## Mineola Police Department Operational Report



## Introduction

As a result of numerous recommendations from the community that Mineola increase its police protection and presence, in order to protect and improve the residents' quality of life, the Mineola Police Task Force was appointed by Mayor Jack M. Martins to evaluate the feasibility of withdrawing from the Nassau County Police District and establishing a Village police force.

The Mayor indicated to the Task Force at its inception that if the feasibility study resulted in a positive report, Mineola would only have its own police department if the residents approved such through a Village-wide referendum.

After the Task Force completed its feasibility study and submitted it to the Mayor and Trustees, a series of public hearings were held during which many constructive comments were made. Those comments have been reviewed by the Task Force. To address some of the concerns raised at the hearings, members of the Task Force have produced this operational report.

## Is a Village Police Department Preferable?

Prior to reflecting upon the operational plan for a Village police department which has been prepared by members of the Task Force, there is an important issue which ought to be considered: whether it is preferable for a village to have its own police department as opposed to being served by the County's system.

The public hearings and the Task Force's own investigations reveal that there are perceived pluses and minuses to having a village police department and these perceptions are reviewed here.

Perceived advantages of a local police department:
a. Constant and continued availability of coverage in the Village versus the fact that based upon the current sector coverage, at any given time Mineola could be without a single police patrol car in its borders.

The perception that Mineola could be without direct coverage on occasion is correct; a village police department would prevent that from happening.
b. Direct control over police operations gives the Mayor and Trustees the ability to address the immediate needs of the community for safety, crime prevention, crisis intervention and other police functions.

This perception is correct and has been attested to by mayors of other villages with police departments.
c. A stable, village-based police department will allow officers to get to know the Village and its residents, allowing them to develop programs of operation unique to the Village and to anticipate problems rather than just
respond to them.
The validity of this perception has also been confirmed by other villages with police departments.
d. Focus can be placed upon what are popularly called "quality of life" offenses such as noise disturbances, speeding in residential neighborhoods, after-hour drinking, assemblages of homeless persons, illegal housing, and the like.

Continual complaints at Village Board meetings demonstrate that these types of offenses are not being adequately addressed under the current arrangement. A police department directly accountable to the Mayor, Trustees and residents can be counted on to deal with these issues.
e. It is preferable to be part of a smaller, local, more responsive system than of a mega-system where no local person is personally accountable.

This perception is generally shared in the population, but it is more of a common sense holding than something scientifically demonstrable.
f. A local police department will increase property values.

One of the principal ingredients for preserving market values in residential communities is the sense of security and safety of their residents. Consultations with people connected to the real estate industry indicate that young purchasers are specifically seeking to live in communities which have their own police. It appears reasonable to conclude that marketability, and thus market value, is increased by the presence of a local police department.

Perceived disadvantages of a local police department:
a. In cases of emergencies, such as a major accident or armed robbery or act of terrorism, there may not be a sufficient number of police on duty to handle the situation.

The fact is that the Nassau County Police Department serves as a back-up unit in these situations. The mayors of several villages with their own police departments have attested to this fact. The other villages have indicated that they have never received a bill for these back-up services from the County. Additionally, village police departments enter into mutual-aid agreements with neighboring village police departments and are on call for extraordinary situations similar to the way in which village fire departments assist and cover for each other.
b. It is better to be part of a larger organization such as the Nassau County Police Department than to be a smaller organization such as a village police department.

Once again, this perception is more a matter of personal preference than it is demonstrably accurate or inaccurate. However, a local village department will be accountable to the village residents.
c. A village police department will just be a place where political patronage will thrive.

Actually, the staff of a village police department must be hired pursuant to the regulations of the Nassau County Civil Service Commission and is almost completely from competitive appointment lists.

As to whether or not any of the above perceptions are valid, it is for each resident of Mineola to decide.

## The Operational Model for the Mineola Police Department

If it is believed that on the theoretical level it is preferable to have a village police department as opposed to the current situation, the next issue is to set up and evaluate the model of the village police department which will be considered. The attached operational report of the Task Force proposes the model and evaluates it.

The proposed model will provide the following staffing:

1 Commissioner
2 Lieutenants
6 Sergeants
28 Police Officers
5 Dispatchers
2 Clerical
2 Custodial
12 Crossing Guards
This model compares favorably with the current police coverage in Mineola as follows:
Current Nassau County coverage Proposed Mineola Police Department coverage
2.92 officers 7 am to 7 pm
1.92 to 2.92 officers from 7 pm to 7 am

2 Sergeants shared by 27 localities

6 to 7 officers 7 am to 7 pm
5 to 6 officers from 7 pm to 7 am
1 Sergeant located in Mineola only

20\%+ calls outside Mineola
Serve needs of Nassau County
County assigns coverage
No foot patrol

100\% calls in Mineola
Serve needs of Mineola
Village assigns coverage
Foot patrol

The operational model provides significantly more police presence in Mineola than is currently provided. Thus, there is one more issue to consider: cost.

## Cost Considerations.

Any change to a Village police department will result in a reallocation of real estate taxes for Mineola residents. That is, the portion of the Nassau County tax attributable to police patrol costs for the Nassau County Police Department will be deducted from the County tax bill. The costs of the Village police department will be funded by transferring the current Nassau County Police Patrol District tax to the Village's tax bill. Residents of Mineola will no longer pay the Nassau County Police Patrol District tax.

It has been determined that the taxpayers of Mineola paid over 6.7 million dollars for police patrol coverage in 2006. The Nassau County Police budget has a proposed increase for 2007. This tax money will be available to the village for police department expenses without adding a single cent to anyone's overall real estate tax bill.

So, the question is whether the initial start-up costs and operational budget for a Mineola police department can be brought in at or below what Village residents pay for Nassau County Police Patrol District taxes, thus resulting in a zero tax effect for Mineola residents.

The attached Feasibility Study demonstrates that for the first year of operation (2008) the Village is in a position to bring in both the initial start-up costs and the operational costs under the 6.7 million dollars currently paid to Nassau County in 2006. The Mineola costs are summarized as follows:

|  |  | Report page |
| :--- | ---: | :--- |
| 28 Police officers | $\$ 3,143,819.28$ | 13 |
| 6 Sergeants | $1,107,790.68$ | 15 |
| 2 Lieutenants | $395,746.84$ | 17 |
| 1 Commissioner/Chief | $214,470.40$ | 19 |
| 5 Dispatchers | $258,154.25$ | 20 |


| 2 Clerical personnel | $93,533.14$ | 22 |
| :--- | ---: | ---: |
| 2 Custodial personnel | $93,533.14$ | 24 |
| 12 Crossing guards | $83,708.64$ | 25 |
| Overtime costs | $345,783.74$ | 26 |
| Total recurring costs | $196,546.30$ | 32 |
| Total recurring costs | $150,500.65$ | 33 |
| Total recurring costs | $71,750.48$ | 34 |
| Debt service (start up finance: 1.5 mil @ 3.83\%) | $357,450.00^{*}$ | 45 |

Total first year costs:
\$6,512,787.54
*There will be no payment during the first year for facilities financing.
The tax paid for police patrol by the taxpayers of Mineola in 2006 was in excess of 6.7 million dollars. The 2007 budget for Nassau County has just been approved and will raise that amount for next year. In 2008, the projected first year of operation of a Mineola Village Police Department, should the community decide to create it, will be approximately $\$ 6,512,787.54$.* The estimated cost for police patrol in 2008 (using a $6.43 \%$ escalation) in Nassau County is projected to be in excess of 7.5 million dollars.
*The $\$ 6,512,787.54$ cost in 2008 is a worse case scenario. The expenses of which the $\$ 6,512,787.54$ is comprised were estimated on the high side to ensure that the proposed budget will more than cover the first year's costs, therefore actual costs may be lower.

## Community Concerns

There have been a number of concerns expressed by village residents concerning the costs associated with a local police department.

Some have claimed that there is no way that Mineola taxpayers can afford a village department since costs will always increase over the years. That same statement, however, could be made about any other department of the village: public works, clerk's office, building department, accounting department, Justice Court, library, pool and recreation departments, sanitation and the like. It has been suggested that fear should not be permitted to paralyze the ability to carefully analyze the police department issue. A careful review of how Mineola prudently conducts its finances with respect to other departments should lead to a conclusion that the same care and attentiveness will be given to police department budgets from year to year. Significantly, it should be noted that the Nassau County Police Patrol District tax has been and continues to be increased by approximately $6.43 \%$ each year. The Village has no control over the County increases.

With respect to the issue of finances, some residents point to communities with their own police departments: Floral Park, Malverne, Lynbrook, Freeport, Hempstead, among others. They contend that if those villages can afford their own police departments then there is no way that Mineola cannot afford its own since Mineola is not second-class when compared to those villages.

## Concluding Thoughts

As a result of the studies undertaken by members of the Task Force, the following conclusions may be drawn:

1. A Village Police Department will provide significantly more police patrol coverage for Mineola than is currently received from the Nassau County Police Department.
2. A Village Police Department will allow for local control over police patrol operations, resulting in a safer Mineola.
3. The cost of a Village Police Department will not exceed the amount of taxes paid for police patrol by the Nassau County Police Department, either currently or in the future.
4. When calculating costs to the Village for an operational police department, whenever possible, the members erred on the high side of costs to ensure that there would be no shortfalls.

Inasmuch as a Village Police Department will be feasible, operationally beneficial and cost-effective, it is recommended that the residents of Mineola ultimately decide whether or not a Village Police Department will be best for the future of our Village.

## BACKGROUND

On November 16, 2005 the Mineola Police Task Force completed its commission of conducting a study into whether it would be feasible, both fiscally and legally, for the Village of Mineola to reinstitute a village oriented Police Department. This report showed the costs of, and related expenses in giving the Village of Mineola slightly better Police patrol coverage to that which we were, and are currently receiving from the Nassau County Third Police Precinct. It was determined by the Task Force that for this coverage it would be cheaper for the Village to have its own Police Department. After Hearings were held, the question was raised into the coverage the Village could receive for the Taxes which are currently being paid and the cost of an operational Police Department. This new Report will show that for the money we are currently paying we can greatly increase our patrol coverage and keep that coverage in the Village of Mineola.

## ACTIVITIES

1. Reviewed prior Police Task Force Report;
2. Reviewed contracts of other Police Departments in Nassau County;
3. Interviewed people with prior police supervisory experience;
4. Created working police schedule;
5. Interviewed commanders of other local municipal police departments, discussing costs, equipment, manpower and operational needs;
6. Obtained new current cost and tax information;
7. Reviewed staffing needs;
8. Reviewed articles and books on community policing and methods;
9. Reviewed News accounts and articles regarding policing, manpower changes and recent incidents in Nassau County;
10. Reviewed current Nassau County Crime statistics;
11. Obtained and reviewed calls received by the Nassau County patrol cars assigned to Mineola and the locations of the same calls for 2004 and 2005.
12. Visited Total Computer Group, and received a complete demonstration of the Total Enforcement Computer Package.

## STUDY RESULTS

The original Police report issued in November of 2005 showed the cost to the Village of Mineola of staffing a police department which gives the Village slightly better coverage than it is currently receiving. This new report will show the costs and aspects of a working police department based on our current Tax costs. It will also show that for the same amount residents of the Village are paying in Police District Tax, patrol coverage can be greatly increased and that coverage will remain the Village of Mineola.

The Nassau County Third Police Precinct provides police patrol services to Middle Western Nassau County. This area runs from the Queens border at the Precinct's western most point to the Wantagh Parkway at its eastern most point, from Hempstead Turnpike at its southern most point to the Northern State Parkway at its northern most point. The Third Precinct provides police patrol services to 23 villages, incorporated and unincorporated, within Nassau County, according to the Third Precinct syllabus and the Nassau County third Precinct Map. These include the Unincorporated Villages of Albertson, Bellerose Terrace, Carle Place, East Garden City, East Meadow, Floral Park Center, Garden City Park, Herricks, Manhassett Hills, New Cassel, New Hyde Park, North New Hyde Park, Rosyln Heights, Searingtown, Uniondale, Westbury, and the Incorporated Villages of Bellerose, East Williston, Mineola, New Hyde Park, Stewart Manor, Westbury, and Williston Park. There are also four Incorporated Villages within the confines of the Third Precinct which have their own police departments, and receive coverage from the Third Precinct in certain emergencies. They are Floral Park, Garden City, Hempstead, and Old Westbury. The four Villages which have their own police departments do not pay the Police District Tax. They do receive emergency coverage during major crimes such as bank robberies, murders and other major crimes. This coverage is supplemental to their own police coverage. All 27 of the villages (incorporated and unincorporated) in the confines of the Third Precinct pay the Police Headquarters Tax, as due all Nassau County residents. The Police Headquarters Tax covers all other aspects of Police coverage in Nassau County, such as Detectives, Aviation (Helicopters), Emergency Service (SWAT/Rescue/Counter Terrorism), Mounted Police, Special Operations Division, Highway Patrol, Bureau of special services, and any other services provided by the Nassau County Police Department. Any Village which has their own Police Department does not pay the Police District Tax (Nassau County budget 2005).

## Coverage in Mineola

The Incorporated Village of Mineola is an area of approximately 1.9 square miles in western Nassau County, New York. The Village is home to approximately 20,000 full time residents. The Village of Mineola currently receives approximately 2.92 Police Officers per tour on the day tour (7 A.M. to 7 P.M.) and 1.92 to 2.92 Police Officers on the night tour (7 P.M. to 7 A.M.). Most night tours have 2.92 officers assigned to the Village, but currently at least one car per tour is taken out of service in the $3^{\text {rd }}$ Precinct on the night tour. These cars are rotated out of service, and at least several times a month one of the cars which service Mineola is out of service. Tours are also split at times so that a car may run half a tour in an area, then the Officer goes to another car in the precinct and works in that area for the rest of the tour. In 2006 the residents and businesses of the Village of Mineola paid $\$ 6,730,886.10$ in Police District Taxes.

In 2005, the cars assigned to the Village of Mineola were assigned 10,805 calls. 2,169 calls or $20 \%$ were outside of the borders of Mineola (this information was provided by the Nassau County Police Department). It is to be noted that calls assigned to the area south of Old Country Road, but still in the 11501 zip code, which are actually in Garden City and therefore outside the Village of Mineola, are considered inside Mineola by the Nassau County Police Department. These calls were not included in the $20 \%$ of the calls which are outside of the Village. When they are taken into consideration, the amount of calls outside of Mineola is higher than $20 \%$. There were an average of 30 total calls per day or 15 total calls per tour handled by the Police Cars assigned to Mineola in 2005. At least 20\% of the calls were in villages other than Mineola. It has been stated by a former Commander of the $3^{\text {rd }}$ Precinct that they have the ability to send extra cars to Mineola if needed. To do so they have to remove cars from other areas. When you consider that Mineola is only one of 27 communities covered by the $3^{\text {rd }}$ Precinct, the odds are coverage will be pulled from Mineola much more often than added to the area. Responding to an area, in force, after a crime has occurred is certainly important and the job of police agencies. However, the goal and purpose of Community Policing and all policing is to patrol the area and prevent many of those crimes and incidents from occurring in the first place.

## Nassau County Police Statistics

The Nassau County Police Department has shrunk in size and has not replaced enough of the manpower. In 1998 the department had over 3100 Police Officers and even that was down from a high of nearly 4000. The Department has around 2700 officers currently. In 2003-2004 over 41.5 Million dollars of tax payers' money for Law enforcement funding was unused and transferred to other County agencies, instead of being used to hire more Police Officers. That could add over 200 more Police Officers to Nassau's ranks and yet tax payers Police District taxes continue to be raised. The reduction of manpower has had a
deleterious effect on Crime in Nassau County. The County's own statistics, as well as published article in Newsday and the Long Island Press (Less Cops, More Crime 09/29/05) show crime is on the rise. Currently crime is up in the $3^{\text {rd }}$ Precinct by $6.91 \%$ and Robberies are up 22.22\% (Nassau County Crime statistics from 12/27/05 through 09/25/06). The FBl's latest studies have shown a rise in Gang activity on Long Island including recruitment and membership in the Middle Schools. The County has recently decided to remove officers from specialized units to cover some of the large gaps in their patrol coverage, and has not replaced officers in other units, such as Emergency Services and the Gang Unit. The County is now proposing to have police cars from completely different precincts respond to calls in other precincts due to the lack of manpower and coverage (Newsday 10/06/06). This means instead of waiting for a car to respond from Bellerose or the Wantagh Parkway, residents may have to wait for a car to respond from the North Shore, Oyster Bay, or the South Shore. This extended wait jeopardizes the safety of residents, the responding officers and people who might be injured by the responding officer rushing from great distances to respond to our area. This band-aid approach will not work. When it has been used in the past to cover budget short falls and other such things, it has lead to larger crime problems in the long run, costing much more to correct (New York City in the 1970's. It took over 20 years, more Police Officers, aggressive policing, and the Community Policing strategy to get crime back under control). All of this affects a community for the worse.

There is more to Community Policing than just claiming to use it. You must actually maintain man power and coverage. If by reducing your manpower to the point that you have resorted to running from one call to another you have effectively reverted to the old, and ineffective, 1930's model of Reform Policing, taking a Police Car from place to place and not interacting with the public. In order to have proper Policing you must have that interaction with the public; and patrol of an area. This interaction allows the Police and public to build a trust and relationship with one another. Together they can work for the common goal of reducing crime, improving the quality of life and keeping the neighborhood safe. The visible Patrol and enforcement of an area makes the people who would be up to no good move to an area where there is less police coverage, away from the areas being patrolled.

Numerous Police Studies have proven that Community Policing works to reduce crime and increase the feeling of safety and security in neighborhoods (Fixing Broken Windows by Kelling and Cole). The way this is done is by stopping crime and incidents often considered quality of life offenses before they escalate into something more. Examples of this would be the homeless sleeping or lying on the sidewalk and then blocking the sidewalks preventing citizens from walking. Citizens then have to go around the homeless or walk across the street. The homeless person may begin to panhandle or beg for money. Citizens then feeling both pity and fear give them money. This can escalate into aggressive panhandling, bordering on extortion or robbery, which can eventually lead to
actual robberies. As these incidents become more numerous, people become more fearful and begin to avoid the area. This hurts businesses in the area and the economy with it. As the neighborhood becomes seedier, the area deteriorates and criminals take over the area.

Another example would be the homeless climbing over the fence or breaking the lock on the fence at the little league fields. At first they just sleep there. After that they urinate in the dugouts and then vandalize them. By having the Police present to prevent these things from escalating, crime is reduced and the feeling of safety and security is maintained or restored. The same is true of Gang activity. If it is allowed to fester, it grows strong and more aggressive, endangering all in the Neighborhood. A Police Department patrolling the area and knowing the citizens of that neighborhood (who does and doesn't belong there) goes a long way toward keeping a neighborhood safe and reducing crime.

## Section 100

Police personnel costs:
Pay was determined by using the current Nassau County contract pay scale. The United States GAO web site estimates that the inflation rate for costs and salaries through 2014 should average $3.5 \%$. The amounts used here are increased by the average rate of increase for Nassau County and Village salaries and the average benefit cost increase since the year 2000. Other costs are based on State bid prices and increased by $3.5 \%$ and $5.0 \%$ every other year.

Police Pension costs were obtained by using a percentage of $17.7 \%$ which is the actual cost. This was obtained from the NYS comptroller's office. This is for the most expensive police pension coverage. It gives the personnel $1 / 2$ pay after 20 years and $1 / 60^{\text {th }}$ additional pay for every year after 20 years. Almost all police departments on Long Island use this pension option. Departments that use others pension options have difficulty recruiting.

Social Security is $6.2 \%$ of salary on the first $\$ 93,600.00$. This number has been increased by $\$ 2,100.00$ a year going forward.

Medicare is $1.45 \%$ of entire salary.
Holiday Pay is based on 14 paid holidays at day rate 8 hours straight time.
Shift differential is 10\% of salary for the hours worked between 4 p.m. and 8 a.m., based on a rotating schedule of 12 hour tours. This will be $2 / 3$ of the time.

Salary for Sergeant is the current top pay for Nassau County Police Sergeants. All other costs, such as benefits, use the same calculations as the Police Officer's costs.

Salary for Lieutenants uses the Current Nassau County Police top pay for Lieutenants. All Other costs, such as benefits, use the same calculations as the Police Officer's cost.

Benefit costs were obtained from the Mineola Village Treasurer's department. All rates are per year for family coverage and apply to all personnel and all ranks. The rates are based on 2005 costs adjusted for average increases since FY 2000, then extrapolated to 2008.

Police Commissioner (Confidential Employee, Non-union)
Medical coverage with prescription coverage $16,798.48$
Dental coverage 2,014.11
Optical coverage 187.66
$\begin{array}{ll}\text { Life Insurance } & 309.90\end{array}$ $19,310.15$

## Sworn Police ranks (Police officer, Sergeant, and Lieutenant)

Medical coverage with prescription coverage $\quad 16,798.48$
Dental coverage 985.97
Optical coverage 206.06
Life Insurance 196.52
$18,187.03$

## Full Time Civilian Employees

Medical coverage with prescription coverage $14,282.22$
Dental coverage 985.97
Optical coverage 206.06
Life Insurance 196.52
15,670.77
Increases in health benefits will be determined by using the average cost of benefit increases since the year 2000.

Average increase in Medical Benefits with Prescription coverage 11.36\%

Average increase in Dental Benefits 4.02\%

Average increase in Optical Benefits 4.61\%

Average increase in Life Insurance Benefit 8.00\%

## Personnel Staffing Needs:

Commissioner/Chief 1
Lieutenants 2
Sergeants 6
Police Officers 28

This will provide at least 5 police officers and 1 sergeant per tour per day every day on 12 hour tours (See Police work Charts in Appendix). There will be between 6 and 7 police officers scheduled on the day tour and 5 to 6 police officers scheduled on the night tour. There will be supervisory personnel working every tour. Mineola will work a 1992 hour year. The designed chart will work with 1872 hours or more.

## There will always be a uniformed police presence in Mineola Village Police Headquarters.

12 hour tours equal 730 tours per year.
Currently in Nassau County, Police Officers who work for village police departments work between 1856 hours and 1992 hours per year, depending on which police department they work for. The Nassau County Police Department works 1904 hours per year. The Standard 40 hour work week requires 2080 hours per year.

A 30 day cycle, which requires 13 appearances, 7 day tours and 6 night tours per cycle, resulting in 12 cycles per year or 156 appearances per year would provide for 1872 hours. The addition of 10 more tours per officer will result in a 1992 hour work year or 166 tours per officer per year. This is similar in hours to some other village police departments working in Nassau County. 730 tours must be covered for 1 police officer to be assigned per tour per day for the year. 28 police officers give the Village of Mineola 4648 tours of police coverage per year. A Chart or schedule, like the one provided, will give the Village 10 assignable tours per officer per year. This will give the Village 280 assignable (flexible) tours a year. These tours can be used by the village to provide for vacation coverage, special events (i.e. parades, concerts, mustang run, etc.), cover injuries and other situations which may arise.

The results are similar for supervisory personnel at the rank of Sergeant working 12 hour tours rotating between day and night tours. Sergeants will work a chart of 6 day tours and 6 night tours per month and owe the village 22 assignable tours a year.

Lieutenants would work 7 hour 40 minute tours Monday - Friday 8 a.m. to 3:40 p.m. and 3:30 p.m. to 11:10 p.m., alternating tours every other week.

Commissioner/ Chief would normally work Monday through Friday depending on times needed but be on call by phone or radio at all times.

## Assignable Tours are assigned at the Police Commissioner's discretion.

The village infrastructure for handling payroll and benefits already exists. Those responsible for this function (the Accounting Department) are already on the Village payroll and handle this work for all Village departments and personnel. Thus, additional personnel would not be necessary if the Village has its own police department.

The Mineola Police Department will be a Village police department. As such, it will be run more like other village police departments, as opposed to the Nassau County Police Department. The police departments on Long Island are more than 50 years old, including the Nassau County Police Department. Many of these departments' methods are antiquated. The Mineola Police Department, if established, will be one of the most modern and up to date Police Agencies in New York. The Mineola Police Department will be designed, from the beginning, to meet all of the standards for accreditation in New York State. This accreditation is rare amongst police agencies and is difficult to obtain. Accreditation shows that the department meets the highest standards for policing. This is similar to board certification in many professions or schools meeting the higher standards of the middle states association. The Mineola Police Department will use the accreditation manual as a guide to building the department to the highest standards. Following these standards and being accredited will help to lower insurance costs and allow for a more efficient and professional agency.

The revolution in computer technology which has occurred in the past 10 years allows the police department to operate with less clerical/civilian staff than in prior years. New systems such as Total Computer Group's (a Long Island based company)"Total Enforcement Systems" allows much of the work currently preformed by hand and numerous people to be preformed by computer. This reduces the need for personnel and allows fewer personnel to do more work. This system will allow minimal personnel to be at police headquarters and allow work to be done more efficiently. It dramatically reduces duplication of work. When any report is taken, it is put directly into the Police Officer's lap top computer and is sent electronically to Headquarters. A receipt with the report number is printed out for the person making the report. The report is numbered and filed electronically and sent to the supervisor for review. The supervisor then can review the report and approve it electronically. The report then becomes available to the reporter. All standard forms used in Nassau County are already built into this computer system. If numerous forms must be filled out, such as in the case of a hit and run, where the officer would be required to fill out numerous reports, the Police Officer would enter the required information once and all the proper forms would automatically be filled out and numbered. The officer could then hand a slip with all report numbers to the victim before leaving the scene. This system pinpoints and records the location of all calls for service and shows a map of the area and best route to the responding officers. It also keeps records
of all previous calls to the address. The system creates a pin point map of all occurrences in the Village. This map can break down all occurrences by many categories. They can be broken down by type of occurrence, by crime, by date, by time of day and many other ways. This allows the Village to know where problems or patterns are occurring and allows more attention to be given to those areas to prevent more or worse trouble in the future. This system has triple redundancies. In other words, it backs up all information twice. If there is a problem with any part of the computer system, the information is still accessible on 2 additional hard drives. No information is lost and the department will continue to function normally, serving the Village of Mineola without interruption. This system has the highest level of security and is encrypted so it cannot be accessed by any unauthorized persons.

Most villages with village police departments which border other villages with village police departments have mutual aid agreements, similar to the mutual aid agreements between village fire departments and/or village volunteer ambulance corps. The Village of Mineola will have a Mutual Aid Agreement with other local Police Departments bordering with the Village to assist one another in emergency situations. This aid is in addition to the emergency aid received from the Nassau County Police Department.

The Mineola Police Department will be able to build a close working relationship with the other Village emergency services: the Fire Department, Volunteer Ambulance Corps and the Auxiliary Police. The Departments will work together to make comprehensive and up to date plans for emergencies and natural disasters such as power outages, major storms and hurricanes. Joint training will be held with all of the Village emergency services making for a more efficient response to any problem occurring in the Village. Having all of the agencies within the Village will allow for better coordination between the emergency services and provide better service for residents. The residents of the Village will have the information they need ahead of occurrences. In the case of an emergency such as a hurricane hitting Long Island, locations of shelters and other assistance would be known ahead of time and any necessary information would be disseminated by the Village to the residents.

## Police Officers

Police Officers will perform all assigned police duties. This includes patrol in both vehicles, on foot and assignments inside the Mineola Village Police Headquarters or any other function assigned by a Superior Officer.

Police Officers will work 1992 hours per year. This will be 166 tours. These tours will alternate between day tours 7 A.M. thru 7 P.M. and night tours 7 P.M. thru 7 A.M.. Officers will work 13 scheduled tours consisting of 7 day tours and 6 night tours per 30 day cycle. They will owe the Village 10 unscheduled tours per year per Officer. These tours can be used as necessary at the discretion of the Police Commissioner/Chief. They can be used to cover any gaps in coverage, for vacation relief, special assignments such as parades or fairs or for additional coverage when necessary.

Police Officers will receive 13 Vacation Days a year during the first 5 years and 18 Vacation Days thereafter. Only one officer per tour will be allowed to use regular vacation time.

Police Officers will receive $\$ 600.00$ per year for uniform maintenance.

Police Officers will receive 4 days separation pay, upon retirement, for each year worked.
$1^{\text {st }}$ YEAR
Police Officer Salary ..... 66,828.48
Night Shift Differential 10\% 2/3 time ..... 4,477.51
Holiday Pay 148 hour days @ straight time ..... 3,757.60
Total Salary ..... 75,063.59
28 Police Officers Salaries ..... 2,101,780.52
Police Pension 17.7\% of salary ..... 13,286.26
Social Security 6.2\% of salary ..... 4,653.95
Medicare 1.45\% of salary ..... 1,088.43
Medical with prescription ..... 16,798.48
Dental ..... 985.97
Optical ..... 206.06
Life Insurance ..... 196.52
Total cost 1 Police Officer ..... $112,279.26$
Total cost 28 Police Officers ..... 3,143,819.28
Hourly pay 8 a.m. - 4 p.m. ..... 33.55
Hourly pay 4 p.m. - 8 a.m. ..... 36.91
Hourly pay overtime 8 a.m. -4 p.m. ..... 50.33
Hourly pay overtime 4 p.m. - 8 a.m. ..... 55.37
Daily rate day 8 hr. day rate 4 hr . night rate ..... 416.04
Daily rate 12 hr . night ..... 442.92
Overtime rate day ..... 624.06
Overtime rate night ..... 664.38

## Sergeant

Sergeants are the first line supervisor. They will supervise all personnel as designated by the Police Commissioner/Chief.

Sergeants will work 1992 hours per year. This will be 166 tours. This will consist of 12 cycles of 12 hour tours alternating between day tours 7 A.M. thru 7 P.M. and night tours 7 P.M. thru 7 A.M.. Their work schedule consists of 6 day tours and 6 night tours per cycle. This leaves 22 tours to the discretion of the Police Commissioner.

Sergeants will receive 18 vacation days per year. Only one sergeant will be allowed vacation at any one time.

Sergeants will receive $\$ 600.00$ per year for uniform maintenance.
Sergeants will receive 4 days separation pay, upon retirement, for each year worked.

## Sergeants work 12 Hour tours:

TOP PAYSergeant Salary
Night Shift Differential 10\% 2/3 time ..... 8,033.73
Holiday Pay 148 hour days @ straight time ..... $6,742.40$
Total Salary ..... $134,682.45$
Total Salary 6 Sergeants ..... 808,094.70
Police Pension 17.7\% of salary ..... 23,838.80
Social Security 6.2\% of salary up to $96,300.00$ ..... 5,970.60
Medicare $1.45 \%$ of salary ..... $1,952.90$
Medical with prescription ..... $16,798.48$
Dental ..... 985.97
Optical ..... 206.06
Life Insurance ..... 196.52Total cost 1 Sergeant$184,631.78$
Total cost 6 Sergeants ..... 1,107,790.68
Hourly pay 8 a.m. -4 p.m. ..... 60.20
Hourly pay 4 p.m. - 8 a.m. ..... 66.22
Hourly pay overtime 8 a.m. -4 p.m. ..... 90.30
Hourly pay overtime 4 p.m. - 8 a.m. ..... 99.33
Daily rate day 8 hr . day rate 4 hr . night rate ..... 746.48
Daily rate 12 hr . night ..... 794.64
Daily overtime rate day ..... 1,119.72
Daily overtime rate night ..... 1,191.96

## Lieutenant

Lieutenants will supervise all personnel as designated by the Police Commissioner/Chief.

Lieutenants will work 1992 hours per year. They will work 260 tours. These tours will be 7 hours and 40 minutes long, Monday thru Friday, alternating between day tours 8 A.M. thru 3:40 P.M. and night tours 3:30 P.M. thru 11:10 P.M.

Lieutenants will receive 27 vacation days per year.
Lieutenants will receive $\$ 600.00$ per year for uniform maintenance.
Lieutenants will receive 4 days separation pay, upon retirement, for every year worked.

## Lieutenants work 7 Hour 40 MinuteTours:

TOP PAY
Lieutenant Salary ..... 131,795.08
Night Shift Differential 10\% 1/2 time ..... 6,589.76
Holiday Pay 148 hour days @ straight time ..... 7,411.04
Total Salary ..... $145,795.88$
Total Salary 2 Lieutenants ..... 291,591.76
Police Pension 17.7\% of salary ..... 25,805.87
Social Security 6.2\% of salary up to $96,300.00$ ..... 5,970.60
Medicare 1.45\% of salary ..... 2,114.04
Medical with prescription ..... 16,798.48
Dental ..... 985.97
Optical ..... 206.06
Life Insurance ..... 196.52
Total cost 1 Lieutenant ..... 197,873.42
Total cost 2 Lieutenants ..... 395,746.84
Hourly pay 8 a.m. -4 p.m. ..... 66.17
Hourly pay 4 p.m. - 8 a.m. ..... 72.79
Hourly pay overtime 8 a.m. - 4 p.m. ..... 99.26
Hourly pay overtime 4 p.m. - 8 a.m. ..... 109.19
Daily rate day 7 hr. 40 min . ..... 507.31
Daily rate night 7 hr .40 min . ..... 554.76
Daily overtime rate day ..... 760.97
Daily overtime rate night ..... 832.14

## Police Commissioner/Chief

The Police Commissioner/Chief will supervise the entire Police Department and be responsible for all operations of the agency. The Police Commissioner/Chief will report directly to the Mayor.

The Police Commissioner/Chief will work Monday through Friday as needed but be available at all times by phone or radio.

The Police Commissioner/Chief will be a Confidential Employee and receive the same benefits as other Confidential Employees.

A Confidential Employee is an employee who is appointed by the Mayor and approved by the Board of Trustees for a period of time, usually a year or more, and is not a member of the civil service unions. They work on Salary and not at an hourly rate.

## The Police Commissioner/Chief is a Confidential Employee and is on Salary, Benefit costs are different:

TOP SALARY
Salary 168,243.35
Pension @11\% 18,506.77
Social Security @ 6.2\% on 96,300.00 5,970.60
Medicare $1.45 \% \quad 2,439.53$
Medical with prescription $\quad 16,798.48$
Dental 2,014.11
Optical 187.66
Life Insurance $\quad \underline{309.90}$
Total Cost Commissioner/Chief $\quad 214,470.40$
Civilian Salaries are based on current Salaries paid by the Village to its employees:
Police Dispatcher Salary

$$
1^{\text {st }} \text { YEAR }
$$

$$
27,040.00
$$

Night Differential 10\% 2/3 time ..... 1,811.68
Holiday Pay 148 Hour Days @ straight time ..... $1,456.00$ (in lieu of holidays off)
Total Salary ..... $30,307.68$
5 Dispatchers Salaries ..... 151,538.40
Pension 11\% of salary ..... 3,333.85
Social Security 6.2\% ..... 1,879.08
Medicare 1.45\% ..... 439.47
Medical with prescription ..... 14,282.22
Dental ..... 985.97
Optical ..... 206.06
Life Insurance ..... 196.52
Total Cost 1 dispatcher ..... 51,630.85
Total Cost 5 dispatchers ..... $258,154.25$This cost can be eliminated if we use NassauCounty to dispatch.
Hourly pay 8 a.m. -4 p.m. ..... 13.00
Hourly pay 4 p.m. - 8 a.m. ..... 14.30
Hourly pay overtime 8 a.m. -4 p.m. ..... 19.50
Hourly pay overtime 4 p.m. - 8 a.m. ..... 21.45
Daily rate day 8 hr. day 4 hr. night rate ..... 161.20
Daily rate 12 hr . night ..... 171.60
Daily overtime rate day ..... 241.80
Daily overtime rate night ..... 257.40

Dispatchers Salaries would start at $\$ 13.00$ per hour which is similar to other municipal police department salaries. There would be yearly raises and step raises during the first five years, as is normal practice in the Village. Then there would be the regular yearly raise after that at whatever the current contract rate is. Dispatchers will work 2080 hours a year or the same number of hours as a normal 40 hour work week.

Start rate: 13.00
$1^{\text {st }}$ Anniversary: $13.00+$ raise $\%+1.00$ per hour
$2^{\text {nd }}$ Anniversary: prior year salary + raise $\%+1.00$
$3^{\text {rd }}$ Anniversary: prior year salary + raise $\%+1.00$
$4^{\text {th }}$ Anniversary: prior year salary + raise $\%+1.00$
$5^{\text {th }}$ Anniversary: prior year salary + raise $\%+2.25$ (Top Pay)
After this the raise would be the prior year's salary plus whatever the contractual raise is for that year.

Raises are based on the last year of the current contract, which provide for a $3.8 \%$ yearly raise. This is the highest percentage raise in the current contract which runs through 2007. Information was provided by the Village Treasurer's office.

## Clerical Staff:

$1^{\text {st }}$ YEAR
Salary ..... $24,960.00$
Night differential 10\% $1 / 2$ time ..... $1,248.00$
Total Salary ..... 26,208.00
2 Clerical Salaries ..... 52,416.00
Pension 11\% of salary ..... 2,882.88
Social Security 6.2\% ..... 1,624.90
Medicare 1.45\% ..... 380.02
Medical with prescription ..... $14,282.22$
Dental ..... 985.97
Optical ..... 206.06
Life Insurance ..... 196.52
Total Cost 1 clerical ..... 46,766.57
Total Cost 2 clericals ..... 93,533.14
Hourly pay 8 a.m. -4 p.m. ..... 12.00
Hourly pay 4 p.m. - 8 a.m. ..... 13.20
Hourly pay overtime 8 a.m. -4 p.m. ..... 18.00
Hourly pay overtime 4 p.m. - 8 a.m. ..... 19.80
Daily rate day 8 hr . day ..... 96.00
Daily rate 8 hr. night ..... 105.60
Daily overtime rate day ..... 144.00
Daily overtime rate night ..... 158.40

Clerical and Custodial Staff Salaries will be based on the Village's current salary structure. This currently starts at $\$ 12.00$ per hour and moves up yearly with the contract rates. There are also 5 step raises occurring on the anniversary of the employee's hiring date. They will work a normal 40 hour work week, 2080 hour per year.

Starting salary 12.00 per hour
$1^{\text {st }}$ Anniversary: $12.00+$ raise $\%+50$ cents per hour
$2^{\text {nd }}$ Anniversary: prior year's salary + raise $\%+50$ cents per hour
$3^{\text {rd }}$ Anniversary: prior year's salary + raise $\%+50$ cents per hour
$4^{\text {th }}$ Anniversary: prior year's salary + raise $\%+50$ cents per hour
$5^{\text {th }}$ Anniversary: prior year's salary + raise $\%+75$ cents per hour (Top Pay)
After the $5^{\text {th }}$ Anniversary the raises will be whatever percentage is called for in the current Village contract.

Raises are based on the last year of the current contract, which provide for a $3.8 \%$ yearly raise. This is the highest percentage raise in the current contract. It runs through 2007. Information was provided by the Village Treasurer's office.

## Custodial Staff:

$1^{\text {st }}$ YEAR
Salary ..... 24,960.00
Night differential 10\% $1 / 2$ time ..... $1,248.00$
Total Salary ..... 26,208.00
2 Custodial Salaries ..... 52,416.00
Pension 11\% of salary ..... 2,882.88
Social Security 6.2\% ..... 1,624.90
Medicare 1.45\% ..... 380.02
Medical with prescription ..... 14,282.22
Dental ..... 985.97
Optical ..... 206.06
Life Insurance ..... 196.52
Total Cost 1 Custodian ..... 46,766.57
Total Cost 2 Custodians ..... 93,533.14
Hourly pay 8 a.m. -4 p.m. ..... 12.00
Hourly pay 4 p.m. - 8 a.m. ..... 13.20
Hourly pay overtime 8 a.m. - 4 p.m. ..... 18.00
Hourly pay overtime 4 p.m. - 8 a.m. ..... 19.80
Daily rate day 8 hr . day ..... 96.00
Daily rate 8 hr. night ..... 105.60
Daily overtime rate day ..... 144.00
Daily overtime rate night ..... 158.40

School Crossing Guard - Part Time Employee:

|  | $\underline{\text { low range }}$ | $\underline{\text { high range }}$ |
| :--- | ---: | ---: |
| Salary $8.75-12.00$ per Hour | $4,725.00$ | $6,480.00$ |
| Social Security $6.2 \%$ of Salary | 292.95 | 401.76 |
| Medicare 1.45\% of Salary | $\underline{68.52}$ | $\underline{93.96}$ |
| Total | $5,086.47$ | $6,975.72$ |
| $\mathbf{1 2}$ Crossing Guards | $\mathbf{6 1 , 0 3 7 . 6 4}$ | $\mathbf{8 3 , 7 0 8 . 6 4}$ |

Crossing Guards are part time employees and are not entitled to health benefits.

## OVERTIME

Overtime costs for Municipal Police Departments are based on past experience. There is no set formula. Most Municipal Police Departments in Nassau County have a lower overtime cost than the Nassau County Police Department. This is true even when measured as a percentage of salary cost. The Nassau County Police Department is using 9.0 \% of salaries as their overtime budget. We use the rate of $10 \%$ because it is higher than that of most of the Municipal Police Departments, which range between $4 \%$ and $8 \%$.

Salary total for OT purposes
$1^{\text {st }}$ Year
3,457,837.38

Overtime cost 10.0\%
$345,783.74$

## Police Operations

The Village of Mineola will be divided into 4 areas, also know as Sectors. The Sectors will be designated A, B, C and D. The sectors will be patrolled by cars.

Sector A: East side of Herricks Road running north from Jericho Turnpike to Hillside Avenue. East from Herricks Road on Hillside Avenue to Concord Avenue (the west side of Concord Avenue) south to Houston Street. Along the northern Village border to the Long Island Rail Road Oyster Bay Line tracks. South to Jericho Turnpike. West on Jericho Turnpike to Herricks Road.

Sector B: East side of Herricks Road running south from Jericho Turnpike to Old Country Road. East on Old Country Road to Main Street. North on Main Street to the Long Island Railroad Oyster Bay line tracks. North following the track to Jericho Turnpike. West on Jericho Turnpike to Herricks Road.

Sector C: Jackson Avenue east from the Long Island Railroad Oyster Bay Line tracks along Raff Avenue to the Village's eastern border, north to Jericho Turnpike east to Village border by the Northern State Parkway, north to Hillside Avenue. West to the Village border south to Roselle Street, west following Village border to the Long Island Railroad Oyster Bay line track, south to Jackson Avenue.

Sector D: South of Jackson Avenue by the Long Island Railroad Oyster Bay line track, east along Jerome Avenue to the Village eastern border by Bruce Terrace. South along the Village eastern border to Old Country Road. West on Old Country Road to Main Street. North on Main Street to the Long Island Railroad Oyster Bay line, north to Jackson Avenue.

Foot Posts will be designated by number. The number will not reflect the priority of the foot post; it will just be a designator.

Foot Posts will patrol:

1. First street from Willis Avenue to Marcellus Road, Second Street from Willis Avenue to Third Avenue, Front Street from Main Street to Third Avenue, including the Mineola Train Station, Third Avenue from the Train Station to First Street, Mineola Boulevard from Front Street to First Street, Main Street from Front Street to First Street, and Willis Avenue from First Street to the Rail Road Tracks.
2. Mineola Boulevard from First Street north to Washington Avenue, both sides of the street and a half block in either direction.
3. Willis Avenue from First Street north to Washington Avenue, both sides of the street and a half block in either direction. Jackson Avenue, Lincoln Avenue and Searing Avenue east of Willis Avenue to the Long Island Railroad Oyster Bay Line tracks will be included.
4. Jericho Turnpike west from the Long Island Railroad tracks to Marcellus Road and half a block in either direction. Also Washington Avenue from Willis Avenue to Mineola Boulevard.
5. Willis Avenue north from Banbury Road to Ferncroft Road and half a block in either direction.
6. Jericho Turnpike from Marcellus Road west to Emory Road from Jericho Turnpike south on Emory Road to Garfield Avenue, Garfield Avenue east to Marcellus Road and Garfield Avenue north on Marcellus Road to Jericho Turnpike including park, Jackson Avenue and the schools.
7. Jericho Turnpike from Emory Road, west to Herricks Road and a half block either direction.
8. Jericho Turnpike from Long Island Railroad overpass east to Village border half a block in either direction.
9. Wilson Park and Westbury Avenue from the Village border west to Union Street, also Hampton Street and Colonial Avenue and half a block in either direction.

These posts are flexible, and a foot patrol officer may be changed from one post to another during the tour. For example a foot patrol officer may be assigned to (Post 1) the train station area from 7 a.m. until 8 a.m., moved to an area around one of the schools (Post 3 ) from 8 a.m. until 9 a.m., moved to Jericho Turnpike (Posts 4-8) from 9 a.m. until 2 p.m., assigned to the area around Mineola Memorial Park (Post 6) from 2 p.m. until 3:30 p.m., back to Jericho Turnpike (Posts 4-8) until 5 p.m. and then to the Train Station Post 1) from 5 p.m. to 7 p.m.. This would be accomplished by sending the officer(s) to their post(s) with one of the extra police cars to make it easier for them to change posts and if it became very busy, that same officer could be assigned to respond to calls for emergency police service.

There are ten (10) School crossing posts in the Village of Mineola. They are listed below with the current coverage times. Times can be adjusted as needed and or requested by school Principals or the school Superintendent.

1) Jericho Turnpike and Saville Road
2) Jericho Turnpike and Emory Road
3) Jericho Turnpike and Willis Avenue
4) Mineola Boulevard and Jackson Ave.
5) Willis Avenue and Searing Avenue
6) Jackson Avenue and Saville Road
7) Jackson Avenue and Marcellus Road
8) Union Avenue and Westbury Avenue
9) Roslyn Road and Westbury Avenue
10) Roslyn Road and East $2^{\text {nd }}$ Street

7:30am-8:40am; 2:15pm-3:15pm
7:20am-8:40am; 2:15pm-3:15pm
7:30am-8:25am; 2:25pm-3:05pm
7:30am-8:25am, 2:25pm-3:05pm
7:50am-9:05am; 2:35pm-3:20pm Thursdays 4:20pm-4:55pm

7:50am-8:30am; 2:20pm-2:50pm
7:50am-8:30am; 2:20pm-2:50pm
7:30am-8:25am; 2:25pm-3:05pm
7:30am-8:25am; 2:25pm-3:05pm
7:30am-8:25am; 2:25pm-3:05pm

12 Crossing Guards will be hired although there are only 10 posts. This will provide coverage if someone is out sick or unable to cover the post. The additional Guards will work at Mineola Village Police Headquarters when not assigned to a crossing post.

Monday through Friday, 8 A.M. to 11 P.M., a Lieutenant will be assigned to work and will supervise all activities and personnel. These are the busiest times in the Village.

At all times, 7 days a week, 24 hours a day, a least one Sergeant will be assigned to work and will supervise personnel as designated by the Police Commissioner. A patrol supervisor will always be available.

During day tours (7 A.M. - 7 P.M.), at least 4 officers will be assigned to patrol in vehicles, one may be assigned to Mineola Village Police Headquarters and any additional officers will be assigned as designated by the supervisor (foot post, traffic patrol, etc.)

During evening tours (7 P.M. - 7 A.M.), at least 4 officers will be assigned to patrol in vehicles, one will be assigned to Mineola Village Police Headquarters any other officers will be assigned as designated by the supervisor.

A dispatcher will be assigned at all times.
Clerical Personnel will be assigned 8 A.M. to 11:30 P.M. Monday through Friday. One will work 8 A.M. - 4 P.M. and the other will work 3:30 P.M. - 11:30 P.M.

Crossing Guards will work the same hours currently assigned to the Nassau County Crossing Posts in the Village of Mineola. There are 10 Crossing Posts within the confines of the Village of Mineola. The Village will hire 12 Crossing Guards to cover absences. The guards not assigned to a post will work at Mineola Village Police Headquarters during their assigned working hours.

## Equipment - Section 200:

There will be no equipment cost shown the first year because these costs will be borne by the start up expenses. Thereafter costs will be seen on the accompanying spread sheet and adjusted for inflation. Costs will be based on high averages of police departments of similar size. State bid costs will be used as a cost basis.

## Section 211 - Building Improvements

Since the building will be refurbished as part of start up costs, there should be no expenses for building improvements the first year. The cost of improvements the first 5 years after the initial refurbishment is approximately 20 cents per square foot. This was furnished by the Village Assessor. On a 4,200 square foot building, the cost should be approximately 840.00 per year.

## Section 215 - Vehicle Purchases

Part of start up costs the first year, providing for 2 new vehicles per year thereafter and adjusted for inflation. State bid cost.

Section 220 - Furniture and Fixtures
Part of start up costs the first year. Costs afterwards are based on experiences of other village police departments, adjusted for inflation. State bid cost.

## Section 221 - Office Equipment

Part of initial start up costs. After that, based on other village police department's experiences then adjusted for inflation.
State bid cost.

## Section 245 - Radios

Part of initial start up costs. Thereafter radio replacements provided for after 5 years and adjusted for inflation.
State bid cost.

## Section 250 - Miscellaneous Equipment

Based on costs shown by other village police departments and adjusted for inflation.

## Section 290 - Computer Expenses

Part of start up costs. This covers computer equipment expenses obtained from state bid cost. Adjusted for inflation.

## Recurring Costs - Section 400:

Section 401 - Equipment Maintenance and Repair
22,495.73
Estimated based on other village department costs.

Section 402 - Office Supplies
0.00

Initial start up cost, first year, then based on other
village police department experiences.

Section 412 - Liability Insurance
This cost was obtained from Howard Shulman, Senior Account Specialist of BWD Group LLC, the provider of liability insurance to the Village. This would provide for:
$\$ 1,000,000 / \$ 1,000,000$ coverage with a $\$ 2,500$ deductible
63,004.00
Additional public official premium
$17,100.00$
Excess Liability coverage \$ 5,000,000.00 29,435.00

Excess Liability coverage \$5,000,000.00x/s\$5,000,000.00 2,000.00

Police Auto Liability coverage first $\$ 1,000,000.00$ 18,338.00
$\$ 5,000,000$ excess liability $\quad 1,718.00$
(Will not affect the first \$5,000,000.00/\$5,000,000.00)
Capitalization fee
4,146.00
(Disregard actual 2006 Total) -
$135,741.00$
Current Liability insurance cost adjusted for inflation to 2008
Section 424 - Vehicle Repair
Estimated based on costs provided by other village
$28,119.66$
police departments of similar size.

Municipalities are EXEMPT from fuel taxes and therefore pay a much lower price than retail. Costs are based on average usage of similar size Village police departments. 1800-2000 gallons per month multiplied by the current state bid price of 1.83 per gallon. Price to right is extrapolated to FY2008.

Section 430 - Telephones
33,743.59
Estimated based on costs provided by other village police departments of similar size.

## Section 431 - Uniforms

Included in start up costs. After the first year based on replacing 3 long sleeve shirts, 3 short sleeve, and 3 pants each year per uniformed employee.

Section 432 - Uniform maintenance allowance $\quad 21,600.00$
Section 433 - Ammunition and Training
11,247.87
Required marksmanship training per New York State Department of Criminal Justice Services is provided by the Nassau County Police Department. As part of the Police Headquarters Tax, these costs are for additional training.

## Section 434 - Vehicle Maintenance

8,548.38
This would provide for oil changes for all 9 vehicles monthly and car washes weekly, windshield washer fluid, etc.

## Section 444 - Tires

Replacement cost of tires 2 new sets per vehicle per year @140.60 per tire/ 562.40 per vehicle. 9 vehicles.

## Section 447 - Training

This covers additional training beyond what is provided by the Nassau County Police Department's obligation under the Headquarters Tax(i.e. new equipment or retraining on older equipment, such as an AED).

Section 450 - Computer Contract Expenses
These are contractual costs for maintenance of software and hardware contracts and licensing expenses.

Section 478 - Gas, Electric and Oil<br>These are based on building size. Information was obtained by speaking with LIPA representatives, oil service providers and the Village assessor.<br>Actual electric costs can only be determined by knowing the exact wattage of all electrical devices in the building.<br>Section 480 - Workmen's Compensation<br>Workmen's compensation costs are approximately<br>3 percent of salary costs for those receiving this coverage.<br>Police ranks are not covered by this, only the civilians.<br>By N.Y.S. Law, Police Officers and Senior Officers must be covered for full pay and benefits by their department for all line of duty injuries. (See Article 10, Section 207C of the General Municipal Law). This information was provided by Richard Napolitano of Triad Group, the Village's insurer in this area.

## Retirement Reserve

The Retirement Reserve is money which is set aside each year to pay for monies owed to retiring workers. In Nassau County and the Village, employees are allowed to save certain time off earned, but not used and sick days not used and get paid for them upon retirement. Many Police Officers in Nassau County also receive separation pay. The officers receive several days pay for each year worked. The U.S. Fair Labors Standards Act allows officers to save a certain amount of hours which are payable upon retirement. The Retirement Reserve allows for this to be paid without adversely affecting the budget as an unexpected expense. These monies need not be set aside during the first 5 years. As a condition of employment, no one would be able to retire for the first 5 years. After that, money will be set aside in a reserve fund in order to cover these expenses when they arise. After the first five years of operation 300,000 dollar will be available to fund this expense as the start up Bond Anticipation Note will be paid in its entirety.

PENSIONS are paid into each pay period, the monies go into the New York State Article 2 Police Pension Fund. Police Pensions are paid out of this fund and NOT out of Village funds when a Police Officer retires regardless of whether the Police Officer retires on normal Pension or Disability Pension.

## Start-Up Costs:

Start-up costs can be divided into two parts: the cost of a Mineola Village Police Headquarters, and start up equipment (all the materials needed to get the Police Department up and running).

These costs can be paid for in the following ways:
The cost of the building and refurbishment can be bonded over a period of 20 years and paid for at a fixed rate out of the Police Budget. The current Bond rate for the Village is $4.25 \%$.

The cost of start up equipment can be paid over 5 years, using one year renewable Bond Anticipation Notes (BAN). This is done by paying off the interest due on the original note plus $20 \%$ of the total note per year for 5 years. Each year following the first $20 \%$ less money is borrowed. The current rate on a Bond Anticipation Note is $3.83 \%$.

A BAN of 1.5 million dollars would be paid off in this manner:
$1^{\text {st }}$ year the interest on the borrowed 1.5 million dollars would be paid ( $\$ 57,450.00$ ) plus $\$ 300,000.00$ ( $20 \%$ of 1.5 million dollars).
$2^{\text {nd }}$ year the interest on the borrowed 1.2 million dollars would be paid ( $\$ 45,960.00$ ) plus $\$ 300,000.00$ ( $20 \%$ of the original 1.5 million dollars).
$3^{\text {rd }}$ year the interest on the borrowed 900,000 Dollars would be paid ( $\$ 34,470.00$ ) plus $\$ 300,000.00$ ( $20 \%$ of the original 1.5 million dollars).
$4^{\text {th }}$ year the interest on the borrowed 600,000 dollars would be paid ( $\$ 22,980.00$ ) plus $300,000.00$ ( $20 \%$ of the original 1.5 million dollars).
$5^{\text {th }}$ year the interest on the borrowed 300,000 dollars would be paid ( $\$ 11,490.00$ ) plus the final 300,000 dollars.

The BAN would then be paid in its entirety. This would free up 300,000 dollars of budgeted funds for use elsewhere.

The start up costs for the Mineola Village Police Headquarters, its refurbishment, and all of the start up equipment are included in, and paid for out of the Police Budget. All debt service is included in the Police Budget.

Grants are also available from many sources, such as the State of New York, the U.S. Department of Justice, the Department of Homeland Security and many others. These grants could serve to reduce the start up costs for the Village. Some grants are given prior to purchases and others are given after purchases are made. One example of this is the grant available to Police Departments from the Federal Government for $50 \%$ of the purchase cost of Body

Armor (Bullet Proof / Resistant Vests) and from the State of New York for the remaining cost of the vests. This money is applied for and received after the vests are purchased. Many such equipment grants are available. Most grants may only be used for a specific purpose. The additional cost savings from securing grant money are not taken into consideration in this report. No Grant Money is considered in the costs. If any grants were to be received, they would help to lower the costs to the Village. It is highly recommended that all Grants available be pursued.

## Building

The number one start up cost will be the purchasing of a building. A 4200 square foot building should provide more room than that of other similar size police departments. The cost of building space is based on a cost of 175.00 to 200.00 per square foot. This is the going price for business and retail properties. This information was provided by the Village assessor and Smith and Salerno (now named Standard Valuation Services)professional appraisers. A 4200 square foot building should cost around $840,000.00$ if the higher square foot cost is used. Using an even higher rate of 250.00 per square foot the cost would be approximately $1,050,000.00$

## Refurbishing of Building <br> 1,950,000.00

This will cover the costs to refurbish the Headquarters building. This includes painting, flooring, wiring, redesigning, building improvements, adding equipment, etc. Inquiry with Village assessor and a building engineer estimates the cost of refurbishing a building into a modern state of the art police facility to be approximately 250.00 per square foot at the high end. Erring on the side of caution we are providing for 464.28 per square foot. According to Thomas Canning of the New York State Division of Criminal Justice Services, there are NO set standards for a police facility in New York State.

Total Building Costs
3,000,000.00

These costs will be paid off out of the Police Budget.

## Start-up Equipment:

## Emergency Back Up Generator

This is to provide power in case of power loss. It needs to provide all the necessary power. A 60,000 watt generator hooked up to the natural gas service should be more than sufficient. This can be obtained online from Generator Joe.

## Dispatch Radio System

This is the Actual Radio base station used to dispatch officers on Police calls. State bid.

## Furniture and Fixtures

14 Desks (830.00) 11,620.00
30 Chairs (170.00) 5,100.00
15 Chairs (320.00) 4,800.00
40 Lockers (121.00) 4,840.00
10 File cabinets (477.00) 4,770.00
Page total
$\overline{56,130.00}$

## Computer Information System

Total Enforcement
This system is one of the premiere police packages available to law enforcement today. This system provides access to all necessary information, the National Crime Information Center, the New York State Police Information Network and the Nassau County Police Department. It also provides for all standard forms used in policing in Nassau County. Information is entered into the system and it completes, numbers, and prints out all needed forms. The system can print summonses and other information such as exchange information for accident victims. It allows online access to all laws and information needed by police personnel such as warrants, people wanted for questioning, alarms, maps of the area and best route to assignment. This system is now integrated with Cyclops Systems. The Cyclops technology allows patrol cars to scan vehicles, both parked and moving, while the police car is moving. The system will pick up any vehicle that has a wanted notice out for it, is a scofflaw, or is stolen. This applies to all notices from Federal, State and local authorities. This system also allows the Village to enter its own search parameters.

The Total Enforcement package maintains and provides all up to date statistics for crimes and other occurrences. The cost of this system is $\$ 25,000.00$ a year for the first three years (this $\$ 75,000.00$ will be part of the start up cost) and $\$ 11,000.00$ a year thereafter. This is a complete system. All capabilities of the system are in one package. There are no add-ons to buy and any additions or new capabilities are downloaded to upgrade the system at no additional cost. This package provides for all software updates and maintenance. The system can be accessed by the laptop computers in all Mineola police vehicles and any laptop computers and computer workstations involved in the network. The system uses state of the art security and cannot be hacked into. It is fully compatible with the Enhanced 911 (E-911) system.
Equipment necessary for the Total Enforcement System:
Headquarters based server with triple hard drive redundancies ..... 5,000.00
Workstations (5) 2,500 to 3,000 each ..... 15,000.00
LAN Switcher ..... 2,000.00
Cisco Pios Firewall ..... 1,000.00
Antivirus software ..... 2,000.00
Also useful:
An internal computer and e-mail service ..... 10,000.00
Internal Server ..... 5,000.00
Heavy duty laser printer (3) 2,000.00 each ..... 6,000.00
Total cost ..... $\overline{46,000.00}$(Information provided by Vincent Tedesco of Total Computer Group)
9 Police Vehicles
3 Marked 4X4 vehicles: 23,552.00-27,680.00 ..... 83,040.00This will provide all weather protection for the Village
3 Sets of Lights, sirens, radios, computer radios, trunk org. ..... 31,477.50
Auto scanner, printer, computer mount for each $4 \times 4$ ..... $4,500.00$
3 Marked sedans: 16,719.00-24,500.00 ..... 73,500.00
3 Sets of Lights, sirens, radios, computer radios, trunk org. ..... 31,477.50
Auto scanner, printer, computer mount for each sedan ..... $4,500.00$
1 Marked low profile sedan: ..... $24,500.00$This is a marked vehicle with no external lighting toprovide for traffic enforcement.
Internal lights, radio ..... 8,892.50
Auto scanner, printer, computer mount ..... 1,500.00
1 unmarked sedan ..... 24,500.00
Surveillance, department business
Lights, Sirens, Radios8,892.50
Auto scanner, printer, computer mount ..... 1,500.00
1 unmarked $4 x 4$ vehicle ..... 27,680.00For police commissioner/Chief to provide all weather responseLights, Sirens, Radios8,892.50
Auto scanner, printer, computer mount ..... 1,500.00
7 Cyclops readers: 3,000.00 each ..... 21,000.00TOTAL$357,352.50$

Costs are all state bid.
Police Vehicle Equipment- Equipment carried by many of the local policevehicles:
State Bid
Automatic Electronic Defibrillator ..... $1,995.00$
State bid
ResQPOD Circulatory Assist, Oxygen and first aid kit package ..... 1,195.00
Retail Price Club
Fire Extinguisher ..... 9.00
Retail Price Club
Portable 15 million candle power spot light ..... 40.00
State Bid
Flares (Road) per dozen ..... 10.40
State bid
Traffic cones 28" 8.00 (5) ..... 40.00
Retail
Halligan tool ..... 165.00
Retail Home Depot Ax ..... 25.00
Retail Home Depot Sledge hammer ..... 27.00
Retail
Heavy Duty Jumper Cables ..... 29.00
Retail Gall's
Police line tape 3 "x 1000 ft . ..... 9.00
Retail Gall's
Rubber Gloves (non-latex) box 50 ..... 9.00
3,553.40
Total for 9 Vehicles ..... $31,980.60$

## Other Necessary Equipment

30 Laptop Computers $(2,500)$ ..... 75,000.00
1 Defibrillator (AED) ..... $1,995.00$
1 ResQPOD, oxygen \& first aid kit ..... 1,195.00
5 Spare oxygen D tanks (79.00) ..... 395.00
100 Traffic Cones (8.00) ..... 800.00
10 Twelve Gauge Shotguns (372.45) ..... $3,724.50$
37 Police Uniform \& Equipment packages $(3,439.35)$ ..... $127,255.95$
10 Spare fire extinguishers (9.00) ..... 90.00
120 Dozen Road Flares (10.40) ..... 1,248.00
120 rolls Police line tape (9.00) ..... $1,080.00$
10 Spare HazMat response kits (gas mask \& Tyvek Suit 300.00) ..... 3,000.00
4 Safes (1 Weapons, 1 Ammunition, 1 property, ..... 9,000.001 contraband)
120 boxes Rubber Gloves (Non-Latex) (9.00) ..... 1,080.00
10 SCBA Equipment (Scott paks 45 min. 3600.00) ..... 36,000.00
10 Spare Air bottles for SCBA (855.00) ..... 8,550.00
5 Satellite Phones 599.00 ..... 2,995.00
1 Satellite Phone Fixed (voice and data 1,999.00) ..... 1,999.00
5 Spare High Capacity Batteries (119.99) ..... 599.95
5 Wall chargers for satellite phones (49.99) ..... 249.95
5 data cables for satellite phones (69.95) ..... 349.75
30 Portable Radio (1200.00)$36,000.00$

## Start up Contingency

This amount will provide for any Equipment not listed and any additional fees required for start up costs.

This additional money is provided to cover any costs that may have been missed. It is a cushion. It does not have to be spent. It is what is left over after the Equipment costs have been subtracted from the 1.5 million to the right. TOTAL

1,500,000.00

There is no Debt Service the first year on the Bond note.
Debt Service on Start Up Equipment BAN 1.5 Mil @ 3.83\% 357,450.00
Total costs Mineola Police Department 2008:
Pg. 1328 Police Officers 3,143,819.28
Pg. 156 Sergeants 1,107,790.68
Pg. 17 Lieutenants 395,746.84
Pg. 19 1 Police Commissioner/Chief 214,470.40
Pg. 20 Dispatchers 258,154.25
Pg. 22 Clerical Workers 93,533.14
Pg. 242 Custodians 93,533.14
Pg. 2512 Crossing Guards 83,708.64
Pg. 26 Overtime Costs 345,783.74
Pg. 32 Page total recurring costs
196,546.30
Pg. 33 Page total recurring costs
150,500.65
Pg. 34 Page total recurring costs
71,750.48
Pg. 45 Debt Service for Start up borrowing BAN1.5 mil @ 3.83\%
357,450.00
Total Cost First Year (2008):
Cost 2008

## Conclusion

The Nassau County Police Department is greatly understaffed. This has negatively affected not only the police service received by the residents of Mineola, but all of Nassau County. While the Police Officers of Nassau County are some of the finest in the nation, they can only be in one place at one time. Cuts in staffing and the failure to replace officers in important specialty units have caused the department to skimp on coverage. This has affected the ability of the County Police Department to perform to the high standards that they have been known for in the past. Not only has patrol coverage been affected, but all aspects of policing including investigations and specialty units such as Emergency Services, the Gang Unit, and counter terrorism to name a few. The County has reduced the size of many of these units and/or not replaced some of the officers leaving these units due to retirement or promotion. As police staffing has been shrinking our Police District Tax has been increasing at approximately 6.43\% a year. One can only imagine how high the taxes will increase when the County increases the size of the department to cover all necessary posts and units. To provide proper coverage, the department will need to increase from its current level of around 2700 officers to, at the very least, 3200 police officers.

Mineola receives about 2.92 police officers assigned to patrol on a day tour and 1.92 to 2.92 police officers assigned to patrol on a night tour. The 2 Patrol Supervisors are shared with the 27 villages within the Third Precinct. According to the Nassau County Police Department, due to the current Nassau County Police contract, it requires 6.2 police officers to provide police coverage of one officer per tour every day for the year. Using these numbers, it costs Nassau County 18.11 police salaries and benefits to pay for the patrol coverage they provide in Mineola ( 2.92 cars/police officers). In 2006, it cost the Nassau County Police Department approximately $\$ 147,974.22$ for one police officer, including benefits at top pay. 18.11 police officers multiplied by the top pay and benefit cost of $\$ 147,974.22$ equals $\$ 2,679,813.13$. In 2006 , the residents and businesses of Mineola paid $\$ 6,730,886$. 10 in Police District Tax. This means that Mineola residents paid on average $\$ 371,666.82$ per police officer assigned to patrol Mineola. With all of this, the Nassau County Police Department has shrunk in size. The Police District Tax continues to increase on an average of $6.43 \%$ a year. The residents and businesses of Mineola pay more in Police District Taxes than many villages in the Third Precinct. In 2006, Williston Park paid approximately $\$ 1,950,000.00$, East Williston Paid approximately $\$ 1,050,000.00$. The Village of Westbury which includes the hamlet of New Cassel paid approximately $\$ 3,773,889.00$. New Cassel alone receives 4 Police Officers plus the New Cassel Task Force comprised of 4 Police Officers and a Supervisor. The amount paid by Mineola residents is more than most villages in Nassau County and is enough to field our own Police Department.

Repeated requests by the Mayor, some Trustees and residents to both Nassau County Government and the Nassau County Police Department for additional police coverage to address Village needs have had no effect. The Village has received no additional police coverage.

A Mineola Village Police Department can provide better coverage and be more cost effective. A Mineola Village Police Department can assign 5 to 7 Police Officers and a Patrol Supervisor at all times.

Mineola Police District Taxes have been increasing on average more than $6 \%$. They have and will continue to increase. The best way to slow down and control spiraling Police Taxes is for the Village to establish its own Police Department.

## Side by side comparison of coverage

## Nassau County Police coverage

2.92 P.O.s assigned 7a.m. to 7p.m.
1.92 to 2.92 P.O.s 7p.m. to 7a.m.

2 Sergeants for 27 villages
20\%+ Calls outside Mineola
Serves needs of Nassau County
Nassau County decides where coverage Is needed

No foot patrol
Police Patrol (District) Tax spent where Nassau County wants it spent

## Mineola Village Police coverage

5 to 7 Police Officers 7a.m to 7p.m.
4 to 6 Police Officers 7p.m. to 7a.m.
1 Sergeant always in Mineola
Always in Mineola
Serves the needs of Mineola
Mineola decides where coverage is is needed

Foot patrol
Mineola Police Tax Spent where Mineola needs it spent

|  | A | B | C | D | E | F | G | H | 1 | J | K | L | M | N | 0 | P | Q | R |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | Sect. | Code | Item | Ref.Pg. |  | 2008 |  | 2009 |  | 2010 |  | 2011 |  | 2012 |  | 2013 |  | 2014 |
| 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 | 100 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  | 101 | 28 Police Officers |  |  | \$3,143,819.28 |  | \$3,522,283.80 |  | \$3,928,115.80 |  | \$4,391,686.04 |  | \$4,760,698.32 |  | \$5,122,085.64 |  | \$5,575,673.32 |
| 5 |  | 101 | 6 Sergeants |  |  | \$1,107,790.68 |  | \$1,157,963.64 |  | \$1,210,912.32 |  | \$1,266,863.88 |  | \$1,326,024.24 |  | \$1,388,652.72 |  | \$1,453,136.04 |
| 6 |  | 101 | 2 Lieutenants |  |  | \$395,746.84 |  | \$413,503.28 |  | \$432,228.12 |  | \$451,990.58 |  | \$472,871.57 |  | \$494,948.30 |  | \$518,319.24 |
| 7 |  | 101 | 1 Commissioner |  |  | \$214,470.40 |  | \$224,001.74 |  | \$234,043.26 |  | \$244,631.10 |  | \$255,804.71 |  | \$267,607.06 |  | \$280,013.11 |
| 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 9 |  | 102 | 5 Dispatchers |  |  | \$258,154.25 |  | \$287,337.05 |  | \$318,287.85 |  | \$350,966.55 |  | \$385,788.90 |  | \$440,014.45 |  | \$466,065.75 |
| 10 |  | 103 | 2 Clerical Staff |  |  | \$93,533.14 |  | \$101,883.12 |  | \$110,815.62 |  | \$120,321.06 |  | \$130,498.28 |  | \$142,695.24 |  | \$151,849.70 |
| 11 |  | 104 | 2 Custodial Staff |  |  | \$93,533.14 |  | \$101,883.12 |  | \$110,815.62 |  | \$120,321.06 |  | \$130,498.28 |  | \$142,695.24 |  | \$151,849.70 |
| 12 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 13 |  | 105 | 12 Crossing Posts |  |  | \$83,708.64 |  | \$85,452.60 |  | \$87,196.56 |  | \$90,684.36 |  | \$94,172.28 |  | \$97,660.08 |  | \$101,148.00 |
| 14 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 15 |  |  | TOTAL 100 |  |  | \$5,390,756.37 |  | \$5,894,308.35 |  | \$6,432,415.15 |  | \$7,037,464.63 |  | \$7,556,356.58 |  | \$8,096,358.73 |  | \$8,698,054.86 |
| 16 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17 |  | 115 | Overtime |  |  | \$345,783.74 |  | \$378,444.89 |  | \$413,069.08 |  | \$452,717.40 |  | \$484,715.84 |  | \$545,965.24 |  | \$553,977.07 |
| 18 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 19 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 20 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 21 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 22 | 200 |  | Equipment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 23 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 24 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 25 |  | 211 | Building Improvements |  |  | \$0.00 |  | \$1,141.09 |  | \$1,181.03 |  | \$1,240.09 |  | \$1,283.50 |  | \$1,347.68 |  | \$5,580.24 |
| 26 |  | 215 | Vehicle Purchases |  |  | \$0.00 |  | \$57,054.38 |  | \$59,057.29 |  | \$62,003.86 |  | \$64,174.00 |  | \$67,382.70 |  | \$69,741.10 |
| 27 |  | 220 | Furniture \& Fixtures |  |  | \$0.00 |  | \$1,141.09 |  | \$1,181.03 |  | \$1,240.09 |  | \$1,283.50 |  | \$1,347.68 |  | 1,394.85 |
| 28 |  | 221 | Office Equipment |  |  | \$0.00 |  | \$3,423.27 |  | \$3,543.09 |  | \$3,720.25 |  | \$3,850.46 |  | \$4,042.99 |  | \$4,184.50 |
| 29 |  | 245 | Radios |  |  | \$0.00 |  | \$0.00 |  | \$0.00 |  | \$0.00 |  | \$45,000.00 |  | \$0.00 |  | \$0.00 |
| 30 |  | 250 | Miscellanous Equipment |  |  | \$0.00 |  | \$9,128.70 |  | \$9,448.21 |  | \$9,920.62 |  | \$10,267.85 |  | \$10,781.25 |  | \$11,158.60 |
| 31 |  | 290 | Computer Expenses |  |  | \$0.00 |  | \$11,410.88 |  | \$11,810.26 |  | \$12,400.78 |  | \$12,834.81 |  | \$13,476.55 |  | 13,948.23 |
| 32 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 33 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 34 |  |  | TOTAL 200 |  |  | \$0.00 |  | \$83,299.41 |  | \$86,220.91 |  | \$90,525.69 |  | \$138,694.12 |  | \$98,378.85 |  | \$106,007.52 |
| 35 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 36 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 37 |  |  | TOTAL Page |  |  | \$5,736,540.11 |  | \$6,356,052.65 |  | \$6,931,705.14 |  | \$7,580,707.72 |  | \$8,179,766.54 |  | \$8,740,702.82 |  | \$9,358,039.45 |
| 38 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 39 |  |  | * if necessary |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |


|  | A | B | C | D | E | F | G | H | 1 | J | K | L | M | N | 0 | P | Q | R |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | Sect. | Code | Item | Ref.Pg. |  | 2008 |  | 2009 |  | 2010 |  | 2011 |  | 2012 |  | 2013 |  | 2014 |
| 2 | 400 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  | 401 | Equipment Maintenance |  |  | \$22,495.73 |  | \$23,620.52 |  | \$24,447.24 |  | \$25,669.61 |  | \$26,568.05 |  | \$27,896.46 |  | \$28,872.84 |
| 4 |  | 402 | Office Supplies |  |  | \$0.00 |  | \$28,334.62 |  | \$29,336.69 |  | \$30,803.53 |  | \$31,881.66 |  | \$33,475.75 |  | \$34,647.41 |
| 5 |  | 412 | Liability Insurance |  |  | \$145,930.91 |  | \$153,227.46 |  | \$158,590.43 |  | \$166,519.96 |  | \$172,348.16 |  | \$180,965.57 |  | \$187,299.37 |
| 6 |  | 424 | Vehicle Repair |  |  | \$28,119.66 |  | \$29,525.65 |  | \$30,559.05 |  | \$32,087.01 |  | \$33,210.06 |  | \$34,870.57 |  | \$36,091.04 |
| 7 |  | 428 | Gasoline |  |  | \$53,989.74 |  | \$56,689.23 |  | \$58,673.36 |  | \$61,607.03 |  | \$63,763.28 |  | \$66,951.45 |  | \$69,294.74 |
| 8 |  | 430 | Telephones |  |  | \$33,743.59 |  | \$35,430.77 |  | \$36,670.85 |  | \$38,504.40 |  | \$39,852.06 |  | \$41,844.67 |  | \$43,309.24 |
| 9 |  | 431 | Uniforms |  |  | \$0.00 |  | \$18,257.40 |  | \$18,896.41 |  | \$19,841.23 |  | \$20,535.68 |  | \$21,562.47 |  | \$22,317.16 |
| 10 |  | 432 | Uniform Maint. Allowence |  |  | \$21,600.00 |  | \$21,600.00 |  | \$25,200.00 |  | \$25,200.00 |  | \$25,200.00 |  | \$28,800.00 |  | \$28,800.00 |
| 11 |  | 433 | Ammunition \& Training |  |  | \$11,247.87 |  | \$11,810.27 |  | \$12,223.63 |  | \$12,834.82 |  | \$13,284.04 |  | \$13,948.25 |  | \$14,436.44 |
| 12 |  | 434 | Vehicle Maintenance |  |  | \$8,548.38 |  | \$8,975.80 |  | \$9,289.96 |  | \$9,754.46 |  | \$10,095.87 |  | \$10,600.67 |  | \$10,971.70 |
| 13 |  | 444 | Tires |  |  | \$10,123.20 |  | \$10,629.26 |  | \$11,001.30 |  | \$11,551.38 |  | \$11,995.68 |  | \$12,553.48 |  | \$12,992.86 |
| 14 |  | 447 | Training |  |  | \$11,247.87 |  | \$11,810.27 |  | \$12,223.63 |  | \$12,834.82 |  | \$13,284.04 |  | \$13,948.25 |  | \$14,436.44 |
| 15 |  | 450 | Computer Contract Exp. |  |  | \$36,870.09 |  | \$38,713.60 |  | \$40,068.58 |  | \$42,072.01 |  | \$43,544.53 |  | \$45,721.76 |  | \$47,322.03 |
| 16 |  | 478 | Gas, Electric \& Oil |  |  | \$26,994.87 |  | \$28,344.62 |  | \$29,336.69 |  | \$30,803.53 |  | \$31,881.66 |  | \$33,475.75 |  | \$34,647.41 |
| 17 |  | 480 | Workman's Compensation |  |  | \$7,885.52 |  | \$10,848.67 |  | \$11,704.89 |  | \$12,634.87 |  | \$13,600.18 |  | \$14,724.11 |  | \$16,888.04 |
| 18 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 19 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 20 |  |  | TOTAL 400 |  |  | \$418,797.43 |  | \$487,818.14 |  | \$508,222.71 |  | \$532,718.16 |  | \$551,044.95 |  | \$581,339.21 |  | \$601,105.68 |
| 21 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 22 |  |  | Debt Service |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 23 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 24 |  |  | 1.5 Million BAN@ 3.83\% |  |  | \$357,450.00 |  | \$345,960.00 |  | \$334,470.00 |  | \$322,980.00 |  | \$311,490.00 |  | \$0.00 |  | \$0.00 |
| 25 |  |  | Bond Anticipation Note |  |  |  |  |  |  |  |  |  |  |  |  | Paid Off |  |  |
| 26 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 27 |  |  | 3 Million Bond @ 4.25\% |  |  | \$0.00 |  | \$227,081.25 |  | \$207,937.50 |  | \$218,793.75 |  | \$209,868.75 |  | \$220,087.50 |  | \$214,987.50 |
| 28 |  |  | Building \& Refurbishment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 29 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 30 |  |  | Retirement Reserve |  |  | \$0.00 |  | \$0.00 |  | \$0.00 |  | \$0.00 |  | \$0.00 |  | \$300,000.00 |  | \$300,000.00 |
| 31 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 32 |  |  | TOTAL PAGE 2 |  |  | \$776,247.43 |  | \$1,060,859.39 |  | \$1,050,630.21 |  | \$1,074,491.91 |  | \$1,072,403.70 |  | \$1,101,426.71 |  | \$1,116,093.18 |
| 33 |  |  | TOTAL PAGE 1 |  |  | \$5,737,540.11 |  | \$6,356,052.65 |  | \$6,931,705.14 |  | \$7,580,707.72 |  | \$8,179,766.54 |  | \$8,740,702.82 |  | \$9,358,039.45 |
| 34 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 35 |  |  | TOTAL COST |  |  | \$6,512,787.54 |  | \$7,416,912.04 |  | \$7,982,335.35 |  | \$8,655,199.63 |  | \$9,252,170.24 |  | \$9,842,129.53 |  | \$10,474,132.63 |
| 36 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 37 |  |  | Anticipated Tax @ current |  |  | \$7,675,391.76 |  | \$8,168,788.97 |  | \$8,693,903.24 |  | \$9,252,773.43 |  | \$9,847,569.47 |  | \$10,480,600.78 |  | \$11,154,325.24 |
| 38 |  |  | rate of increase 6.4283\% |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 39 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 40 |  |  | Estimated Savings |  |  | \$1,161,604.22 |  | \$751,876.93 |  | \$711,567.89 |  | \$597,573.80 |  | \$595,399.23 |  | \$638,471.25 |  | \$680,192.61 |


|  | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | Sect | Code |  |  | 2008 |  | 2009 |  | 2010 |  | 2011 |  | 2012 |  | 2013 |  | 2014 |
| 2 | 100 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  |  | POLICE OFFICER |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  |  | Salary |  | \$66,828.48 |  | \$75,026.71 |  | \$83,763.88 |  | \$94,015.34 |  | \$102,135.89 |  | \$109,034.69 |  | \$118,537.66 |
| 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7 |  |  | Night Differential 10\% |  | \$4,477.51 |  | \$5,026.79 |  | \$5,612.18 |  | \$6,299.03 |  | \$6,843.11 |  | \$7,305.33 |  | \$7,942.03 |
| 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 9 |  |  | Holiday Pay 14 days |  | \$3,757.60 |  | \$4,219.04 |  | \$4,709.60 |  | \$5,286.40 |  | \$5,743.36 |  | \$6,130.88 |  | \$6,665.12 |
| 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 11 |  |  | Total Pay 1 Police Officer |  | \$75,063.59 |  | \$84,272.54 |  | \$94,085.66 |  | \$105,600.77 |  | \$114,277.36 |  | \$122,470.90 |  | \$133,144.81 |
| 12 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 13 |  |  | Total Pay 28 Police Officers |  | \$2,101,780.52 |  | \$2,359,631.12 |  | \$2,634,398.48 |  | \$2,956,821.56 |  | \$3,199,766.08 |  | \$3,429,185.20 |  | \$3,728,054.68 |
| 14 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 15 |  |  | Pension 17.7\% |  | \$13,286.26 |  | \$14,916.24 |  | \$16,653.17 |  | \$18,691.34 |  | \$20,227.10 |  | \$21,677.35 |  | \$23,566.64 |
| 16 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17 |  |  | Social Security 6.2\% |  | \$4,653.95 |  | \$5,224.90 |  | \$5,833.31 |  | \$6,231.00 |  | \$6,361.20 |  | \$6,491.40 |  | \$6,621.60 |
| 18 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 19 |  |  | Medicaid 1.45\% |  | \$1,088.43 |  | \$1,221.96 |  | \$1,364.25 |  | \$1,531.22 |  | \$1,657.03 |  | \$1,775.83 |  | \$1,930.60 |
| 20 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 21 |  |  | Medical w/prescription |  | \$16,798.48 |  | \$18,706.79 |  | \$20,831.89 |  | \$23,198.40 |  | \$25,833.74 |  | \$28,768.46 |  | \$32,036.56 |
| 22 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 23 |  |  | Dental |  | \$985.97 |  | \$1,025.61 |  | \$1,066.84 |  | \$1,109.73 |  | \$1,154.35 |  | \$1,200.76 |  | \$1,249.03 |
| 24 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 25 |  |  | Optical |  | \$206.06 |  | \$215.56 |  | \$225.50 |  | \$235.90 |  | \$246.78 |  | \$258.16 |  | \$270.07 |
| 26 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 27 |  |  | Life Insurance |  | \$196.52 |  | \$212.25 |  | \$229.23 |  | \$247.57 |  | \$267.38 |  | \$288.77 |  | \$311.88 |
| 28 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 29 |  |  | Total Cost 1 Police Officer |  | \$112,279.26 |  | \$125,795.85 |  | \$140,289.85 |  | \$156,845.93 |  | \$170,024.94 |  | \$182,931.63 |  | \$199,131.19 |
| 30 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 31 |  |  | Total Cost 28 Police Officers |  | \$3,143,819.28 |  | \$3,522,283.80 |  | \$3,928,115.80 |  | \$4,391,686.04 |  | \$4,760,698.32 |  | \$5,122,085.64 |  | \$5,575,673.32 |
| 32 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 33 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 34 |  |  | Hourly Day Rate 8AM-4PM |  | \$33.55 |  | \$37.67 |  | \$42.05 |  | \$47.20 |  | \$51.28 |  | \$54.74 |  | \$59.51 |
| 35 |  |  | Hourly Night Rate 4PM-8AM |  | \$36.91 |  | \$41.44 |  | \$46.26 |  | \$51.92 |  | \$56.41 |  | \$60.22 |  | \$65.47 |
| 36 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 37 |  |  | Hourly OT Day Rate 8AM-4PM |  | \$50.33 |  | \$56.51 |  | \$63.08 |  | \$70.80 |  | \$76.92 |  | \$82.11 |  | \$89.27 |
| 38 |  |  | Hourly OT Night Rate 4PM-8AM |  | \$55.37 |  | \$62.16 |  | \$69.39 |  | \$77.88 |  | \$84.62 |  | \$90.33 |  | \$98.21 |


|  | A | B | C | D | F | G | H | I | J | K | L | M | N | O | P | Q | R |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | Sect | Code |  |  | 2008 |  | 2009 |  | 2010 |  | 2011 |  | 2012 |  | 2013 |  | 2014 |
| 2 | 100 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  |  | SERGEANT |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  |  | Salary |  | \$119,906.32 |  | \$124,582.67 |  | \$129,441.40 |  | \$134,489.62 |  | \$139,734.72 |  | \$145,184.38 |  | \$150,846.57 |
| 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7 |  |  | Night Differential 10\% |  | \$8,033.73 |  | \$8,347.04 |  | \$8,672.58 |  | \$9,010.81 |  | \$9,362.23 |  | \$9,727.36 |  | \$19,106.72 |
| 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 9 |  |  | Holiday Pay 14 days |  | \$6,742.40 |  | \$7,005.60 |  | \$7,277.76 |  | \$7,562.24 |  | \$7,856.80 |  | \$8,163.68 |  | \$8,481.76 |
| 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 11 |  |  | Total Pay 1 Sergeant |  | \$134,682.45 |  | \$139,935.31 |  | \$145,391.74 |  | \$151,062.67 |  | \$156,953.75 |  | \$163,075.42 |  | \$169,435.05 |
| 12 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 13 |  |  | Total Pay 6 Sergeants |  | \$808,094.70 |  | \$839,611.86 |  | \$872,350.44 |  | \$906,376.02 |  | \$941,722.50 |  | \$978,452.52 |  | \$1,016,610.30 |
| 14 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 15 |  |  | Pension 17.7\% |  | \$23,838.80 |  | \$24,768.55 |  | \$25,734.34 |  | \$26,738.10 |  | \$27,780.81 |  | \$28,864.35 |  | \$29,990.01 |
| 16 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17 |  |  | Social Security 6.2\% |  | \$5,970.60 |  | \$6,100.80 |  | \$6,231.00 |  | \$6,361.20 |  | \$6,491.40 |  | \$6,621.60 |  | \$6,751.80 |
| 18 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 19 |  |  | Medicaid 1.45\% |  | \$1,952.90 |  | \$2,029.07 |  | \$2,108.18 |  | \$2,190.41 |  | \$2,275.83 |  | \$2,364.60 |  | \$2,456.81 |
| 20 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 21 |  |  | Medical w/prescription |  | \$16,798.48 |  | \$18,706.79 |  | \$20,831.89 |  | \$23,198.40 |  | \$25,833.74 |  | \$28,768.46 |  | \$32,036.56 |
| 22 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 23 |  |  | Dental |  | \$985.97 |  | \$1,025.61 |  | \$1,066.84 |  | \$1,109.73 |  | \$1,154.35 |  | \$1,200.76 |  | \$1,249.03 |
| 24 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 25 |  |  | Optical |  | \$206.06 |  | \$215.56 |  | \$225.50 |  | \$235.90 |  | \$246.78 |  | \$258.16 |  | \$270.07 |
| 26 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 27 |  |  | Life Insurance |  | \$196.52 |  | \$212.25 |  | \$229.23 |  | \$247.57 |  | \$267.38 |  | \$288.77 |  | \$311.88 |
| 28 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 29 |  |  | Total Cost 1 Sergeant |  | \$184,631.78 |  | \$192,993.94 |  | \$201,818.72 |  | \$211,143.98 |  | \$221,004.04 |  | \$231,442.12 |  | \$242,189.34 |
| 30 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 31 |  |  | Total Cost 6 Sergeants |  | \$1,107,790.68 |  | \$1,157,963.64 |  | \$1,210,912.32 |  | \$1,266,863.88 |  | \$1,326,024.24 |  | \$1,388,652.72 |  | \$1,453,136.04 |
| 32 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 33 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 34 |  |  | Hourly Day Rate 8AM-4PM |  | \$60.20 |  | \$62.55 |  | \$64.98 |  | \$67.52 |  | \$70.15 |  | \$72.89 |  | \$75.73 |
| 35 |  |  | Hourly Night Rate 4PM-8AM |  | \$66.22 |  | \$68.81 |  | \$71.48 |  | \$74.28 |  | \$77.17 |  | \$80.18 |  | \$83.31 |
| 36 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 37 |  |  | Hourly OT Day Rate 8AM-4PM |  | \$90.30 |  | \$93.83 |  | \$97.47 |  | \$101.28 |  | \$105.23 |  | \$109.34 |  | \$113.60 |
| 38 |  |  | Hourly OT Night Rate 4PM-8AM |  | \$99.33 |  | \$103.22 |  | \$107.22 |  | \$111.42 |  | \$115.76 |  | \$120.27 |  | \$124.97 |


|  | A | B | C | D | F | G | H | I | J | K | L | M | N | 0 | P | Q | R |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | Sect | Code |  |  | 2008 |  | 2009 |  | 2010 |  | 2011 |  | 2012 |  | 2013 |  | 2014 |
| 2 | 100 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  |  | LIEUTENANT |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  |  | Salary |  | \$131,795.08 |  | \$136,935.09 |  | \$142,275.56 |  | \$147,824.31 |  | \$153,589.46 |  | \$159,579.45 |  | \$165,803.05 |
| 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7 |  |  | Night Differential 10\% |  | \$6,589.76 |  | \$6,846.76 |  | \$7,113.78 |  | \$7,391.22 |  | \$7,679.48 |  | \$7,978.98 |  | \$8,290.16 |
| 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 9 |  |  | Holiday Pay 14 days |  | \$7,411.04 |  | \$7,700.00 |  | \$8,000.16 |  | \$8,311.52 |  | \$8,636.32 |  | \$8,972.32 |  | \$9,322.88 |
| 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 11 |  |  | Total Pay 1 Lieutenant |  | \$145,795.88 |  | \$151,481.85 |  | \$157,389.50 |  | \$163,527.05 |  | \$169,905.26 |  | \$176,530.75 |  | \$183,416.09 |
| 12 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 13 |  |  | Total Pay 2 Lieutenants |  | \$291,591.76 |  | \$302,963.70 |  | \$314,779.00 |  | \$327,054.10 |  | \$339,810.52 |  | \$353,061.50 |  | \$366,832.18 |
| 14 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 15 |  |  | Pension 17.7\% |  | \$25,805.87 |  | \$26,812.29 |  | \$27,857.95 |  | \$28,944.29 |  | \$30,073.24 |  | \$31,245.95 |  | \$32,464.56 |
| 16 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17 |  |  | Social Security 6.2\% |  | \$5,970.60 |  | \$6,100.80 |  | \$6,231.00 |  | \$6,361.20 |  | \$6,491.40 |  | \$6,621.60 |  | \$6,751.80 |
| 18 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 19 |  |  | Medicaid 1.45\% |  | \$2,114.04 |  | \$2,196.49 |  | \$2,282.15 |  | \$2,371.15 |  | \$2,463.63 |  | \$2,559.70 |  | \$2,659.54 |
| 20 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 21 |  |  | Medical w/prescription |  | \$16,798.48 |  | \$18,706.79 |  | \$20,831.89 |  | \$23,198.40 |  | \$25,833.74 |  | \$28,768.46 |  | \$32,036.56 |
| 22 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 23 |  |  | Dental |  | \$985.97 |  | \$1,025.61 |  | \$1,066.84 |  | \$1,109.73 |  | \$1,154.35 |  | \$1,200.76 |  | \$1,249.03 |
| 24 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 25 |  |  | Optical |  | \$206.06 |  | \$215.56 |  | \$225.50 |  | \$235.90 |  | \$246.78 |  | \$258.16 |  | \$270.07 |
| 26 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 27 |  |  | Life Insurance |  | \$196.52 |  | \$212.25 |  | \$229.23 |  | \$247.57 |  | \$267.38 |  | \$288.77 |  | \$311.88 |
| 28 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 29 |  |  | Total Cost 1 Lieutenant |  | \$197,873.42 |  | \$206,751.64 |  | \$216,114.06 |  | \$225,995.29 |  | \$236,435.78 |  | \$247,474.15 |  | \$259,159.62 |
| 30 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 31 |  |  | Total Cost 2 Lieutenants |  | \$395,746.84 |  | \$413,503.28 |  | \$432,228.12 |  | \$451,990.58 |  | \$472,871.56 |  | \$494,948.30 |  | \$518,319.24 |
| 32 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 33 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 34 |  |  | Hourly Day Rate 8AM-4PM |  | \$66.17 |  | \$68.75 |  | \$71.43 |  | \$74.21 |  | \$77.11 |  | \$80.11 |  | \$83.24 |
| 35 |  |  | Hourly Night Rate 4PM-8AM |  | \$72.79 |  | \$75.63 |  | \$78.58 |  | \$81.64 |  | \$84.83 |  | \$88.13 |  | \$91.57 |
| 36 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 37 |  |  | Hourly OT Day Rate 8AM-4PM |  | \$99.26 |  | \$103.13 |  | \$107.15 |  | \$111.32 |  | \$115.67 |  | \$120.17 |  | \$124.86 |
| 38 |  |  | Hourly OT Night Rate 4PM-8AM |  | \$109.19 |  | \$113.45 |  | \$117.87 |  | \$122.46 |  | \$127.25 |  | \$132.20 |  | \$137.36 |


|  | A | B | C | D | E | F | G | H | 1 | J | K | L | M | N | 0 | P | Q |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | Sect | Code |  |  | 2008 |  | 2009 |  | 2010 |  | 2011 |  | 2012 |  | 2013 |  | 2014 |
| 2 | 100 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  |  | POLICE COMMISSIONER/CHIEF |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  |  | Salary |  | \$168,243.35 |  | \$174,804.84 |  | \$181,622.23 |  | \$188,705.50 |  | \$196,065.02 |  | \$203,711.56 |  | \$211,656.31 |
| 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 8 |  |  | Pension 11\% |  | \$18,506.77 |  | \$19,228.54 |  | \$19,978.45 |  | \$20,757.61 |  | \$21,567.16 |  | \$22,408.28 |  | \$23,282.20 |
| 9 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 11 |  |  | Social Security 6.2\% |  | \$5,970.60 |  | \$6,100.80 |  | \$6,231.00 |  | \$6,361.20 |  | \$6,491.40 |  | \$6,621.60 |  | \$6,751.80 |
| 12 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 13 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 14 |  |  | Medicaid 1.45\% |  | \$2,439.53 |  | \$2,534.67 |  | \$2,633.53 |  | \$2,736.23 |  | \$2,842.95 |  | \$2,953.82 |  | \$3,069.02 |
| 15 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 16 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17 |  |  | Medical w/prescription |  | \$16,798.48 |  | \$18,706.79 |  | \$20,831.89 |  | \$23,198.40 |  | \$25,833.74 |  | \$28,768.46 |  | \$32,036.56 |
| 18 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 19 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 20 |  |  | Dental |  | \$2,014.11 |  | \$2,095.08 |  | \$2,179.31 |  | \$2,266.92 |  | \$2,358.05 |  | \$2,452.85 |  | \$2,551.46 |
| 21 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 22 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 23 |  |  | Optical |  | \$187.66 |  | \$196.32 |  | \$205.37 |  | \$214.84 |  | \$224.75 |  | \$235.11 |  | \$245.95 |
| 24 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 25 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 26 |  |  | Life Insurance |  | \$309.90 |  | \$334.70 |  | \$361.48 |  | \$390.40 |  | \$421.64 |  | \$455.38 |  | \$491.81 |
| 27 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 28 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 29 |  |  | Total Cost Police Comm./Chief |  | \$214,470.40 |  | \$224,001.74 |  | \$234,043.26 |  | \$244,631.10 |  | \$255,804.71 |  | \$267,607.06 |  | \$280,013.11 |


|  | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | Sect | Code |  |  | 2008 |  | 2009 |  | 2010 |  | 2011 |  | 2012 |  | 2013 |  | 2014 |
| 2 | 100 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  |  | DISPATCHER |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  |  | Salary |  | \$27,040.00 |  | \$30,160.00 |  | \$33,404.80 |  | \$36,753.60 |  | \$40,248.00 |  | \$46,467.20 |  | \$48,232.96 |
| 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7 |  |  | Night Differential 10\% |  | \$1,811.68 |  | \$2,020.72 |  | \$2,238.13 |  | \$2,461.29 |  | \$2,696.62 |  | \$3,113.31 |  | \$3,231.61 |
| 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 9 |  |  | Holiday Pay 14 days |  | \$1,456.00 |  | \$1,624.00 |  | \$1,798.72 |  | \$1,979.04 |  | \$2,167.20 |  | \$2,502.08 |  | \$2,597.28 |
| 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 11 |  |  | Total Pay 1 Dispatcher |  | \$30,307.68 |  | \$33,804.72 |  | \$37,441.65 |  | \$41,193.93 |  | \$45,111.82 |  | \$52,082.59 |  | \$54,061.85 |
| 12 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 13 |  |  | Total Pay 5 Dispatchers |  | \$151,538.40 |  | \$169,023.60 |  | \$187,208.25 |  | \$205,969.65 |  | \$225,559.10 |  | \$247,902.55 |  | \$270,309.25 |
| 14 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 15 |  |  | Pension 11\% |  | \$3,333.85 |  | \$3,718.52 |  | \$4,118.59 |  | \$4,531.34 |  | \$4,962.30 |  | \$5,729.09 |  | \$5,946.81 |
| 16 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17 |  |  | Social Security 6.2\% |  | \$1,879.08 |  | \$2,095.90 |  | \$2,321.39 |  | \$2,554.03 |  | \$2,796.94 |  | \$3,229.12 |  | \$3,351.84 |
| 18 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 19 |  |  | Medicaid 1.45\% |  | \$439.47 |  | \$490.17 |  | \$542.91 |  | \$597.32 |  | \$654.13 |  | \$755.20 |  | \$783.90 |
| 20 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 21 |  |  | Medical w/prescription |  | \$14,282.22 |  | \$15,904.68 |  | \$17,711.46 |  | \$19,723.49 |  | \$21,964.08 |  | \$24,459.20 |  | \$27,237.77 |
| 22 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 23 |  |  | Dental |  | \$985.97 |  | \$1,025.61 |  | \$1,066.84 |  | \$1,109.73 |  | \$1,154.35 |  | \$1,200.76 |  | \$1,249.03 |
| 24 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 25 |  |  | Optical |  | \$206.06 |  | \$215.56 |  | \$225.50 |  | \$235.90 |  | \$246.78 |  | \$258.16 |  | \$270.07 |
| 26 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 27 |  |  | Life Insurance |  | \$196.52 |  | \$212.25 |  | \$229.23 |  | \$247.57 |  | \$267.38 |  | \$288.77 |  | \$311.88 |
| 28 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 29 |  |  | Total Cost 1 Dispatcher |  | \$51,630.85 |  | \$57,467.41 |  | \$63,657.57 |  | \$70,193.31 |  | \$77,157.78 |  | \$88,002.89 |  | \$93,213.15 |
| 30 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 31 |  |  | Total Cost 5 Dispatchers |  | \$258,154.25 |  | \$287,337.05 |  | \$318,287.85 |  | \$350,966.55 |  | \$385,788.90 |  | \$440,014.45 |  | \$466,065.75 |
| 32 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 33 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 34 |  |  | Hourly Day Rate 8AM-4PM |  | \$13.00 |  | \$14.50 |  | \$16.06 |  | \$17.67 |  | \$19.35 |  | \$22.34 |  | \$23.19 |
| 35 |  |  | Hourly Night Rate 4PM-8AM |  | \$14.30 |  | \$15.95 |  | \$17.67 |  | \$19.44 |  | \$21.29 |  | \$24.58 |  | \$25.51 |
| 36 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 37 |  |  | Hourly OT Day Rate 8AM-4PM |  | \$19.50 |  | \$21.75 |  | \$24.09 |  | \$26.51 |  | \$29.03 |  | \$33.51 |  | \$34.79 |
| 38 |  |  | Hourly OT Night Rate 4PM-8AM |  | \$21.51 |  | \$23.93 |  | \$26.50 |  | \$29.16 |  | \$31.93 |  | \$36.86 |  | \$38.27 |


|  | A | B | C | D | E | F | G | H | I | J | K | L | M | N | 0 | P | Q | R |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | Sect | Code |  |  |  | 2008 |  | 2009 |  | 2010 |  | 2011 |  | 2012 |  | 2013 |  | 2014 |
| 2 | 100 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  |  | CIVILIAN STAFF |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  |  | Salary |  |  | \$24,960.00 |  | \$26,956.80 |  | \$29,036.80 |  | \$31,179.20 |  | \$33,404.80 |  | \$36,233.60 |  | \$37,610.48 |
| 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7 |  |  | Night Differential 10\% |  |  | \$1,248.00 |  | \$1,347.84 |  | \$1,451.84 |  | \$1,558.96 |  | \$1,670.24 |  | \$1,811.68 |  | \$1,880.53 |
| 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 9 |  |  | Total Pay 1 Civilian |  |  | \$26,208.00 |  | \$28,304.64 |  | \$30,488.64 |  | \$32,738.16 |  | \$35,075.04 |  | \$38,045.28 |  | \$39,491.01 |
| 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 11 |  |  | Total Pay 2 Civilians |  |  | \$52,416.00 |  | \$56,609.28 |  | \$60,977.28 |  | \$65,476.32 |  | \$70,150.08 |  | \$76,090.56 |  | \$78,982.02 |
| 12 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 13 |  |  | Pension 11\% |  |  | \$2,882.88 |  | \$3,113.51 |  | \$3,353.75 |  | \$3,601.20 |  | \$3,858.26 |  | \$4,184.98 |  | \$4,344.02 |
| 14 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 15 |  |  | Social Security 6.2\% |  |  | \$1,624.90 |  | \$1,754.89 |  | \$1,890.30 |  | \$2,029.77 |  | \$2,174.66 |  | \$2,358.81 |  | \$2,448.45 |
| 16 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17 |  |  | Medicaid 1.45\% |  |  | \$380.02 |  | \$410.42 |  | \$442.09 |  | \$474.71 |  | \$508.59 |  | \$551.66 |  | \$572.62 |
| 18 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 19 |  |  | Medical w/prescription |  |  | \$14,282.22 |  | \$15,904.68 |  | \$17,711.46 |  | \$19,723.49 |  | \$21,964.08 |  | \$24,459.20 |  | \$27,237.77 |
| 20 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 21 |  |  | Dental |  |  | \$985.97 |  | \$1,025.61 |  | \$1,066.84 |  | \$1,109.73 |  | \$1,154.35 |  | \$1,200.76 |  | \$1,249.03 |
| 22 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 23 |  |  | Optical |  |  | \$206.06 |  | \$215.56 |  | \$225.50 |  | \$235.90 |  | \$246.78 |  | \$258.16 |  | \$270.07 |
| 24 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 25 |  |  | Life Insurance |  |  | \$196.52 |  | \$212.25 |  | \$229.23 |  | \$247.57 |  | \$267.38 |  | \$288.77 |  | \$311.88 |
| 26 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 27 |  |  | Total Cost 1 Civilian |  |  | \$46,766.57 |  | \$50,941.56 |  | \$55,407.81 |  | \$60,160.53 |  | \$65,249.14 |  | \$71,347.62 |  | \$75,924.85 |
| 28 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 29 |  |  | Total Cost 2 Civilians |  |  | \$93,533.14 |  | \$101,883.12 |  | \$110,815.62 |  | \$120,321.06 |  | \$130,498.28 |  | \$142,695.24 |  | \$151,849.70 |
| 30 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 31 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 32 |  |  | Hourly Day Rate 8AM-4PM |  |  | \$12.00 |  | \$12.96 |  | \$13.96 |  | \$14.99 |  | \$16.06 |  | \$17.42 |  | \$18.09 |
| 33 |  |  | Hourly Night Rate 4PM-8AM |  |  | \$13.20 |  | \$14.26 |  | \$15.36 |  | \$16.49 |  | \$17.67 |  | \$19.17 |  | \$19.90 |
| 34 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 35 |  |  | Hourly OT Day Rate 8AM-4PM |  |  | \$18.00 |  | \$19.44 |  | \$20.94 |  | \$22.49 |  | \$24.09 |  | \$26.13 |  | \$27.14 |
| 36 |  |  | Hourly OT Night Rate 4PM-8AM |  |  | \$19.80 |  | \$21.39 |  | \$23.04 |  | \$24.74 |  | \$26.51 |  | \$26.76 |  | \$29.85 |


|  |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Date |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| P.O. 1 |  | D | D |  |  |  | D | D |  |  | d | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  |
| P.O. 2 |  |  | D | D | d |  |  | D | D |  |  |  | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |
| P.O. 3 |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D | d |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |
| P.O. 4 |  |  |  |  | D | D | d |  |  | D | D |  |  |  | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |
| P.O. 5 |  | N |  |  |  | D | D |  |  |  | D | D |  |  | d | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N |
| P.O. 6 |  | D | D |  |  | d | D | D |  |  |  | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  |
| P.O. 7 |  |  | D | D |  |  |  | D | D | d |  |  | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |
| P.O. 8 |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D | d |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |
| P.O. 9 |  |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D | d |  |  | N | N |  |  |  | N | N |  |  |  | N | N |
| P.O. 10 |  | D |  |  |  | D | D |  |  |  | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  | d | D |
| P.O. 11 |  | D | D |  |  |  | D | D |  |  | d | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  |
| P.O. 12 |  |  | D | D |  |  |  | D | D |  |  |  | D | D | d |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |
| P.O. 13 |  |  |  | D | D | d |  |  | D | D |  |  |  | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |
| P.O. 14 |  | d |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D |
| P.O. 15 |  | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D | d |  |  | D | D |  |  |  | D | D |  |  |  | N |
| P.O. 16 |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D | d |  |  |
| P.O. 17 |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  |  | D | D |  |  | d | D | D |  |  |
| P.O. 18 |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  | d | D | D |  |  |  | D | D |  |
| P.O. 19 |  |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  | d | D | D |  |  |  | D | D |
| P.O. 20 |  | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  |  | D | D |  |  | d | D |
| P.O. 21 |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D | d |  |  | D | D |  |  |  | D | D |  |  |  |
| P.O. 22 |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  | d | D | D |  |  |  | D | D |  |  |
| P.O. 23 |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  |  | D | D |  |  | d | D | D |  |
| P.O. 24 |  |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  | d | D | D |  |  |  | D | D |
| P.O. 25 |  | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  | d | D | D |  |  |  | D |
| P.O. 26 |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D | d |  |  |
| P.O. 27 |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D | d |  |  | D | D |  |  |  | D | D |  |  |
| P.O. 28 |  | N |  |  |  | D | D | d |  |  | D | D |  |  |  | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N |
|  | DAY TOUR | 7 | 6 | 6 | 6 | 7 | 7 | 7 | 6 | 6 | 7 | 6 | 6 | 6 | 7 | 7 | 7 | 7 | 6 | 6 | 6 | 7 | 7 | 7 | 6 | 6 | 7 | 7 | 7 | 7 | 6 |
|  | NIGHT TOUR | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 5 | 5 | 6 | 6 | 6 | 5 | 5 |

6 Sergeant Chart

|  |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Date |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| SGT. 1 |  | D | D |  |  |  | D | D |  |  |  | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  |
| SGT. 2 |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |
| SGT. 3 |  | N |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D |  |  |  | N | N |  |  |  | N | N |  |  |  | N |
| SGT. 4 |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D |  |  |
| SGT. 5 |  |  |  |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D |
| SGT. 6 |  | N | N |  |  |  | N | N |  |  |  | N | N |  |  |  | D | D |  |  |  | D | D |  |  |  | D | D |  |  |  |
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|  | DAY | 1 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 2 | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 |
|  | NIGHT | 2 | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 |

Dispatcher Chart

|  |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 |
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| SQUAD 1 |  | N | N | N |  |  |  |  | D | D | D |  |  |  |  | N | N | N |  |  |  |  | D | D | D | D |  |  |  |
| SQUAD 2 |  |  |  |  | N | N | N |  |  |  |  | D | D | D |  |  |  |  | N | N | N |  |  |  |  | D | D | D | D |
| SQUAD 3 |  | D | D | D |  |  |  | N | N | N |  |  |  |  | D | D | D |  |  |  |  | N | N | N |  |  |  |  | D |
| SQUAD 4 |  |  |  | D | D | D |  |  |  |  | N | N | N |  |  |  |  | D | D | D | D |  |  |  | N | N | N |  |  |
| SQUAD 5 |  | N |  |  |  |  | D | D | D | D |  |  |  | N | N | N |  |  |  |  | D | D | D |  |  |  |  | N | N |
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|  | DAY | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 |
|  | NIGHT | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

