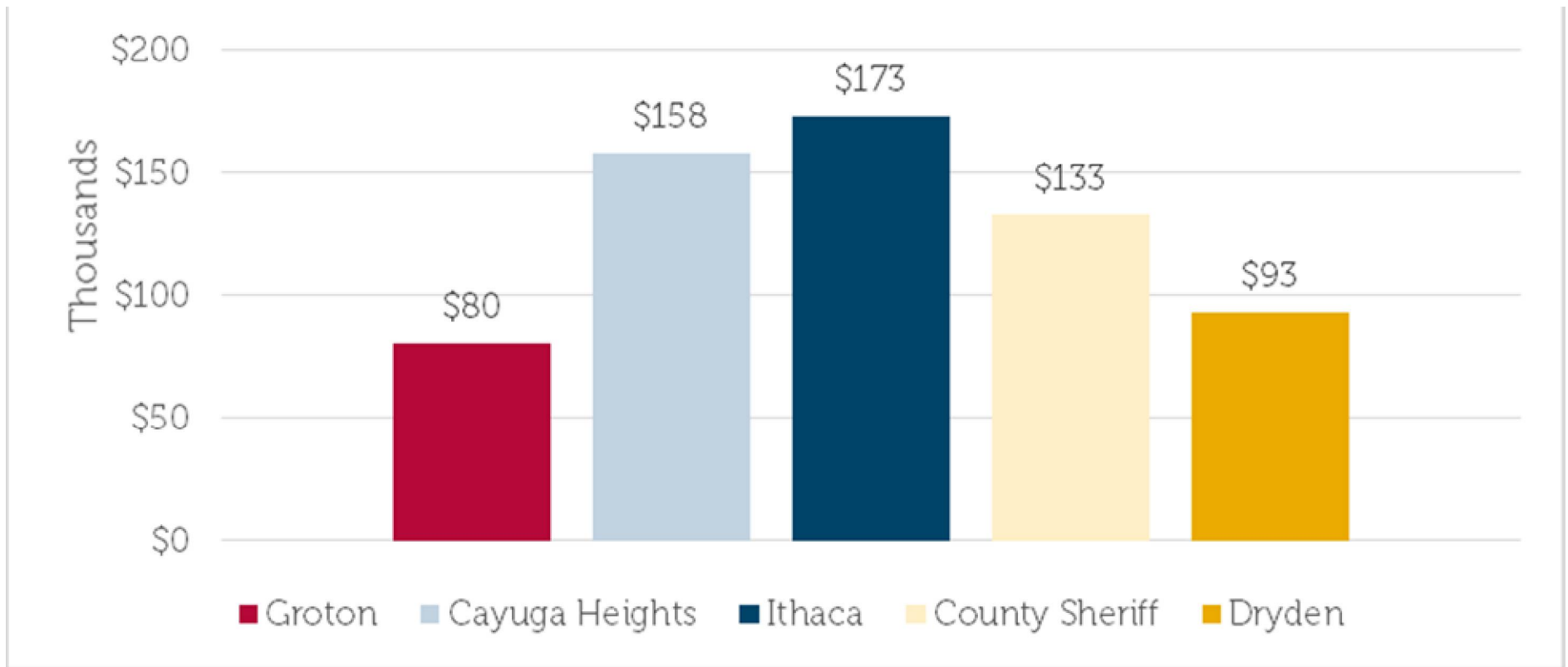
Status Quo

- Separate Organizations with very good collaboration
- Minimal changes to operations
- Cost of personnel services is about \$18 million a year
- IPD has the potential to have the highest FTE costs with a new contract and retroactive raise
- Varying levels of service that reflect communities

Total Cost Per FTE 2017



Projected Cost per FTE with IPD Retro Raises



Expanded Shared Services and Collaboration

- Training
 - Planning
 - Record keeping
 - Delivery
- Fleet Maintenance
 - Record keeping
- Criminal Investigations
 - Coordinated specializations
 - Expand inter-departmental sharing
- Unified Policy and Procedure
- Colocation and Collaboration of Some Services
 - IPD is actively evaluating space needs and TCSO may consider relocating law enforcement

Contracting for Services

- Replacement for Existing Services
 - Variety of potential partners based on negotiation
 - Based on effort and performance
 - Few make sense in existing fiscal environment
 - CHPD could contract for services with TCSO
 - TCSO has FTE costs that are 10 % lower
- Provide New Services
 - For example, Town of Ithaca could hire either Cayuga Heights, IPD, or TCSO to provide patrolling services to the town.
 - Arrangement based on negotiation with performance criteria
 - Could be segmented to TOV budget
 - Costs would range from \$0.7 million with TCSO to \$0.9 million from IPD



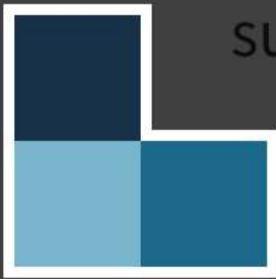
You received the same or better service from [redacted] government at similar costs, would you be supporting [redacted] contracting for the service?



Yes

No

I'm not
sure



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your biggest concern about contracting for s



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County, outside city, agencies merge

- All or some of CHPD, DPD, GPD (and TPD) could transition into TCSO operations
- Maintain village “sections” but be staffed by TCSO
- Officers keep their positions, although titles may change
- Local muni’s support service of through reduced share of sales tax or contract agreement
 - CHPD could do this for less than current operation
 - DPD and GPD would have higher costs for same FTEs, but could have service for fewer FTEs

Single Police Agency Created (1 of 3)

- All public LEOs work for a single agency
- Either a County Police Department (Westchester, Nassau, Suffolk)
 - New agency
 - Focus on law enforcement
 - Sheriff would remain for corrections and civil papers
- County Sheriff's Office
 - Expanded role to cover all municipalities
 - Services tailored based on expectations and service demands
- Implementation for either option could be:
 - Switch over where change is made at once
 - Attrition of officers and shift of positions

Single Police Agency Created (2 of 3)

- If all expenses were funded through property taxes, costs shift

Potential Changes to Property Tax Rates of Single Agency				
Community	Existing Rate (per 1000)	Potential Rate (rounded)	Change	Net Annual Impact on \$210,000 Property
County	\$ 6.62	\$8.50	28%	\$ 395
Cayuga Heights	\$ 6.49	\$ 3.60	-45%	\$ (212)
Dryden	\$ 7.90	\$ 2.90	-63%	\$ (655)
Groton	\$ 8.52	\$ 4.90	-42%	\$ (365)
Ithaca (City)	\$ 12.04	\$ 5.70	-53%	\$ (937)

Single Police Agency Created (3 of 3)

- Sales tax could be rebalances to limit impact
- Size of force might be reduced through better operational deployment

Potential Personnel Costs of Unified Department (millions)			
FTEs	125	120	115
Current IPD Rate	\$19.2	\$18.4	\$17.7
Potential IPD Rate	\$21.6	\$20.8	\$19.9
Current TCSO Rate	\$16.6	\$16.0	\$15.3

- Current cost is about \$17.9 million



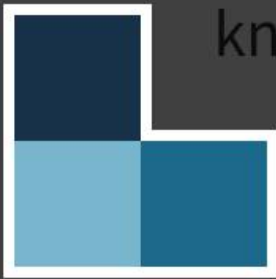
You received the same or better service from the current arrangement at similar costs, would you be supportive of moving to a single police agency?



Yes

No

I don't know



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your biggest concern about contracting for s



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had to choose between (A) a small increase in taxes to improve service or (B) reducing taxes to trim services, which would you choose?



A small increase in taxes to improve service

Reducing taxes to trim services



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Next Steps

- Public Input meetings to gather opinions and share the information with the study committee and elected leaders.
- Elected leaders will be presented with the final report which will include the baseline, the options and the feedback from the community meetings.
- Any action will require formal planning and allow for community input.
- All project documents will be published on website:
 - www.cgr.org/TompkinsLESS

Appendix B – PowerPoint Slides from presentations to Ithaca Common Council and Tompkins County Legislature Public Safety Committee



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The Future of Law Enforcement in Tompkins County

Report to Ithaca Common Council and
Tompkins County Legislature

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Presentation Topics

- Project Overview
- Baseline Excerpt
- Options Considered
- Feedback from Meetings
- Possible Next Steps

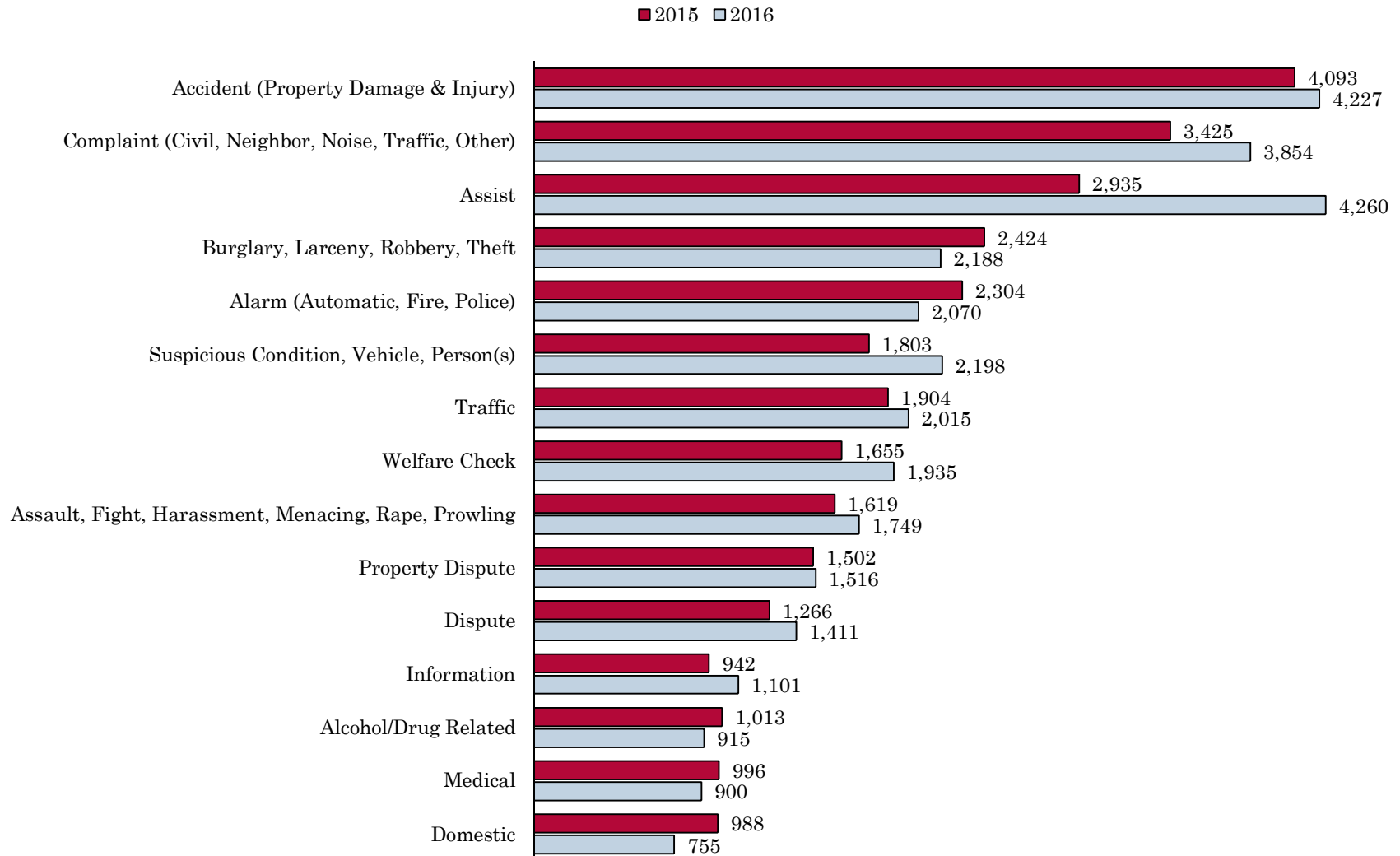
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Department Overview

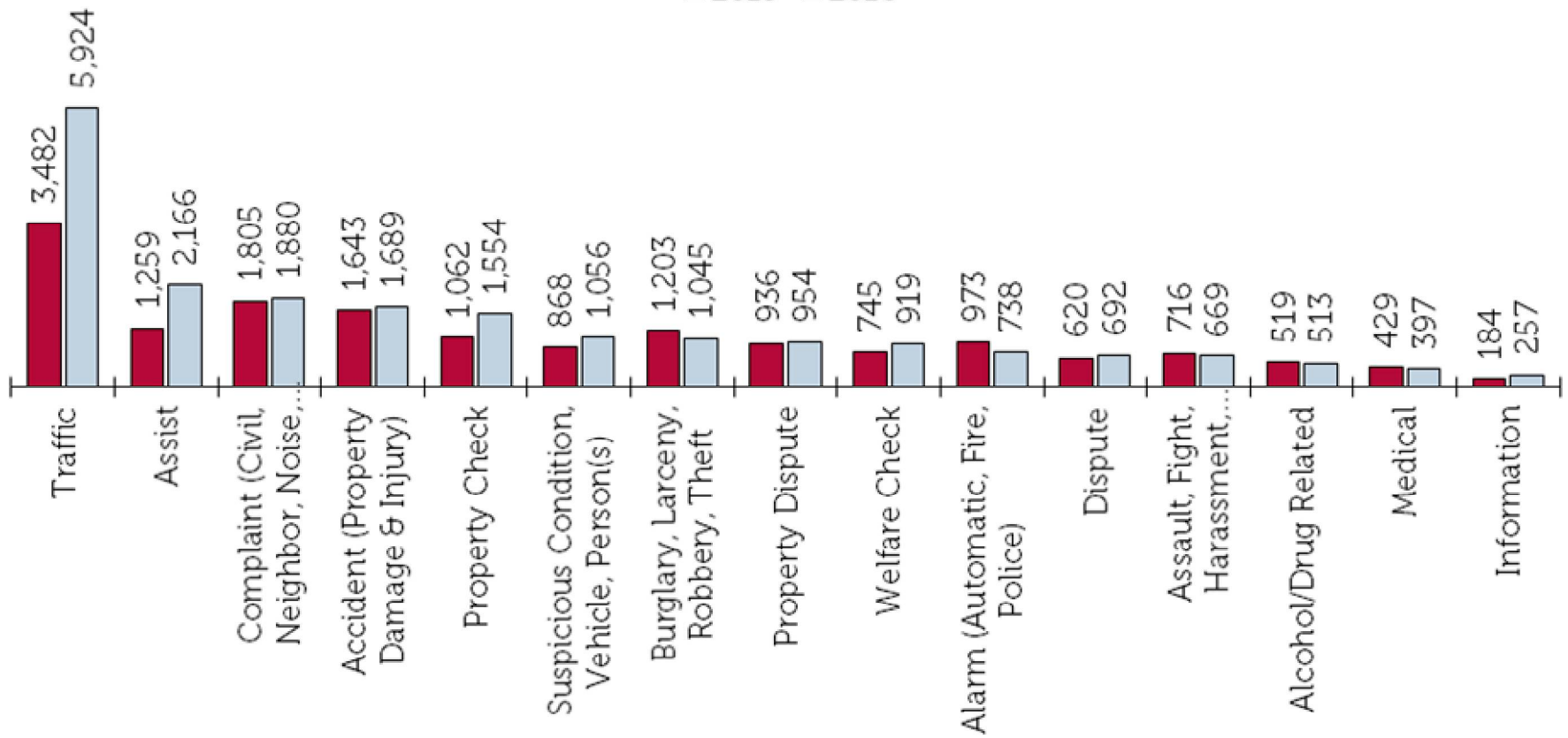
Agency	Officers	Budget	Pop.	911 Call – 2016 LE	Index Crimes (5 yr. avg.)
Cayuga Heights	7 FT, 9PT	\$1.2 M	3,800	1,255	39.2
Dryden, Village	5 FT, 9 PT	\$606 K	2,000	1,425	73.0
Groton, Village	1 FT, 15 PT	\$319 K	2,500	1,361	54.6
Ithaca, City	69 FT	\$10.3 M	31,000	17,990	1204
Tompkins SO	40 FT	\$5.9 M	65,000	10,621	498
NYSP	29 FT	?	As above	5,994	284

Top 15 Incident Type, Dispatched Only



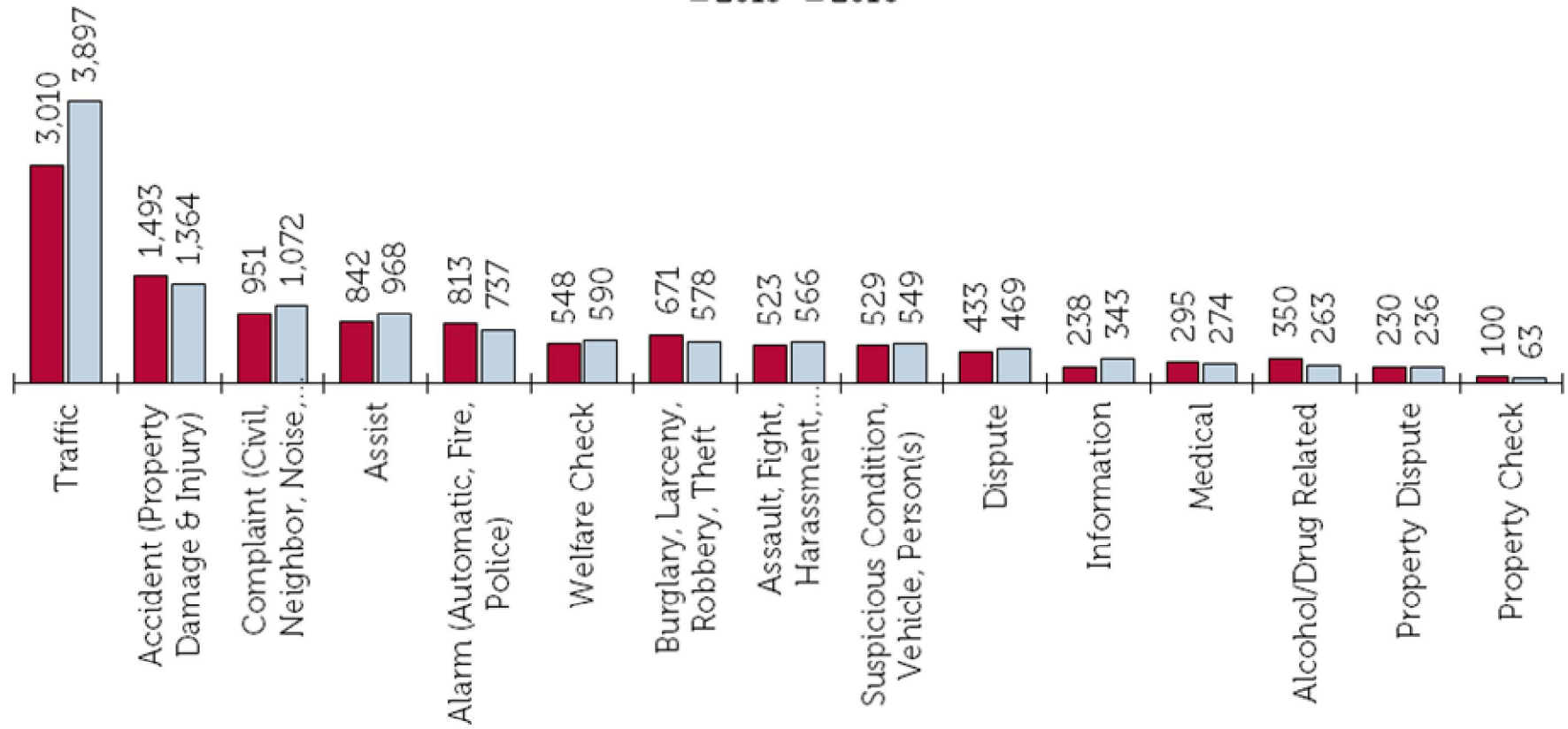
IPD, Top 15 Incidents, Dispatched and Officer Initiated

■ 2015 ■ 2016

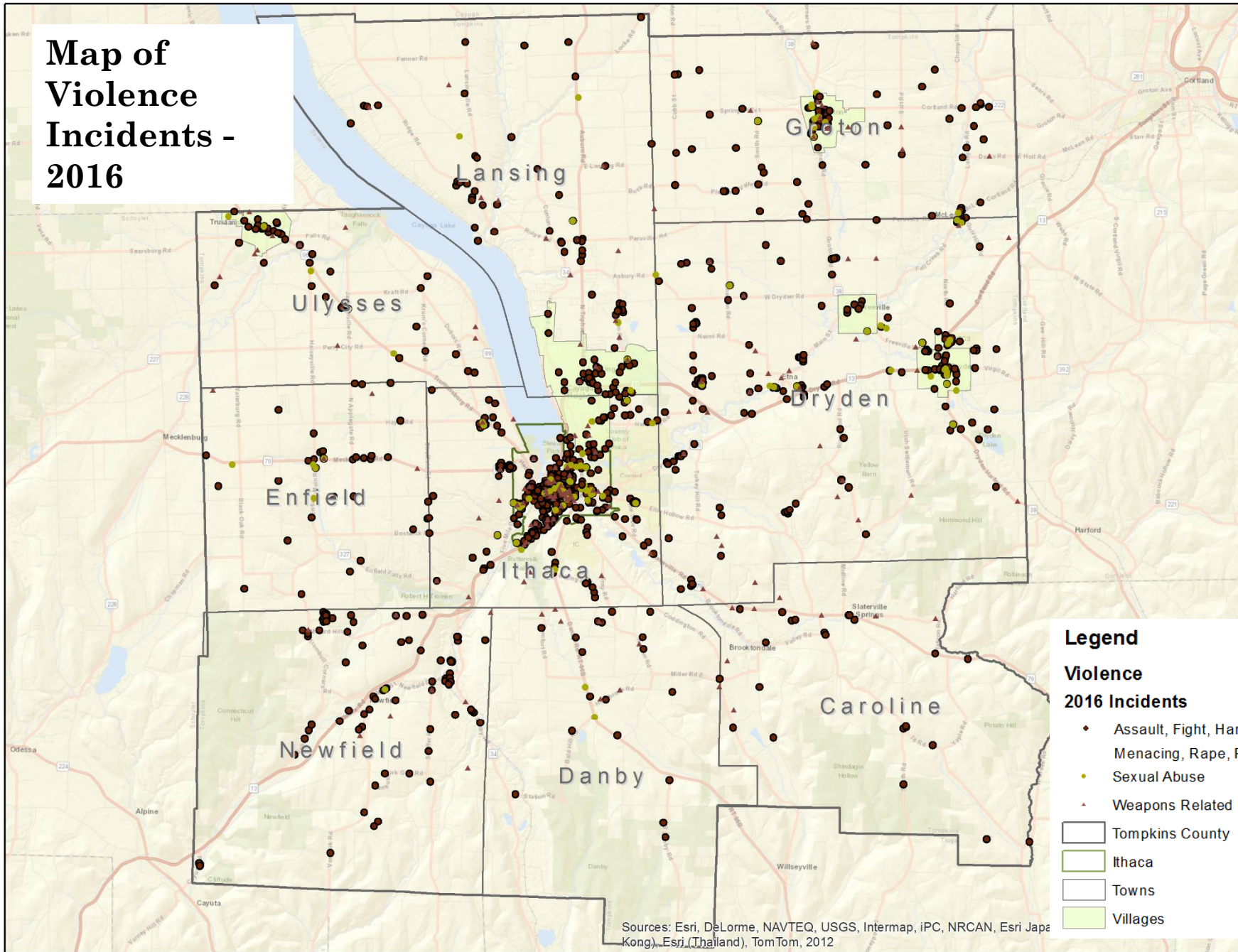


TCSO, Top 15 Incidents, Dispatched and Officer Initiated

■ 2015 ■ 2016



Map of Violence Incidents - 2016

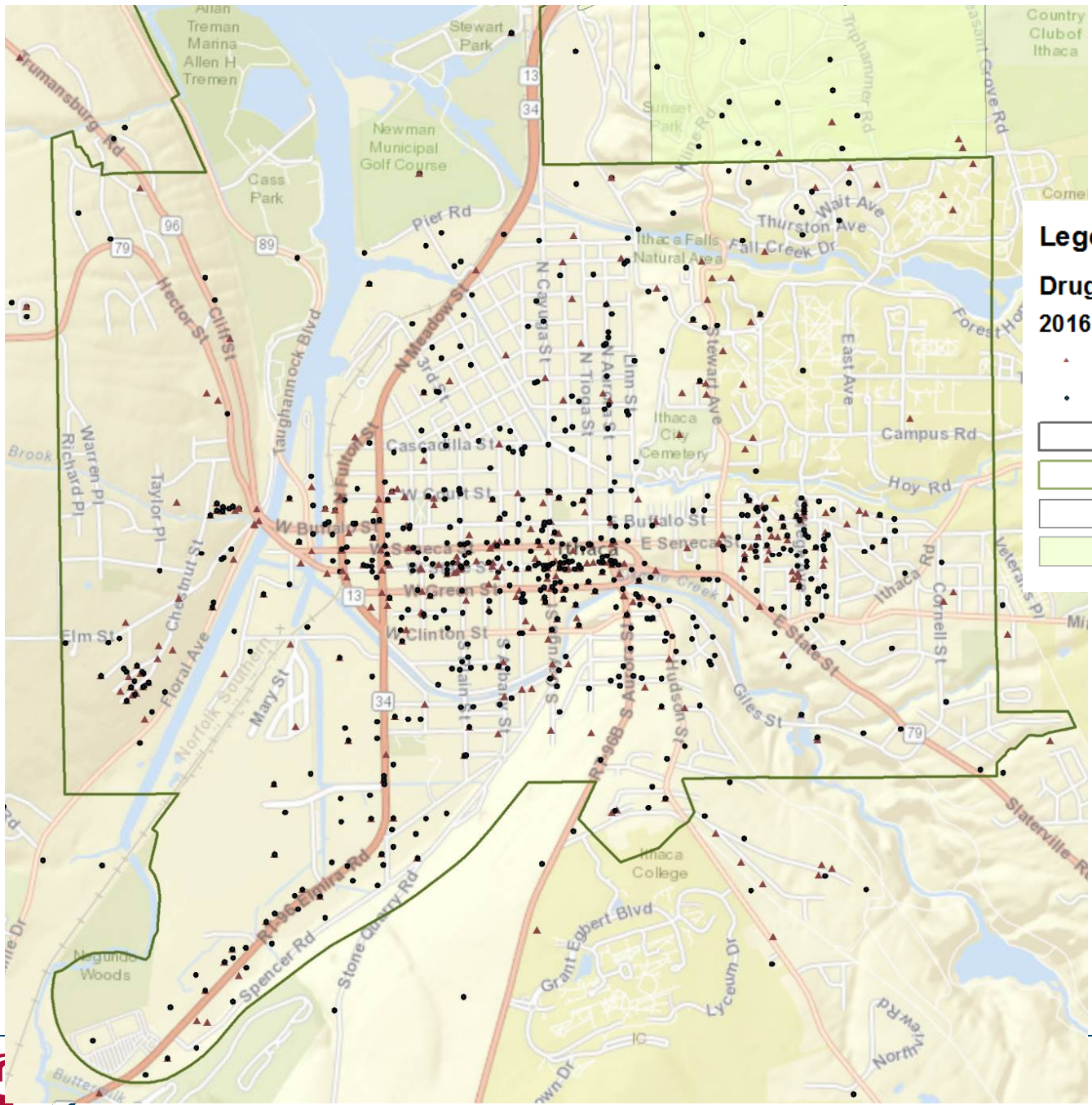


Legend

Violence 2016 Incidents

- Assault, Fight, Harassment, Menacing, Rape, Prowling
- Sexual Abuse
- ▲ Weapons Related
- Tompkins County
- Ithaca
- Towns
- Villages

Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan (Kong), Esri (Thailand), TomTom, 2012



Legend

**Drugs & Burglary
2016 Incidents**

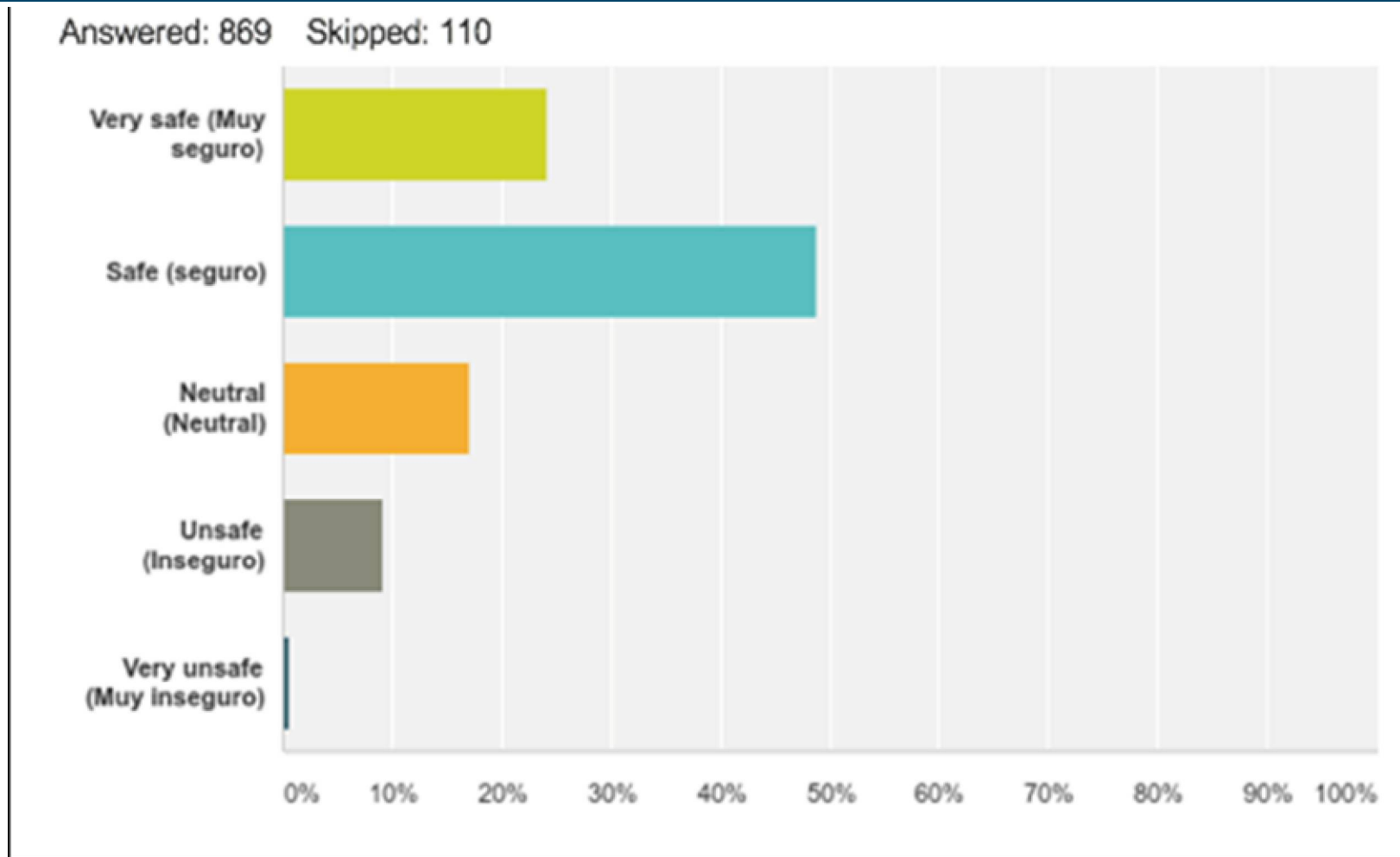
- ▲ Alcohol/Drug Related
- Burglary, Larceny, Robbery, Theft
- Tompkins County
- Ithaca
- Towns
- Villages

Survey Findings

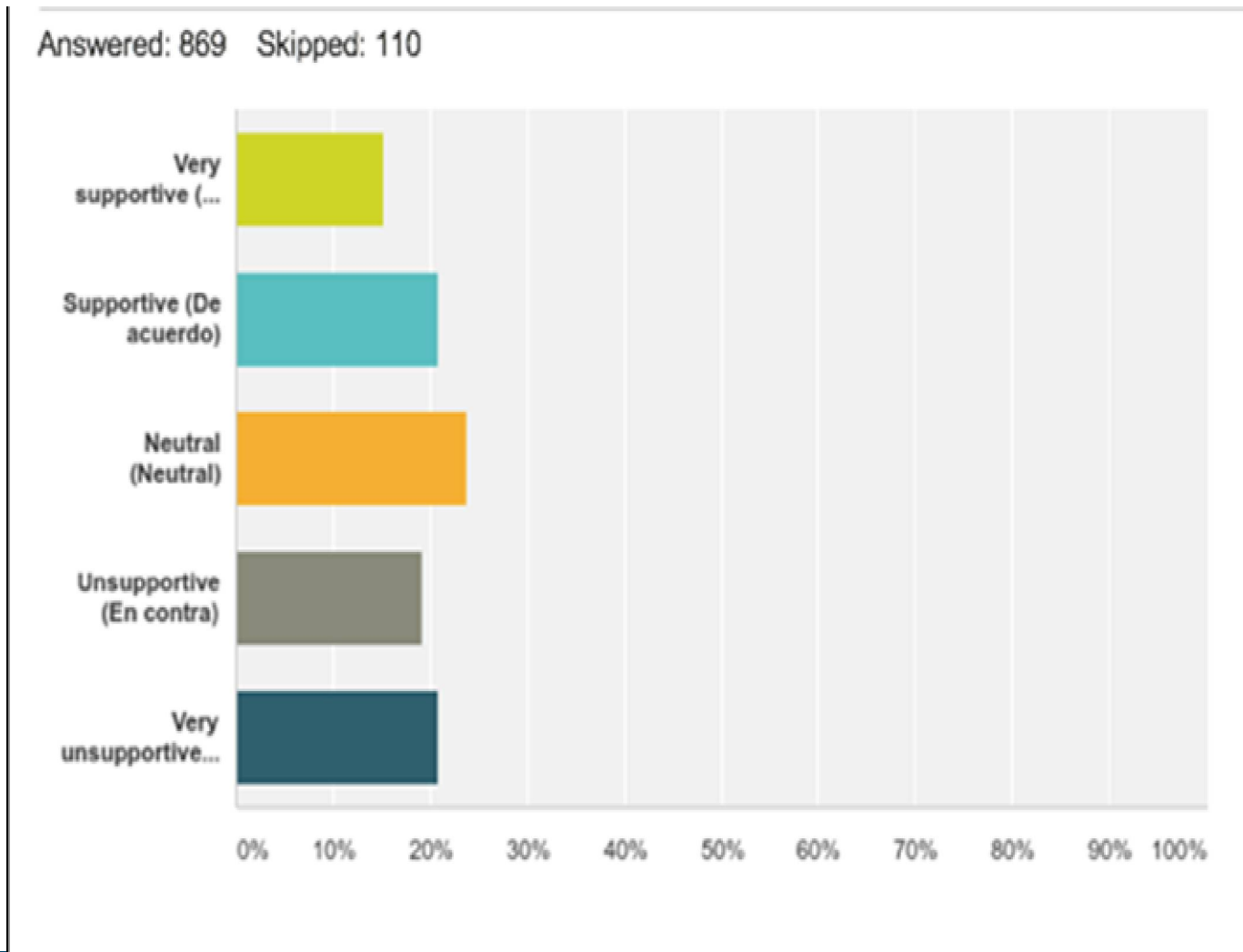
Are you satisfied with the current law enforcement services being provided to you at HOME?

	By community of residence						Overall	
	Village of Cayuga Heights	Village of Dryden	City of Ithaca	Village of Groton	Other, within the County	Other, outside of the county	Percent	Count
Very satisfied	76%	12%	23%	36%	24%	22%	26%	251
Satisfied	6%	36%	33%	38%	38%	22%	35%	345
Neutral	6%	30%	31%	15%	27%	41%	27%	265
Unsatisfied	12%	15%	8%	11%	8%	15%	9%	83
Very unsatisfied	0%	6%	5%	0%	4%	0%	4%	35
							Total Responses:	979

Rate the Overall Safety of your community



What is your support for potential restructuring?



Range of Options for Law Enforcement

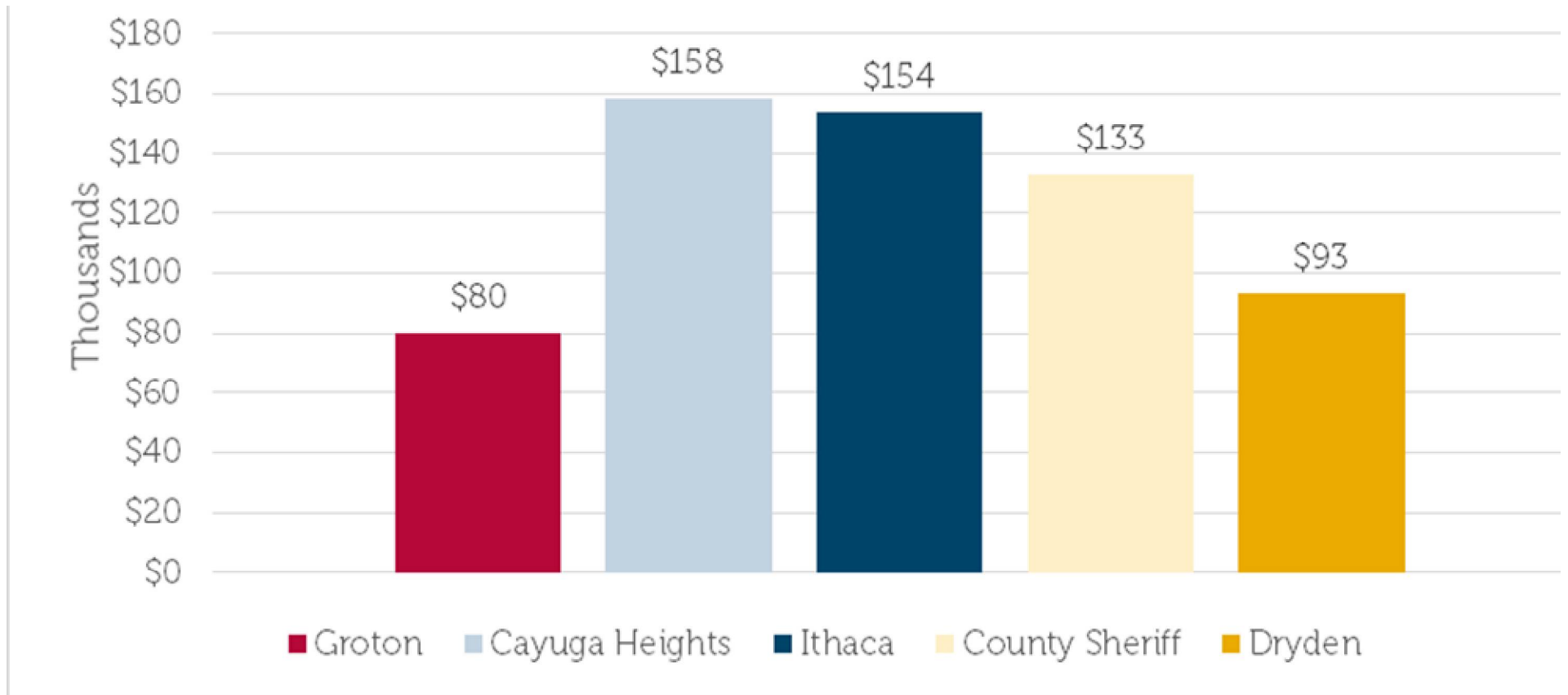
- Status Quo
- Expanded Shared Services and Collaboration
- Contracting for Services
 - Replacement for Services
 - Provide New Services
- County, outside city, agencies merge
- Single police agency created
 - Single Police Department created, supersedes TCSO & others
 - TCSO expands services to provide for entire county

All of these options can be implemented to improve services, control costs or both.

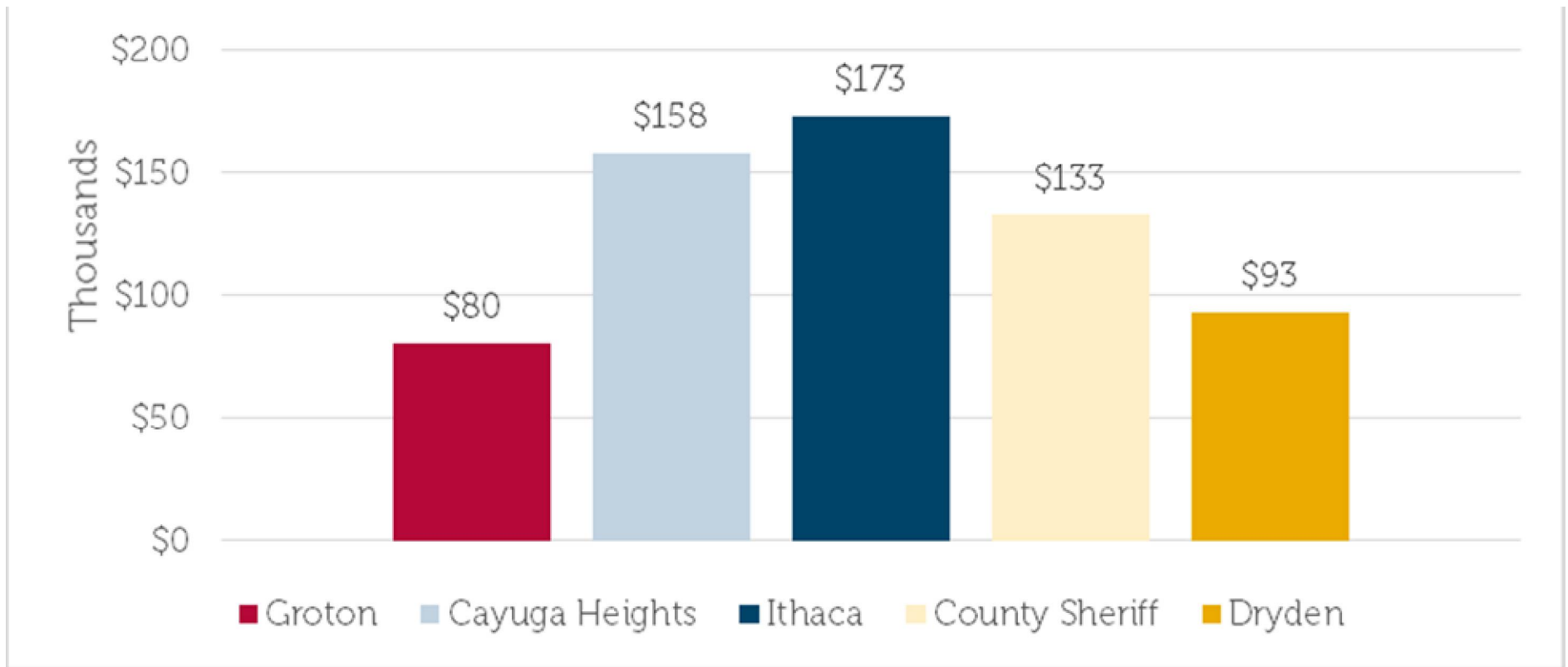
Status Quo

- Separate Organizations with very good collaboration
- Minimal changes to operations
- Cost of personnel services is about \$18 million a year
- CHPD has highest FTE cost
- IPD has the potential to have the highest FTE costs with a new contract and retroactive raise
- Varying levels of service that reflect communities

Total Cost Per FTE 2017



Projected Cost per FTE with IPD Retro Raises



Expanded Shared Services and Collaboration

- Training
 - Planning
 - Record keeping
 - Delivery
- Fleet Maintenance
 - Record keeping
- Criminal Investigations
 - Coordinated specializations
 - Expand inter-departmental sharing
- Unified Policy and Procedure
- Colocation and Collaboration of Some Services
 - IPD is actively evaluating space needs and TCSO may consider relocating law enforcement

Contracting for Services

- Replacement for Existing Services
 - Variety of potential partners based on negotiation
 - Based on effort and performance
 - Few make sense in existing fiscal environment
 - CHPD could contract for services with TCSO
 - TCSO has FTE costs that are 10 % lower
- Provide New Services
 - For example, Town of Ithaca could hire either Cayuga Heights, IPD, or TCSO to provide patrolling services to the town.
 - Arrangement based on negotiation with performance criteria
 - Could be segmented to TOV budget
 - Costs would range from \$0.7 million with TCSO to \$0.9 million from IPD

County, outside city, agencies merge

- All or some of CHPD, DPD, GPD (and TPD) could transition into TCSO operations
- Maintain village “sections” but be staffed by TCSO
- Officers keep their positions, although titles may change
- Local muni’s support service of through reduced share of sales tax or contract agreement
 - CHPD could do this for less than current operation
 - DPD and GPD would have higher costs for same FTEs, but could have service for fewer FTEs

Single Police Agency Created (1 of 3)

- All public LEOs work for a single agency
- Either a County Police Department (Westchester, Nassau, Suffolk)
 - New agency, appointed chief
 - Focus on law enforcement
 - Sheriff would remain for corrections and civil papers
- County Sheriff's Office – Elected Sheriff
 - Expanded role to cover all municipalities
 - Services tailored based on expectations and service demands
- Implementation for either option could be:
 - Switch over where change is made at once
 - Attrition of officers and shift of positions

Single Police Agency Created (2 of 3)

- If all expenses were funded through property taxes, costs shift

Potential Changes to Property Tax Rates of Single Agency				
Community	Existing Rate (per 1000)	Potential Rate (rounded)	Change	Net Annual Impact on \$210,000 Property
County	\$ 6.62	\$8.50	28%	\$ 395
Cayuga Heights	\$ 6.49	\$ 3.60	-45%	\$ (212)
Dryden	\$ 7.90	\$ 2.90	-63%	\$ (655)
Groton	\$ 8.52	\$ 4.90	-42%	\$ (365)
Ithaca (City)	\$ 12.04	\$ 5.70	-53%	\$ (937)

Single Police Agency Created (3 of 3)

- Sales tax could be rebalanced to limit impact
- Size of force might be reduced through better operational deployment

Potential Personnel Costs of Unified Department (millions)			
FTEs	125	120	115
Current IPD Rate	\$19.2	\$18.4	\$17.7
Potential IPD Rate	\$21.6	\$20.8	\$19.9
Current TCSO Rate	\$16.6	\$16.0	\$15.3

- Current cost is about \$17.9 million

Public Engagement

- Three meetings during last week of August
- Turnout
 - 33 signed in,
 - Less than 20 who were not public officials
 - Also had about 40 who watched one of the three streams
- The opinions were all over map, but some seemed to have open mind for change
- Web activity

Feedback from Forums

- **Improvements** – more officers, diversity, community connection, social justice, mental health
- **If you received the same or better service at similar costs, would you be supportive of moving to a single police agency?**
 - Yes (7)
 - No (6)
 - I don't know (9)
- **With big agency** – concerns of loss of control, loss of community connection, increased costs

Next Steps

- ~~• Public Input meetings to gather opinions and share the information with the study committee and elected leaders.~~
- Elected leaders will be presented with the final report which will include the baseline, the options and the feedback from the community meetings.
- Any action will require formal planning and allow for community input.
- All project documents will be published on website:
 - www.cgr.org/TompkinsLESS

Next Steps - Continued

- Identify an option (or two) where further study is needed to clarify the scope of change, steps to implement and potential benefits
- Engage in public discussions about detailed option(s)
- Need to engage one or more unions on the detailed option(s)
- Implementation steps might include referenda, charter revisions, and collective bargaining

Tompkins County Law Enforcement Shared Services Analysis

An Evaluation of Law Enforcement Agencies serving Tompkins County, the City of Ithaca, the Villages of Cayuga Heights, Dryden and Groton

HOME

ABOUT THE STUDY

MEETINGS

DOCUMENTS

GET INVOLVED

LINKS

Reports

The Baseline Report documents the existing operations of law enforcement in Tompkins County and identifies, in general terms, some areas where operations might be improved. Below is an executive summary, the full report with the first two appendices and the other appendices as separate documents.

- [Summary of Baseline Report](#)
- [Baseline Examination of Law Enforcement](#)
- [Appendix 3 – Project Maps](#)
- [Appendix 4 – Survey Results](#)

The Options Report shares a range of options for law enforcement going forward. It considers some of the operational and fiscal impacts of each of the options. The written options report and accompanying presentation are being given to the community to gather their feedback [during meetings](#) on August 28, 30 and 31.

- [Options Report](#)