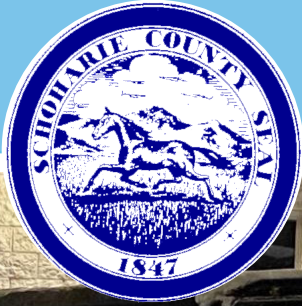


# COUNTY-WIDE LAW ENFORCEMENT FEASIBILITY STUDY

Schoharie County Sheriff's Office and the  
Village of Cobleskill Police Department

DECEMBER, 2023



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## Acknowledgments

Laberge Group would like to acknowledge and thank the Chair and members of the Schoharie County Board of Supervisors and the Mayor and members of the Village of Cobleskill Board of Trustees for their leadership and direction throughout the development of this County-wide Law Enforcement Feasibility Study.

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Thomas Johnstone	

The County of Schoharie established a Steering Committee to provide oversight and guidance to the study process. We would like to recognize the significant contributions of the Steering Committee members.

### **Study Steering Committee**

John Leavitt, Steering Committee Chair	Ronald Stevens, Schoharie County Sheriff
Werner Hampel, Board of Supervisors	William Federice, Chair, Board of Supervisors
Jeff Haslun, Board of Supervisors	Carmella Smith, County Personnel Officer
Harold Vroman, Board of Supervisors	James McCrum, Cobleskill Police Chief
Rebecca Stanton-Terk Village Mayor	

Department Heads, staff and community stakeholders also provided valuable insights for the project. County and Village department heads and staff collected and provided significant data, program information and guidance throughout the process.



**Laberge Group Project Number 2023051**

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# **I. Executive Summary**

## **Study Purpose**

The intent of the County-wide Law Enforcement Feasibility Study was to assist Schoharie County and Village of Cobleskill officials, residents and other key stakeholders as they undertook a community driven evaluation of potential opportunities to provide expanded policing services on a county-wide basis and also create a sustainable model for Village centric police services through possible shared service models. The study process was designed to assist the stakeholders in gaining an understanding of common interests and to identify and present opportunities to cost effectively provide essential public safety services while addressing both the County-wide needs and those specific to the Village of Cobleskill.

The County established an inter-governmental Steering Committee comprised of elected County and Village Officials, the Police Chief, the County Sheriff, County Administrator and representatives of other supporting departments. The Steering Committee was extremely engaged and provided guidance and direction throughout the process.

Specifically, the study process evaluated potential shared services models that could facilitate the expansion of the Schoharie County Sheriff's Office road patrol to a 24/7 county-wide operation. At the same time the study process addressed the staffing and fiscal issues impacting the Village of Cobleskill's Police Department operations. The study included an analysis of current operations and facilitated a community process to explore and compare alternative policing models. The Steering Committee agreed upon an initial four options as the base for exploration:

**Option 1**      Status Quo.

**Option 2A**      The Village Police Department would provide services 7 am – 1 am and the Sheriff would provide County-wide road patrol coverage 24/7. From 6 am – midnight, the Sheriff would provide 3 zone (3 cars geographically assigned) county-wide coverage and would provide 1 county-wide patrol car overnight. The Village would contract with County to provide enhanced Village centric overnight 1 car patrol coverage.

**Option 3**      The Village would no longer operate a police department and the County would provide both 24/7 County-wide patrol coverage and would also provide 24/7 Village centric patrol services through a contract with the Village of Cobleskill. From 6am to midnight, the County would provide a 3 zone coverage model on a county-wide basis and from midnight to 6 am the County would have 1 patrol car for county-wide coverage. In addition, the Village would contract with the County to provide a Village-centric police coverage on a 24/7 basis including a dedicated Village-centric patrol car on a 24/7 basis as well as investigation and proactive policing services.

**Option 4**      The Village would eliminate its police force. The Sheriff would provide 24/7 county-wide patrol services using its standard county-wide zone coverage priority call and closest car response protocols. There would be no Village centric patrol services.

Two alternatives to Option 2 emerged through Steering Committee discussions and reviews of the information presented. These alternatives include:

**Option 2B** The Sheriff's Office would operate a county-wide 24/7 road patrol and the Village Police Department would operate from 7 a.m. to 1 a.m. as in Option 2A. As in Option 2A, the Village would contract with the County for dedicated overnight Sheriff's road patrol coverage in the Village of Cobleskill. The one difference from Option 2A is a reduction in the Village's staffing from 2 sergeants to 1 sergeant.

**Option 2C** In Option 2C, the Sheriff's Office would operate a County-wide 24/7 road patrol as outlined in Option 2A. However, in Option 2C, the Village of Cobleskill would staff its police department to the best of its ability, similar to the Village of Schoharie, and the Village would **not** contract with the County for dedicated Village centric Sheriff's patrol in the Village of Cobleskill. Calls would be handled on a county-wide basis utilizing priority call type and the closest available car response protocols.

## Considerations

The Village of Cobleskill historically operated a 24/7 Police Department; however, the Police Department has recently struggled to fill and retain its full complement of 12 sworn officers, making it impossible for the Department to provide coverage on all shifts. In 2022, the Village discontinued both patrol coverage from 1 am to 7 am and the K-9 program; both due to lack of staffing. Over the summer of 2023, staffing issues were compounded by the loss of a majority of the Village's police force and the department is currently working with 3 sworn active duty officers, leaving most shifts without patrol coverage.

The Department is working to rebuild the base of the organization; however, the Village leadership is grappling with the Police Departments level of dependency on the property tax levy as the budgeted net cost for the Police Department consumes 87% of the property tax levied in 2023.

The Sheriff's Office has three main divisions: road patrol; public safety communications, and the County Jail. The focus on this study is specific to the Road Patrol Division which has a total of 20 sworn officers in addition to the Sheriff and the Undersheriff. Currently the Sheriff's Office county-wide road patrol operates from 5 am to 1 am leaving no local coverage for 4 hours overnight each day from 1 am to 5 am.

Schoharie County coverage area spans more than 620 square miles. In rural communities like Schoharie County, the number of calls for emergency service is typically low; however, the rural agencies are challenged by the travel time involved in response to calls. Typically, the Schoharie County Sheriff's road patrol operates with 2 cars per shift with dedicated geographic zones for each car. Due to a wide array of increasing and competing demands, it has become increasingly difficult to consistently maintain 2 cars on patrol at all times. The Patrol Division is responsible for DSS Security Services, school resource officer services, pistol permit management services, sex offender registry management services and civil finger printing services. These functions pull 3 of the 14 deputies completely off the patrol roster. Examples of additional responsibilities include: jail inmate transports to medical appointment and to court appearances at all the municipal and County courts, juvenile justice transports and the transport and supervision of detainees at the recently established centralized arraignment program.

## Project Goals

**County-wide:** The primary public safety goal of the Schoharie County Board of Supervisors and the Sheriff's Offices is to reduce response time to calls for service; particularly for priority calls and to



prevent crime through proactive policing strategies. The first strategy to decrease call times is to reduce the size of each zone patrolled by each car. The second strategy is to introduce County-wide patrol services on the overnight shift, and the third strategy is to provide the staffing needed to address the competing demands placed upon the patrol division. The fiscal goal is to identify the most cost effective solution for the county-wide taxpayers.

**Village of Cobleskill:** The Village of Cobleskill desires Village centric policing services that are both programmatically and fiscally sustainable. This requires the development of strategies that can deliver strong and consistent policing services to meet the needs of Village residents, businesses and visitors, and at the same time offer solutions for long term financial sustainability.

**Collective Goals:** Identify potential shared service opportunities that will optimize the achievement of both the County-wide and Village specific goals through potential shared services delivery solutions.

## Summary of Potential Shared Services Opportunities

Key features of each of the options identified by the Steering Committee are summarized below:

**Table 1: Potential Options for County-wide Law Enforcement Services**

OPTION 1:	Status Quo
<b>County-wide Coverage</b>	<ul style="list-style-type: none"> <li>▪ The Sheriff's Office (SCSO) would continue to patrol from 5 am – 1am.</li> <li>▪ Coverage includes 2 Sheriff's road patrol cars covering 620 sq. mi.</li> <li>▪ Competing responsibilities impact the ability to consistently maintain 2 cars coverage.</li> </ul>
<b>Village Coverage</b>	<ul style="list-style-type: none"> <li>▪ Cobleskill Police Department (CPD) budget provides for 24/7 coverage.</li> <li>▪ CPD lost Police Chief, Lieutenant and the majority of staff in 2023.</li> <li>▪ CPD capacity to provide 24/7 coverage is dependent on ability to recruit and retain officers.</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>▪ The staffing levels would remain the same as provided for in the adopted 2023 budgets.</li> <li>▪ <u>CPD</u> staffing includes: 1 Chief, 1 Lieutenant Investigator, 2 Sergeants and 8 Patrol Officers.</li> <li>▪ <u>Sheriff's Office</u> staffing includes: 2 investigators, 4 sergeants and 14 deputies. Division management is provided by the Sheriff and Undersheriff who are also responsible for oversight of the Communications Division and the County Jail.</li> </ul>
<b>Fiscal Impact</b>	<ul style="list-style-type: none"> <li>▪ There would be no fiscal impact as services and costs would remain the same.</li> <li>▪ The <u>CPD's</u> 2023 budgeted net cost is \$1,640,066. (87% of the Village's property tax levy)</li> <li>▪ The <u>Sheriff's Office</u> cost would remain at \$3,156,060, which represents 14% of the tax levy.</li> </ul>

<b>Review of Option 1</b>	<p><b>Pro</b></p> <ul style="list-style-type: none"> <li>▪ Maintains Village control over police services.</li> <li>▪ Allows for the differences in police policies and culture.</li> <li>▪ Potential that consolidation will cost more over time.</li> </ul>	<p><b>Con</b></p> <ul style="list-style-type: none"> <li>▪ Inability to recruit and retain Village officers.</li> <li>▪ No county-wide road patrol overnight.</li> <li>▪ Unsustainable Village cost.</li> <li>▪ Lost opportunity for cost savings &amp; efficiency.</li> <li>▪ Does not address the competing demands on Sheriff's road patrol.</li> </ul>
<b>OPTION 2A</b>	<b>24/7 County-wide coverage; Village operates police department 7am-1 am; County provides enhanced overnight coverage in the Village.</b>	
<b>County-wide Coverage</b>	Sheriff would expand county-wide road patrol to 24/7; providing new overnight coverage and increased coverage from 2 to 3 zones; reducing response time and increasing patrol presence.	
<b>Village Coverage</b>	The Cobleskill Police Department will provide coverage from 7 am-1 am, seven days a week. The Sheriff will provide a Village-centric overnight patrol via an inter-municipal agreement.	
<b>Staffing</b>	<p><b>CPD Option 2 Staffing</b> would include: 1 Chief, 1 Lieutenant-Investigator, 2 Sergeants and a reduction in patrol officers from 8 to 5.</p> <p><b>Sheriff's Office Staffing</b> would include 1 new lieutenant, 2 Investigators, 1 additional sergeant for a total of 5, an increase from 14 to 21 Deputy Sheriffs and new part time Special Deputy Sheriffs (equivalent to 1 full time equivalents position or more).</p>	
<b>Fiscal Impact</b>	<p><b>Fair Share Approach</b> County-wide taxpayers will pay for county-wide road patrol services. Village taxpayers will pay the County for enhanced Village services.</p>	
	<p>Option 2 overall cost <b>savings</b> is estimated at <b>\$309,995</b> when compared to the Village and County both providing stand-alone 24/7 operations. The savings is the result of sharing services.</p>	
	<p><b>CPD</b> The net cost to the Village for Option 2 is \$1,461,692 reflecting a <b>savings of \$178,374 (9.45% levy reduction)</b>. Option 2B Village <b>savings total \$328,374</b> which equates to <b>16.86% levy reduction</b>.</p>	
	<p><b>Sheriff's Office</b> Increasing county-wide coverage to include overnight patrols and increasing the number of zones will provide enhanced safety but it has an estimated County cost increase of \$759,000. However, as a result of sharing services, the cost is <b>\$131,622 less</b> than if delivered as a stand-alone operation.</p>	
<b>Review of Option 2</b>	<p><b>Pro</b></p> <ul style="list-style-type: none"> <li>▪ County-wide overnight coverage.</li> <li>▪ Improved response time.</li> <li>▪ Continues 24/7 coverage in Village.</li> <li>▪ Cost saving for Village taxpayers.</li> <li>▪ Cost savings for County taxpayers compared to stand-alone coverage.</li> </ul>	<p><b>Con</b></p> <ul style="list-style-type: none"> <li>▪ Perceived loss of Village control.</li> <li>▪ Limited savings to the Village taxpayer.</li> <li>▪ Recruitment will likely continue to present challenges.</li> <li>▪ Managing Village and County expectations.</li> </ul>

OPTION 2B	The Sheriff's Office would operate a county-wide 24/7 road patrol. The Village would reduce the number of sergeants from two to one. The Village would contract with the County for dedicated overnight Sheriff's road patrol coverage in the Village of Cobleskill.	
County-wide	The Sheriff would expand road patrol to 24/7; providing new overnight coverage and would increase patrol coverage from 2 zones to 3 from 6am to midnight.	
Village Coverage	Sheriff would provide Village centric patrol car for the overnight shift. Village would provide patrol from 7 am to midnight.	
Fiscal Impact	<ul style="list-style-type: none"> <li>The Sheriff's Office estimated total cost is \$3,915,136 and the Village Police estimated cost is an estimated \$1,311,692,</li> <li><b>Fair Share Approach:</b> The estimated cost savings is \$495,995 as compared to 2 stand-alone operations. This includes an estimated Village cost savings of \$328,375 which equates to a 16.86% tax levy reduction.</li> </ul>	
Review of Option 2B	<u>Pro</u> Same advantages as 2A except that it results in a Village cost savings greater than in Option 2A.	<u>Con</u> Same as outlined in Option 2A. Reduced Village supervision and coverage.
OPTION 2C	The Sheriff's Office would operate county-wide 24/7 road patrol. The Village of Cobleskill would staff its police department to the best of its ability, and the Village would <u>not</u> contract with the County for dedicated Sheriff's patrol in the Village.	
County-wide	The Sheriff would expand road patrol to 24/7; providing new overnight coverage and would increase patrol coverage from 2 zones to 3 from 6am to midnight.	
Village	There would be limited Village centric coverage based on the level of commitment from the Village for the police department. Response will be based on prioritization of call emergency and closest car dispatching protocols.	
Fiscal Impact	<ul style="list-style-type: none"> <li>Sheriff's Office cost is estimated at \$4,046,758.</li> <li>Village fiscal impact cannot be estimated until Village determines its desired level of commitment to the Police Department.</li> </ul>	
Review of Option 2C	<u>Pro</u> <ul style="list-style-type: none"> <li>Achieves 24/7 county-wide coverage.</li> <li>Reduces County-wide call response times</li> <li>Addresses competing Sheriff's demands.</li> <li>Reduced Village tax levy dedicated to Police.</li> </ul>	<u>Con</u> <ul style="list-style-type: none"> <li>Minimal Village Police patrol presence.</li> <li>Loss of Village centric 24/7 patrol coverage.</li> <li>Increase in call response time in Village.</li> <li>Does not take advantage of shared service savings opportunities.</li> <li>Expensive model for County.</li> </ul>

OPTION 3: Dissolution of the Cobleskill Police Department; 24/7 County-wide Coverage and Enhanced 24/7 Village coverage to be provided by the Sheriff's Office			
County-wide Coverage	The Sheriff would expand road patrol to 24/7; providing new overnight coverage and would increase patrol coverage from 2 zones to 3.		
Village Coverage	Village dissolves the Police Department which is subject to a permissive referendum. The Sheriff's Office would provide enhanced Village centric police services which would include a dedicated patrol car on a 24/7 basis, crime investigation and proactive policing services through an inter-municipal agreement between the Village and the County.		
Staffing	The CPD is dissolved and there are no staff. <u>Sheriff's Office</u> staffing includes 1 lieutenant, 5 sergeants, 3 investigators, 25 Deputy Sheriff positions and 1 FTE Special Deputy necessary to provide county-wide 24-7 patrol services and to provide Village centric enhanced police services.		
Fiscal Impact	The <b>Fair Share Approach</b> would be applied to the sharing of costs as was applied in Option 2.		
	The estimated total cost to the <b>Village of Cobleskill</b> would be \$833,473 resulting in a significant cost <b>reduction of \$806,593</b> ; equivalent to <b>43% reduction in the property tax levy</b> . The estimated <u>Sheriff's Office</u> net cost <b>increase</b> is <b>\$759,076</b> as compared to the adopted 2023 county budget; however, this model is <b>\$236,334 less</b> than a stand-alone expanded 24/7 County-wide Sheriff's patrol operation.		
Review of Option 3	<table border="0"> <tr> <td style="vertical-align: top;"> <u>Pro</u> <ul style="list-style-type: none"> <li>▪ Achieves 24/7 county-wide coverage.</li> <li>▪ Reduces County-wide call response times.</li> <li>▪ Addresses competing Sheriff's demands.</li> <li>▪ Continues 24/7 coverage in Village.</li> <li>▪ Optimal savings for Village taxpayers.</li> <li>▪ County taxpayer savings as compared to stand-alone expansion.</li> </ul> </td><td style="vertical-align: top;"> <u>Con</u> <ul style="list-style-type: none"> <li>▪ Loss of Village control</li> <li>▪ Perceived loss of the personal interaction.</li> <li>▪ Difficulties managing expectations between the Village and the County.</li> <li>▪ Recruitment and retention may continue to challenge operations.</li> </ul> </td></tr> </table>	<u>Pro</u> <ul style="list-style-type: none"> <li>▪ Achieves 24/7 county-wide coverage.</li> <li>▪ Reduces County-wide call response times.</li> <li>▪ Addresses competing Sheriff's demands.</li> <li>▪ Continues 24/7 coverage in Village.</li> <li>▪ Optimal savings for Village taxpayers.</li> <li>▪ County taxpayer savings as compared to stand-alone expansion.</li> </ul>	<u>Con</u> <ul style="list-style-type: none"> <li>▪ Loss of Village control</li> <li>▪ Perceived loss of the personal interaction.</li> <li>▪ Difficulties managing expectations between the Village and the County.</li> <li>▪ Recruitment and retention may continue to challenge operations.</li> </ul>
<u>Pro</u> <ul style="list-style-type: none"> <li>▪ Achieves 24/7 county-wide coverage.</li> <li>▪ Reduces County-wide call response times.</li> <li>▪ Addresses competing Sheriff's demands.</li> <li>▪ Continues 24/7 coverage in Village.</li> <li>▪ Optimal savings for Village taxpayers.</li> <li>▪ County taxpayer savings as compared to stand-alone expansion.</li> </ul>	<u>Con</u> <ul style="list-style-type: none"> <li>▪ Loss of Village control</li> <li>▪ Perceived loss of the personal interaction.</li> <li>▪ Difficulties managing expectations between the Village and the County.</li> <li>▪ Recruitment and retention may continue to challenge operations.</li> </ul>		
OPTION 4: Village Dissolves Police Department and the Sheriff provides County-wide Road Patrol on a standardized across the County basis with no enhanced Village of Cobleskill services.			
County-wide Coverage	The Sheriff provides County-wide road patrol services as described in Option 2 and Option 3.		
Village Coverage	The Village Board of Trustees votes to dissolves Police Department subject to permissive referendum. The Sheriff's Patrol would provide county-wide coverage using county-wide standards within and outside the Village of Cobleskill. There would be <b>no</b> Village centric police services provided in this option.		
Staffing	<ul style="list-style-type: none"> <li>• There would be <b>no Village Police Department</b> or staff.</li> <li>• The <u>Sheriff's Office</u> staffing would provide expanded county-wide 24/7; however the Village does not provide enhanced Village centric police services through a contract with the Sheriff.</li> </ul>		

<b>Fiscal Impact</b>	<ul style="list-style-type: none"> <li>The Village cost associated with the Police Department would be eliminated.</li> <li>The net cost increase to the County is estimated to be approximately \$890,698.</li> </ul>	
<b>Review of Option 4</b>	<p><b>Pro</b></p> <ul style="list-style-type: none"> <li>Achieves 24/7 county-wide coverage.</li> <li>Reduces County-wide call response times.</li> <li>Large savings for Village taxpayers.</li> </ul>	<p><b>Con</b></p> <ul style="list-style-type: none"> <li>No Village-centric police service at all.</li> <li>Loss of Village control.</li> <li>Increase in call response time in the Village.</li> <li>Reduced level of pro-active policing activities in the Village.</li> <li>Most expensive option for the County to deliver expanded county-wide 24/7 patrol operations.</li> </ul>

### Summary of Fiscal Impact

It is important to remember that the County's public safety goal is to provide 24/7 county-wide road patrol services utilizing a 3 zone model. Achieving this goal will require increased financial commitment regardless of which option is chosen; however, sharing of services results in cost savings when compared to a stand-alone expansion of the same service.

The estimated shared service costs and potential savings for each option as compared to the combined cost of the Village 24/7 operation and the stand-alone County cost for the expanded 24/7 County-wide patrol operation are summarized in **Table 2: Comparative Shared Services Savings Opportunities**. As the chart indicates, Option 3 presents the greatest level of cost savings resulting from shared services.

Option 4 is not presented on the chart as it has limited comparability to the other options. Option 4 provides for the county-wide 24/7 expansion of patrol services; however there is no Village-centric patrol operation in Option 4. The other options presented in the chart include Village-centric services in addition to county-wide 24/7 patrol coverage. Option 2C cannot be compared until the Village Board defines what level of commitment to the Police Department it can support.

**Table 2: Comparative Shared Services Savings Opportunities**

Schoharie County - Village of Cobleskill Estimated Cost Savings as Compared to Stand-alone County and Village Operations				
	County 24/7 Expansion & Village 24/7	Option 2	Option 2B	Option 3
<b>Village of Cobleskill Cost</b>	\$1,640,066	\$1,461,692	\$1,311,692	\$833,473
<b>County Cost</b>	\$4,046,758	\$3,915,136	\$3,915,136	\$3,810,423
<b>Total Cost</b>	<b>\$5,686,824</b>	<b>\$5,376,828</b>	<b>\$5,226,828</b>	<b>\$4,643,896</b>
<b>Cost Savings</b>		<b>\$309,995</b>	<b>\$459,995</b>	<b>\$1,042,928</b>
<b>Savings as a Percentage of the Tax Levy</b>		<b>5.8%</b>	<b>8.8%</b>	<b>22.5%</b>

The estimated impact of the shared service options on the Village's property tax levy is presented in **Table 3: Village of Cobleskill Estimated Property Tax Impact**. Option 2 offers a 9.45% savings in the property tax levy; Option 2B results in a 17.4% savings and Option 3 results in a 43% tax savings.

**Table 3: Village of Cobleskill Estimated Property Tax Impact**

Village of Cobleskill - Impact on Property Tax Levy						
	Cobleskill Police 2023 Budget	Option 2	Option 2B <sup>1</sup>	Option 2C <sup>2</sup>	Option 3	Option 4
Appropriations (including Benefits and Capital Cost)	\$1,647,216	\$1,468,127	\$1,318,127	TBD by Village	\$833,473	No Village Centric Police Service
Department Revenues	-\$7,150	-\$6,435	-\$6,435	TBD by Village	\$0	
Net Expense	\$1,640,066	\$1,461,692	\$1,311,692	TBD by Village	\$833,473	
Total Village Levy	\$1,888,503	\$1,888,503	\$1,888,503	TBD by Village	\$1,888,503	\$1,888,503
Percentage of Current Levy	87%	77%	69%	TBD by Village	44%	0%
Estimated Cost Savings		\$178,374	\$328,374	TBD by Village	\$806,593	N/A
Savings as a Percentage of Current Levy		9.4%	17.4%	TBD by Village	43%	
Note 1: Option 2B includes the elimination of 1 Sergeant and additional identified savings by the CPD.						
Note 2: In Option 2C, the Village of Cobleskill would staff its police department to the best of its ability, similar to the Village of Schoharie, and the Village would <u>not</u> contract with County for dedicated Sheriff's patrol in the Village of Cobleskill.						

## Phased Implementation Approach

Recruitment and retention will drive the implementation timeline; regardless of the option chosen. Implementation will involve a series of organizational building blocks. Fortunately, this enables the Village and County to move forward through phases to reach any of the collectively chosen solutions.

### Phase 1: Late 2023-2024

- Continue to build the Sheriff's Office organizational structure(s) to meet the needs of a 24/7 operation.
- Determination by the Village of Cobleskill as to its desired direction for the provision of police services. The Village of Cobleskill plans to administer a survey of Village residents on the potential options prior to determining the direction the Village will take relative to police services.

### Phase 2: 2025

- Sheriff Department completes the organizational build out to support a 24/7 County-wide Road Patrol including the expansion of zones from 2 to 3 zones.
- Implement Option 2A or 2B, should the Village opt for a shared services solution. This would include the initiation of a second Sheriff's patrol car on the overnight shift to provide enhanced Village of Cobleskill centric patrol services.

### Phase 3: Late 2025- 2026

- Should the Village opt to deliver Village centric police services through a shared services arrangement, the County would bring on the necessary staffing to provide full Village centric 24/7 patrol coverage and the corresponding investigative services.



## II. Background

### Why Consider Shared Services or Consolidation Now?

This study is intended to aid Schoharie County, Village of Cobleskill officials, and the public in determining the feasibility of providing County-wide law enforcement services on a 24/7 basis with expanded patrol car coverage on each shift and delivering Village of Cobleskill police services in a service model that is financially sustainable. Specifically, the study focused on an evaluation of potential opportunities to meet these visions through a shared services or consolidation service delivery model.

### Study Approach and Methodology

#### Establishment of Intergovernmental Steering Committee

The County established a Steering Committee which included both elected officials and key County and Village Department Heads. The Committee provided overall direction and guidance to the process. Four (4) Steering Committee meetings were held to discuss and evaluate the findings, options and provide recommendations. Committee members provides their input on existing and future shared service opportunities as well as constraints.

#### Understanding Current Community Context and Law Enforcement Operations



Understanding each department's responsibilities, programs, levels of service, service delivery models and the associated commitment of financial and staffing resources is the critical first step. This base level information was key for the County and Village elected leaders and departments before considering options for sharing of and/or streamlining of services. A thorough assessment of the existing law enforcement operations performed by the Schoharie County Sheriff and the Village of Cobleskill Police Department was conducted. This included a review of the community demographics and current and trend crime data. Operations data reviewed included calls for

emergency service, arrest data, proactive policing functions, patrol zones, hours of patrol coverage, patrol shifts, patrol staff responsibilities and investigatory services. The study team reviewed the organizational capacity, structures, staffing, titles, current staffing levels and collective bargaining agreements. **Active Engagement of Key Stakeholders**

**Stakeholder Interviews and Meetings:** There were numerous meetings with Schoharie County and Village of Cobleskill stakeholders Including County personnel individual interviews with the Mayor of Cobleskill, the Police Chief, the Schoharie County Sheriff and staff. The Village of Cobleskill Police Chief and the County Sheriff provided detailed information regarding personnel, duties and functions, work load, levels of service, and facility space. The interviews focused on gaining an understanding of the level of services, management policies and goals, existing cooperative agreements, and key issues confronting each department.

The interviews were also used to identify stakeholder ideas, opportunities and concerns regarding shared services/collaboration/consolidation scenarios. Based on the potential opportunities for shared services, Laberge Group, working collaboratively with the Steering Committee and the County and Village leadership, developed a series of options for shared services.

### **Community Engagement**

Two public information meetings were held to provide the public with information on the process and the findings and to solicit community input.

An initial public information meeting was held on June 20, 2023. At this interactive meeting, the planning process was reviewed and overview of the preliminary understanding of the issues, the goals and various perspectives on law enforcement in Schoharie County was provided. The meeting outlined the proposed four basic options that would be analyzed. In addition, the public had an opportunity to both ask questions and provide information and their perspectives on law enforcement in the Village of Cobleskill and Schoharie County. The presentation was made available on the Village and County websites and a public input questionnaire was distributed to the public to enable them to submit their perspectives and recommendations.

On August 29, 2023 a second public information meeting was held. A presentation on the findings of the analysis of the current state and each option was made. Topics covered included: staffing, operations, issues, crime and arrest statistics; calls for services and types of proactive police activities and other law enforcement responsibilities was provided. The presentation was made available on both the Village and County websites.

### **Focus on Implementable Options**

The Study process presented multiple options and has highlighted those that are implantable for the County and Village elected bodies and the communities so that the final option chosen is both implementable an embraced by the community. The process outlined the fiscal impact to both county-wide and Village taxpayers, addressed human resource issues including compensation, collective bargaining and civil service requirements.

## **Desired Outcomes**

During the study process, elected officials, law enforcement department heads and the public shared their perspective on the desired outcome for law enforcement coverage:

- Stabilize law enforcement staffing and services; particularly in the Village.
- Reduce County-wide response time to calls for service.
- Provide 24/7 County-wide law enforcement patrol coverage.
- Create long-term fiscal sustainability for delivery of law enforcement services.
- Increase capacity to focus on proactive policing strategies.
- Find cost-effective shared service solutions.
- Gain operational efficiencies.

## **Legal Framework for Law Enforcement Shared Services**

There are three basic means by which the County and the Village can share or consolidate law enforcement services. This study focused on contractual law enforcement services and full consolidation.

- **Functional consolidation** is authorized by General Municipal Law Article 5-G and entails consolidation of certain functions of the department(s) which may be feasible and mutually cost effective. Areas of potential sharing include: investigations staff, shared administrative staff, record keeping, and training.
- **Contractual law enforcement services** occurs when one jurisdiction provides either full or part-time law enforcement to a particular area or sector. In this instance, the Sheriff's Office would provide County-wide patrol services and would provide enhanced police services in the Village through an inter-municipal agreement with the Village.
- **Full consolidation** would involve unifying the two separate departments into one agency to provide police services to both jurisdictions.

Article 5-G of the General Municipal Law provides broad authority for municipalities to share services. The law also requires the governing body of each participant to approve the agreement "...by a majority vote of the voting strength of its governing body" (GML §119-o[1]).<sup>1</sup> Article 5-G outlines terms that the participating municipalities may consider incorporating into the shared service agreement including:

- Detailed scope of the services to be provided.
- Term of the agreement.
- A cost sharing methodology.
- The manner of employing and compensating personnel.
- The handling of any liabilities that might be incurred in the operation of the joint service and obtaining adequate insurance coverage.
- Detailed fiscal payment for services including documentation to be provided.
- Periodic review of the agreement, including terms relating to its duration, extension or termination.
- Legal process for adjudication of disputes or disagreements.

Should the Village decide to consolidate services with the Sheriff's Department, the Board of Trustees, pursuant to Village Law § 8-800, "may, by resolution, establish a police department in such village and appoint a chief of police and such personnel as may be needed, and fix their compensation. The Board of Trustees may abolish a police department established pursuant to this section by local law, subject to permissive referendum, and the department shall be deemed abolished as presented in such proposition. The board of trustees of a village, upon establishing or abolishing a police department, shall notify the commissioner division of criminal justice services of such action within thirty days thereafter."<sup>2</sup> If the Village also chooses to provide enhanced services through the Sheriff's Office, the Village and County are permitted to shared services pursuant to Article 5G of the General Municipal Law.

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<sup>1</sup> Office of the State Comptroller, Inter-municipal Cooperation and Consolidation, p. 15.

<sup>2</sup> Village Law, Chapter 64, Article 8 § 800

## **Perspectives on Law Enforcement Consolidation**

The International Association of Chiefs of Police, in a paper titled Consolidating Police Services, identified a number of common perceptions on the pros and cons to consolidation of policing services:

“Jurisdictions undertaking consolidation activities may anticipate an outcome that will produce a higher volume of police services, lower response time, reduce overtime, duplication of effort, and lower overall operating costs. Consolidation proponents also assume increased agency status, resources, and capacity. The quality of policing is expected to rise under consolidation as a result of more efficient and coordinated use of manpower, more flexibility to meet hours of peak demand, enhanced training opportunities, and improved management and supervision. Opponents of consolidation fear the loss of community independence, and reduced oversight and supervision of a consolidated agency spanning several towns or cities. Opponents also assume that the personal nature of policing in their community will be lost, that response times may not be lowered, and that costs to the smaller community may increase. Expectations versus the actual reality of consolidation outcomes may vary greatly depending upon many factors.”<sup>3</sup>

The pro’s and con’s reflect a number of the considerations identified through this Study’s community input process. The following is a summary of the perspectives shared through public input process:

- **Reasons to Maintain the Village of Cobleskill Police Department**
  - Maintain local control.
  - Maintain the personal touch.
  - Ability to walk into the police station.
  - County-wide may result in increased taxes.
  - Different values to policing.
- **Reasons to explore County-wide Law Enforcement**
  - Cannot sustain 87% of Village tax levy dedicated to police.
  - Changing nature of the community – need new solution.
  - Gains from cross training.
  - Efficiencies & reduction in overlapping admin, staff & equipment.
  - Village officers trained and then leave for bigger departments
- **Additional Citizen Input**
  - Avoid negative impact of switching shifts on personal health.
  - Use on-call system to address periods of high demand.
  - Utilize non-police services where appropriate.
    - Transporting individuals with mental illness to hospital.
    - Apply alternative response systems.

## **Community Context**

The County of Schoharie is located in upstate New York, west of State’s Capitol. The Village of Cobleskill is situated in the north central part of Schoharie County along the Route 88 Corridor. The Village is wholly contained within the Town of Cobleskill, and the Village is known as the commercial center of the County. The proximity of the State University of New York College of Agriculture and Technology at Cobleskill with more than 2,000 undergraduate students impacts Village law enforcement operations and requires coordination with the Campus Security. (See **Appendix A: Schoharie County and the Village of Cobleskill Location Map.**)

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<sup>3</sup> International Association of Chiefs of Police, Consolidating Police Services, May 2003, P. 1-10.

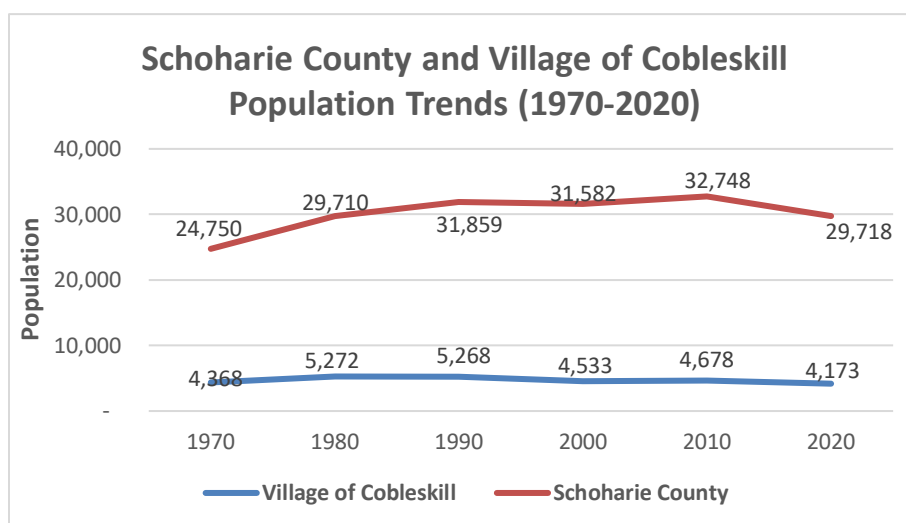
Basic demographic and household information for the Village of Cobleskill and the County of Schoharie is presented in **Table 4: Community Characteristics**. The Village encompasses a 3.3 square mile area and has a population of approximately 4,173 residents. (2020 Census) In contrast, Schoharie County encompasses approximately 622 square miles and according to the 2020 census had a population of 31,132 residents. As would be expected, the Village density is approximately 1,264 persons per square mi. in contrast to the rural nature of the County as a whole with a density of 50 persons per square mile.

**Table 4: Community Characteristics**

Community Characteristics		
	Village of Cobleskill	County of Schoharie
Population	4173	31132
Land Area	3.3	622.0
Population Density/Sq.Mi.	1264.5	50.1
Number of Households	1,537	12,100
Median Household Income	\$43,298	\$64,220
Source: U.S. Census 2020		

It is important to note that the County's median household income of \$64,220 is 14.5% less than the New York State median income of \$75,158. The Village's median household income of \$44,971 is 40.2% less than the New York State medium household income. Population trends both County-wide and in the Village of Cobleskill are illustrated in **Figure 1: Population Trends**. Like many upstate New York communities both the County as a whole and the Village have experienced a decline in population over the past decade.

**Figure 1: Population Trends**



According to the U.S. Census Bureau population estimates, between the years 1970 and 2020, the County's population peaked in 2010 at 32,748 persons. The County experienced a population increase from 24,750 persons in 1970 to 32,748 in 2010. The County-wide population declined 9% from 32,748

in 2010 to 29,718 in 2020. The Village population peaked in 2000 at 5,268 and has then declined approximately 14% between 2000 and 2020 with an estimated 2020 population of 4,173.



### III. Current State

#### Crime Data

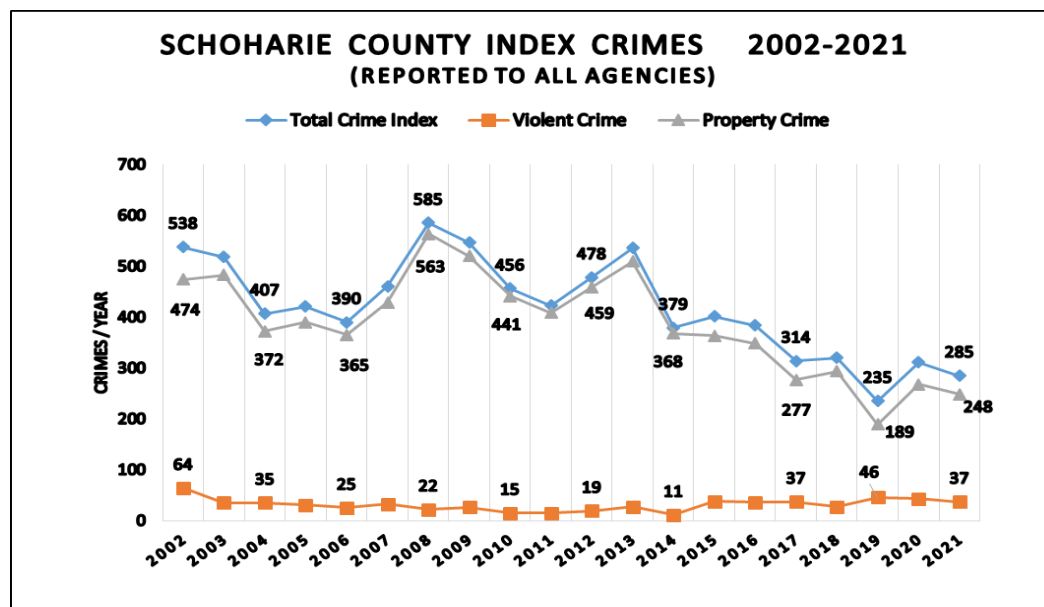
Comparative New York State county crime rates for 2021 shows that Schoharie County is a safe place to live. Index crime refers to serious crimes and includes both violent crimes such as murder, rape, robbery, aggravated assault, burglary and property crimes such as larceny, and motor vehicle theft. As **Table 5: Comparative Index Crime Rates - 2021** indicates, Schoharie County has the 10<sup>th</sup> lowest violent crime rate and the 16<sup>th</sup> lowest index crime rate of all counties in New York State excluding New York City.

**Table 5: Comparative Index Crime Rates – 2021**

Schoharie County Comparative Crime Rates		
	Index Crimes	Violent Crimes
Schoharie County	289 reported crimes	37 reported crimes
Schoharie County	16 <sup>th</sup> Lowest rate in NYS	10 <sup>th</sup> Lowest rate in NYS
Schoharie County	909 crimes/100,000	116 crimes/100,000
57 Counties Median*	1,228 crimes/100,000	169 crimes/100,000
* Does not include NYC		
Source: DCJS 2021, Uniform Crime/Incident-Based Reporting System		

The County's twenty (20) year Index Crime trend from 2002-2021 is depicted in **Figure 2: Schoharie County Crime Trends**. As the chart shows, the index crime rate was the highest in 2008 where it peaked at 585 reported index crimes and hit a low of 235 crimes in 2018 and then increased to 285 in 2021.

**Figure 2: Schoharie County Crime Trends**



Source: DCJS 2021 Uniform Crime Incident-Based Reporting System

As the chart depicts, violent crimes represent a significantly smaller fraction of the total index crimes. Violent crimes ran from a high in 2002 of 64 to a low of 11 in 2014. Of note, the reported violent crimes for 2016 – 2021 averaged 38 per year as compared to an average of 17 for the prior five years.

## Recent History of Policing in Schoharie County

The law enforcement agencies operating in Schoharie County include: the Schoharie County Sheriff's Department, the Village of Cobleskill Police Department, a part-time Schoharie Police Department, the New York State Police and the SUNY Cobleskill Police. There are 622 square miles to patrol in the County and there are no other municipal police departments.

- Schoharie County Sheriff's Department provides coverage 20 hours per day between the hours of 5 am – 1am. Based on staffing at the time of the study, the Sheriff's Department typically operated a 2 car coverage model to provide coverage for the County's 622 square miles. Patrol division operations are significantly impacted by a number of competing demands that divert a heavy allocation of officer time from road patrol on a very routine basis. Since the start of the study, the County has authorized the addition of two (2) additional Deputy Sheriff positions. The County is very interested in determining the feasibility of county-wide 24/7 coverage with increased patrol cars on each shift.
- The Village of Cobleskill, with the proximity of SUNY Cobleskill, is considered the hub of commercial activity in the County. Historically, the Village of Cobleskill operated a 24/7 police operation including patrols on all shifts. In 2022, the Department had to reduce its patrol coverage and provided patrols from 7am – 11 pm. as a result of staffing shortages. During the study process, the Village lost its Police Chief and the majority of its patrol staff. The Village hired a new Police Chief and is currently operating with a small staff and is rebuilding the department.
- New York State Police typically provides between 2-4 cars from 6 am – midnight and 1 car on the overnight shift in Schoharie County. Given staffing issues, this coverage level cannot always be met.
- SUNY Cobleskill Police Department provides law enforcement services on the SUNY Cobleskill campus premises. SUNY Cobleskill and its Police Department are viewed as excellent community partners and work collaboratively with the community on numerous fronts.
- Village of Schoharie operates a part-time police department utilizing part-time officers.

## Schoharie County Sheriff's Office Operations

The Sheriff is an elected constitutional officer. The Schoharie County Sheriff's Office has a full range of public safety responsibilities that go beyond its road patrol function. The Sheriff and the Undersheriff provide the oversight and management for all operations which include three main divisions.

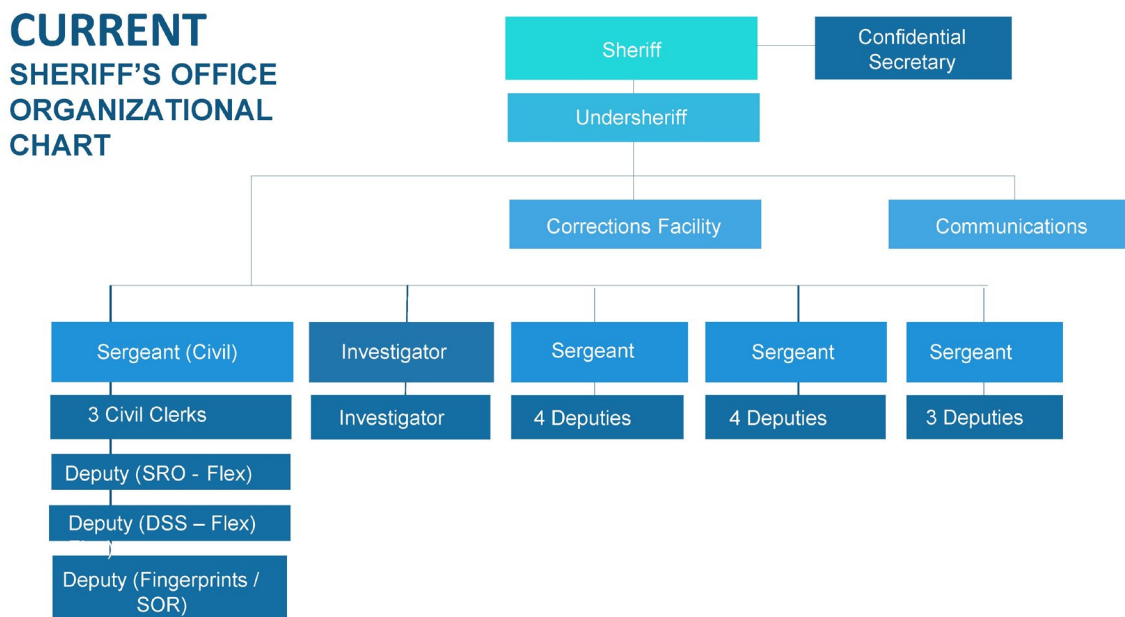
- Road Patrol/Civil Division which is the primary focus of this study.
- Sheriff's Offices is mandated to manage and operate the Schoharie County Jail.
- Communications Division that provides centralized county-wide public safety call answering and dispatch services is utilized by both the Sheriff's patrol and the Cobleskill Police Department.

**Location:** The Sheriff's Office and the road patrol are located at the new Schoharie County' Harvey E. Stoddard Public Safety Facility in Howes Cavern.

### Road Patrol Organizational Structure and Staffing

The Sheriff's Road Patrol/Civil Division Staffing consists of four (4) sergeants one of which is dedicated to civil enforcement; two (2) investigators and 14 Deputy Sheriffs. **Figure 3: Current Sheriff's Office Road Patrol Organizational Chart.**

**Figure 3: Current Sheriff's Office Road Patrol Organizational Chart**



### Sheriff's Road Patrol Designated Assignments

In addition to the provision of tradition road patrol function there are a number of regularly scheduled assignments that are filled by patrol officers from the pool of 14 budgeted patrol officers.

- **School Resource Officer:** The Schoharie Central School District contracts with and reimburses the Sheriff's Office to provide one (1) full time patrol officer to the school district. The designated post is Monday through Friday from 7:15 am to 4 pm.
- **DSS Security Officer:** The County Department of Social Services contracts with and claims reimbursement for the provision of one (1) designated patrol officer slot to provide security services Monday through Friday from 9am to 5 pm.
- **Pistol Permits and Sex Offender Registry Maintenance:** One (1) patrol officer is assigned to handle pistol permits and maintenance of sexual offender registry. The pistol permitting function involves setting appointments, conducting background checks, residency check, referrals, and finger printing. The sex offender registry function entails maintenance of records, check-ins with offenders and other related functions. Per Sheriff's Office these combined functions equate to one full time equivalent position and is currently performed by a designated officer.
- **Civil Division Assignments:** One (1) sergeant is responsible for the management of civil enforcement and all deputies on patrol are assigned civil enforcement roles as necessary.

- Centralized Arraignment Program:** The County initiated its Centralized Arraignment Program (CAP) in March of 2023. Centralized arraignments occur between 6-8:30 am and 6-8:30 pm at the Sheriff's public safety complex. The arraignments take place on days where an individual is to have his/her arraignment and this includes holidays. It is typical that a single arraignment will take up to an hour, and it is not uncommon for there to be more than one individual being arraigned during the same arraignment session. Based on information from the first three months of operation, the Sheriff's staff indicate that there isn't a pattern to the days of the week or time of day that the arraignments have occurred. The number of arraignment sessions per month is averaging approximately 13 per month (or 3 week) based the numbers from March, April and May of 2023. Assuming an average of 1.5 arraignments per session, approximately 5 staff hours per week are needed for the transport and supervision of individuals attending centralized arraignment court. While the actual number of CAP sessions may be only several a week, the sessions cannot be anticipated and it is impossible to schedule for the staffing needed.
- Schoharie County Correctional Facility Inmate Transports:** The SCSO Patrol Unit is responsible for transportation of Schoharie County Correctional Facilities inmates. The majority of the trips are to municipal courts and County Court. In addition, trips are made for inmate medical appointments; however, the patrol unit is not responsible for inmate hospital details as that is the responsibility of the correctional facility staff. **Table 6: 2022 SCSO Inmate Transportation Details and Table 7: Jan – May 2023 Inmate Transport Details** present a summary of the inmate transports conducted during 2022 and the first 5 months of 2023. There were approximately 111 trips that impacted 70 days in 2022 and 62 trips for the first 22 weeks of the year. For the period January through May the number of transports in 2023 was approximately 50% greater than 2022.

**Table 6: 2022 SCSO Transportation Details**

2022 SCSO Transportation Details							
2022 Total Transports	111						
Average Transports /Week	2.1						
Number of Days/Year w/Transports	70						
	All Day			9am - 3pm		3:00 pm - 7:00 pm	
	# Days	# Trips	% of Trips	# of Days	# of Trips	# of Days	# of Trips
Monday	13	23	20.7%	6	8	7	15
Tuesday	21	37	33.3%	7	11	19	26
Wednesday	23	35	31.5%	16	23	10	12
Thursday	7	9	8.1%	5	8	1	1
Friday	5	6	5.4%	4	5	1	1
Saturday	0	0	0.0%	0	0	0	0
Sunday	1	1	0.9%	1	1	0	0
Total	70	111	100.0%	39	56	38	55
Note: All trips in 2022 ended by 7pm. The breakout of the trips into 9-3 and 3-7 is based on the trip start Time.							

Table 7: Jan – May 2023 Transport Details

SCSO Transportation Details January - May 2023 (22 Weeks)							
January - May 2023 Total Transports				62			
Average Transports /Week				2.8			
	All Day			9am - 3pm		3:00 pm - 7:00 pm	
	# Days	# of Trips	% of Trips	# Days	# of Trips	# Days	# of Trips
Monday	5	15	24.2%	2	7	2	8
Tuesday	16	27	43.5%	6	7	16	20
Wednesday	7	11	17.7%	6	8	3	3
Thursday	2	3	4.8%	1	1	2	2
Friday	4	4	6.5%	4	4	0	0
Saturday	1	1	1.6%	0	0	1	1
Sunday	0	1	1.6%	0	1	0	0
Total	35	62	100.0%	19	28	24	34
Note 1: All trips ended by 7pm except for 2 that ended by 8:30 and a hospital transport that started at 11 pm.							
The breakout of the trips into 9-3 and 3-7 is generally based on the start time of the trip.							
Note 2: Transports requiring more than 1 officer, were counted as 2 trips.							

Inmate transportation and the Centralized Arraignment Program assignments have limited predictability with the timing and duration driven by external factors and stakeholders. This does not easily translate into dedicated full time positions and currently results in disruption to the maintenance of road patrol coverage.

- Inmate trips were conducted on 70 days (19%) in 2022.
- When annualized, the 2023 trips would total more than 167; 50% greater than 2022.
- All but 3 trips 2023 between 9 am- 7pm.
- 84% of the trips took place on Monday, Tuesday or Wednesday in 2023. 43% of the 62 trips occurred on Tuesdays and 75% of those occurred between 3p.m. – 7 p.m.
- The Town and Village Courts are concentrated on Monday and Tuesday afternoons and evenings and County Court is typically in session on Wednesdays

The trips pull from the officers assigned to a patrol zone, The Sheriff's Office indicates that this impacts the ability to consistently provide the minimum coverage of 2 zones on certain days. Transports disproportionately occur on Mondays and Tuesdays, both during the day and evening, and on Wednesday during the day. Given the concentration of municipal courts on Mondays and Tuesdays, there were 11 time periods where there were overlapping trips. There were 7 time periods where 3 trips overlapped requiring 3 patrol officers to be pulled from the road patrol.

- **Juvenile Transports:** The Sheriff's Department is also responsible for the transportation of Juvenile Delinquents. Detained youth are held in secure detention facilities awaiting court disposition of the case. Currently, youth from Schoharie County are detained in a facility in Syracuse and sometimes in facilities even further away. Youth are transported back and from the detention facility to the appropriate court in Schoharie County. Each trip requires 2 officers and typically consumes a full shift.

**Summary of Other Functional Assignments**

- 1 of the 4 sergeants manages and is dedicated to the civil enforcement functions of the Sheriff's Office.
- 3 of the 14 budgeted deputies are assigned full time to the following functions: DSS Security, Pistol Permit/Sex Offender Registry Management, and School Resource Officer positions and cannot be put into the road patrol rotation.
- The position assigned to civil enforcement is a part of the patrol officer rotation but also performs civil enforcement officer and crime scene analysis.
- The balance of 3 sergeants and 11 deputies are responsible to cover CAP sessions which can occur 2 times per day and for hundreds of inmate and juvenile transports each year as well address numerous mental health interventions and transports to mental health services as well as perform their road patrol duties.

**Shifts and Scheduling**

As part of the strategy to retain patrol officers and to better schedule a 20 hour per day operation, the Sheriff's Department road patrol deputies work four consecutive 10 hour days. In addition to 3 days off, each officer has either Saturday or Sun off with 2 additional consecutive days off or has both Saturday and Sunday off with another consecutive day off.

**Sheriff's Office Cost**

The 2023 Sheriff's Office Budget totaled \$3,437,607 and the offsetting departmental revenues totaled \$281,547 resulting in a net County cost of \$3,156,060. This includes the Sheriff, the Undersheriff, the Road Patrol and Civil Enforcement functions. Employee benefits are included. This total does not include the communications center or the County Jail. The net cost for the Sheriff's Office represents 14% of the total 2023 County property tax levy.

**Village of Cobleskill Police Department Operations**

The Village of Cobleskill Police Department (CPD) historically operated 24 hours a day, seven days a week with a minimum of one officer on patrol to cover the Village's 3.6 square miles. However, in 2022, the Department had to reduce its patrol coverage and provided patrols from 7a.m. – 1 a.m. as a result of staffing shortages. During the study process, the Village lost its Police Chief, Lieutenant and the majority of its patrol staff. As a result there were periods of no coverage during the study process. The Village hired a new Police Chief, is operating with reduced staff and is currently rebuilding the department.

**Location**

The Police Department is currently housed in the co-located Town of Cobleskill and Village of Cobleskill municipal building located at 378 Mineral Springs Road.

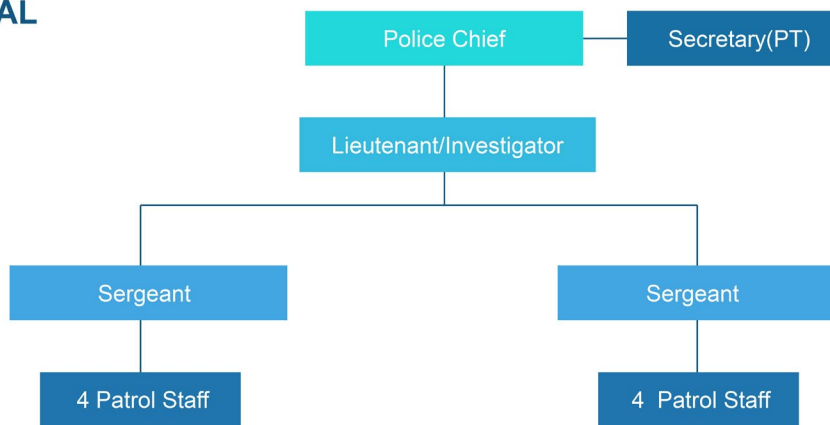
**Organizational Structure and Staffing**

The budgeted staffing included twelve full time positions. The positions include one (1) Chief, one (1) Lieutenant –Investigator, two (2) Sergeants, eight (8) patrolman, a part-time secretary, a salaried part-time patrolman and hourly part-time patrol staff as depicted in **Figure 4: 2023 Cobleskill Police Department Budgeted Organizational Chart** on the next page. The salaried part-time patrolman position is filled with a former police chief and is dedicated to technology, data management and reporting.



Figure 4: 2023 Cobleskill Police Department Budgeted Organizational Chart

**2023 BUDGETED  
COBLESKILL POLICE  
ORGANIZATIONAL  
CHART**



**Shifts and Scheduling**

At the time of the study, the Village Police Department had both patrol staff and sergeants working twelve (12) hour shifts. Based on the collective bargaining agreement, Patrol staff work 80 hours over a two (2) week period. During week one, employees work three 12-hour consecutive days and week 2, employees work three 12-hour days and one 8 hour day (all consecutive). They utilized 4 shifts as follows:

- A-Line: 7pm-7am
- B-line: 7am-7pm
- C-Line: 3pm-3am
- E-Line 11am-11pm

Sergeants work three 12-hour shifts on Friday/Saturday/Sunday, then work the following Wednesday/Thursday, and then the following Monday/Tuesday. Note: one 12 hour shift is replaced with an 8-hour shift. The lieutenant investigator works an 8 hour shift and currently, the lieutenant-investigator position is filled on a part time basis.

**Cobleskill Police Costs and Impact on Property Taxes**

The budgeted expenditures for the Village of Cobleskill Police Department totaled \$1,647,216 and the offsetting departmental revenues totaled \$7,150. This includes costs for fringe benefits and the annual capital outlay. The net cost of \$1,640,066 represents approximately 87% of the current Village tax levy.

**Service and Workload**

Both the Village of Cobleskill and the Schoharie County Sheriff's Office not only respond to emergencies and calls for services but also provide a wide range of services including proactive policing functions. Both departments provide a sense of security and safety to residents protecting both life and property and proactively identify and address emerging community safety issues. Both departments carry out

important tasks on a daily basis such as home and property checks, vehicle and pedestrian safety program, conflict resolution. Police Officers carry out other essential duties and activities on a daily basis, such as preserving order in the community, resolving conflict, assuring the safe movement pedestrian and vehicular traffic, protecting the rights of persons to speak and assemble freely, providing aid to individuals who are in danger of physical harm, assisting those who cannot care for themselves, and otherwise solve a multitude of problems. **Table 8: 2022 Proactive Police Activities and other Functions** provides an overview of the police services historically provided by the Village Police Department and the Sheriff's Office.

**Table 8: 2022 Proactive Police Activities and other Functions**

<b>Proactive Police Activities and other Functions</b>		
<b>Function</b>	<b>Cobleskill Police</b>	<b>Sheriff's Office</b>
Background Checks	✓	✓
Child Fingerprinting Program/Child ID		✓
Crime Investigation/Crime Scene Processing	✓	✓
Crowd Control at Events	✓	✓
School Resource Officer		✓
Civilian Pre-Employment Fingerprinting	✓	✓
Funeral Escorts	✓	✓
Investigation Complaints	✓	✓
Pedestrian/Vehicular Assists	✓	✓
Traffic Enforcement	✓	✓
Alarm Responses	✓	✓
STOP DWI check points - surveillance	✓	✓
Vacation/Home /BuisnessChecks	✓	✓
Foot Patrol	✓	
Civil Enforcement		✓
Centralized Arraignment Program		✓
Building Security		✓
Pistol Permits		✓
Transport of Innmates - Court-Medical-Other		✓
Transports of Juvenile Detainees		✓

## Calls for Service

The Sheriff's Office and the Village of Cobleskill total calls for service data is presented in **Table 9: 2022 Calls for Service**. While the New York State Police calls are included in the chart, the number of calls reflects only those calls received and dispatched for service by the Schoharie County Communications Division. The data includes not only calls for service but also officer initiated stops including traffic incidents. Calls for service provides one measure of workload and is a good reflection of a service area's demand for law enforcement services. The Sheriff's Communications Center extracted the data for law enforcement calls from its county-wide computer aided dispatch system data.

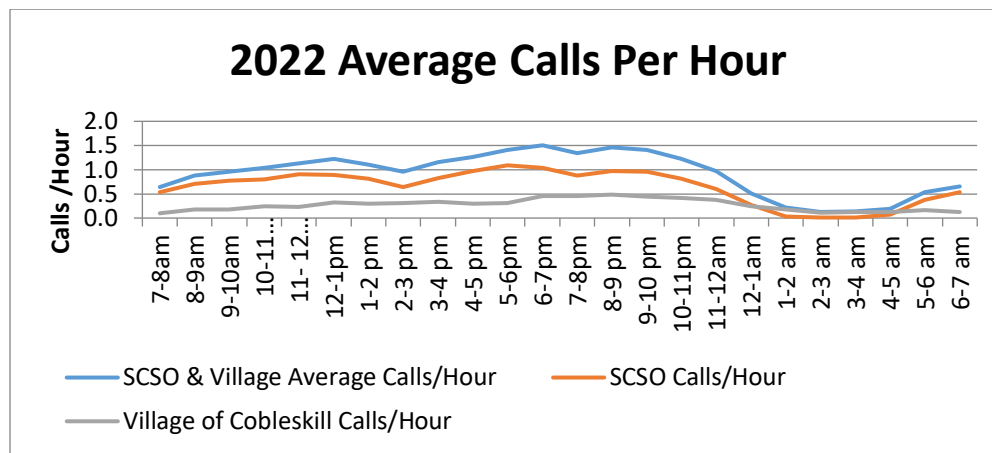
In 2022, the combined Sheriff's Office and Village Police calls for service totaled 8,037 calls with the Village calls at 30% of the total and the Sheriff's Office at 70% of total calls. The average calls for service handled by the Sheriff's Office was 15.5 per day and the Village Police handled on average 6.5 calls per day.

**Table 9: 2022 Calls for Service**

<b>Law Enforcement Calls for Service - 2022</b> <b>( All Law Enforcement Calls Including Traffic Stops)</b>		
	<b>Total Calls</b>	<b>Average Calls/Day</b>
Schoharie County Sheriff's Office	5,669	15.5
Village of Cobleskill Police Dept.	2,368	6.5
<b>Subtotal</b>	<b>8,037</b>	<b>22.0</b>
New York State Police	2,637	7.2
<b>Total</b>	<b>10,674</b>	<b>29.2</b>
<i>Source: Schoharie County Sheriff's Office CAD System.</i>		

On average there is less than one call for service per hour handled by the Sheriff's Office and in the Village the average call per hour is only a fraction of one per hour. As **Figure 5: Average Calls for Service per Hour**, shows the call volume is the highest between 10 am to 10 pm. The Sheriff's Office's low call volume from 1 am to 5am reflects not only the typical reduction in overnight activity but also reflects the fact that there is no Sheriff's road patrol during that period.

**Figure 5: Average Calls for Service per Hour**



Source: Sheriff's Office CAD System

A review of calls showed that the Village has a more dramatic differential in calls based on the day of the week than the Sheriff's Office. As **Table 10: Average Calls per Day per Day of the Week – 2022** indicates, the Village activity is concentrated Thursdays through Sundays with 8 calls on average per day; whereas calls per day Monday through Thursday averaged approximately 5 per day. The Sheriff's data indicates less swing between days of the week. Fridays are the heaviest day and Saturday through Wednesday averaged 15-16. The data for Thursday indicated an average number of calls of 14 per day; however, this does not reflect local nor general call response perceptions. When the Sheriff's Office and Village Police data is aggregated, the peak day is Friday with an average of 25 calls. The aggregation does flatten the differential per day and could be a positive scheduling factor in a merged operation.

**Table 10: Average Calls per Day per Day of the Week – 2022**

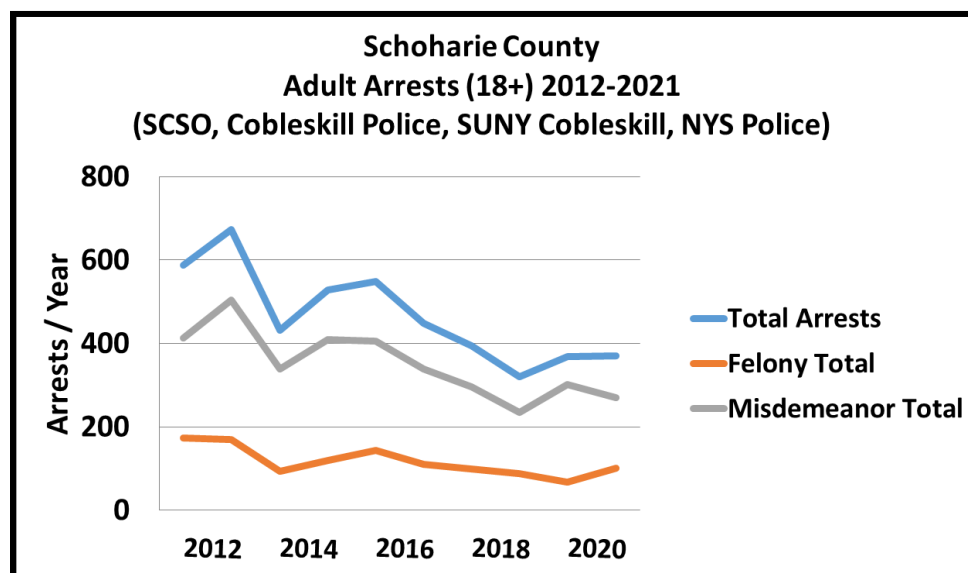
Average Calls Per Day of the Week - 2022			
	SCSO	CPD	Total
Monday	16	5	21
Tuesday	16	5	21
Wednesday	16	6	22
Thursday	14	8	22
Friday	17	8	25
Saturday	15	8	23
Sunday	15	8	23

Source: Sheriff's Office CAD System

## Arrest Data

As **Figure 7: Adult Arrests 2012-2021** indicates, the total arrests in Schoharie County have declined over the last decade, from 587 in 2012 to 370 in 2021 reflecting both a decline in misdemeanors and to a lesser degree felonies. The arrest trends also reflect the overall reduction in reported crime.

**Figure 7: Adult Arrests 2012-2021**



Source: DCJS, Computerized Criminal History File (as of 3/18/2022).

## Employee Salaries, Benefits and Collective Bargaining Agreements

**Appendix B: Comparative Salaries** compares the Sheriff's Office salary and increment tables to the Cobleskill Police Departments salary and increment tables for employees covered by collective bargaining agreements. In general, the Sheriff's salary tables provide marginally higher wages than the Cobleskill Police Department.

The Sheriff's road patrol staff are represented by the Schoharie County Road Patrol Association. The term of the current collective bargaining agreement is January 1, 2021 through December 31, 2025. The only law enforcement titles not represented by the Association are the Sheriff and the Undersheriff.

The Cobleskill Police Department staff are represented by the Cobleskill Police Benevolent Association. The term of the current collective bargaining agreement is January 1, 2023 – December 31, 2023.

A comparative summary of the major terms of both contracts is provided in **Table 11: Collective Bargaining Agreements Comparison**.

**Table 11: Collective Bargaining Agreements Comparison**

**Schoharie County Sheriff's Patrol Unit and the Village of Cobleskill Police Department  
General Terms & Benefits**

(Summary for Study Purposes Only. See official documents.)

	<b>Sheriff's Patrol Unit</b>	<b>Village of Cobleskill</b>
CBU	The Schoharie County Road Patrol Association	The Cobleskill Police Benevolent Association
CBA Term	1/1/21 – 12/31/25	1/1/23 – 12/31/23
Titles	Sergeant; Deputy Sheriff	Lieutenant; Sergeant; Patrolman
Seniority	Bids for Shifts (Nov). Determined by time in title/assignment; layoffs by seniority.	Bids for shifts (Nov); requests for leave, holiday bids. Determined by rank, then years of service
Longevity	<p><b>Years of Service      Payment</b></p> <p>10-14 years:      \$2,500 annually</p> <p>15-19 years:      \$5,000 annually</p> <p>20+ years"      \$7,500 annually</p> <p>(begins on Jan. 1 after anniversary date)</p>	<p><b>Years of Service:      Payment</b></p> <p>10-14 years:      \$ 4,356 annually</p> <p>15-19 years:      \$ 7,018 annually</p> <p>20-24 years:      \$ 9,677 annually</p> <p>25+ years:      \$12, 340 annually</p> <p>By rank then by length of Village service within rank</p>
Shifts	<p><u>Patrol Only:</u></p> <p>Shift 1: 5 am to 3pm</p> <p>Shift 2: 3pm to 1 am</p> <p>Administrative assigned remain on 8 hour shifts – see below.</p>	<p>A-Line: 7pm-7am</p> <p>B-line: 7am-7pm</p> <p>C-Line: 3pm-3am</p> <p>E-Line 11am–11pm</p>
Shifts Details	For admin purposes, the workweek starts on the first shift of Sunday.(Contract allows for workweek to be modified, provided employee does not work more than 80 hours in 2 consecutive week periods.	<p><u>Patrol</u></p> <p>Week 1: 3 x12 hour shifts in consecutive days</p> <p>Week 2: 3 x12 hour +1 x 8 hour shifts in 4 consecutive days</p> <p><u>Sergeant : (80 hrs. over 2 weeks)</u></p> <p>3x12 shifts Fri/Sat/Sun; then</p>

	Sheriff's Patrol Unit	Village of Cobleskill
	<p>Note : Patrol schedule may revert back to previous schedule with 30 days notices:  First A Shift: 11pm-7 am  Second B Shift: 7am-3pm  Third C Shift: 3pm-11 pm</p> <p>There is a flextime provision on case by case basis.</p>	<p>2x12 shifts Wed/Thru; then  2 x12 Mon/Tues  (Note: one 12 hour shift is replaced with an 8 hour shift.)</p> <p><u>Lieutenant-investigator</u>: 8 hr. shift  <u>Floater</u> (ex: canine) police chief's discretion</p> <p>There is a flextime provision on case by case basis.</p>
Retirement	Section 75-i (Eligibility 25 years of service).	384-d Retirement at 50%; any age after 20 yrs. of service.
Overtime	OT=1.5 salary Offered on voluntary basis - rotation list then mandatory OT.	OT=1.5X
5 Min. Line-up	\$1/day worked (limited positions)	
Comp Time		Use within FY or get paid at end of FY.
Shift Differential	3pm – 11pm \$0.5/hour 11pm- 7 am \$1.0/hour	A-Line: 7pm-7am: \$2,850 B-line: 7am-7pm: - C-Line: 3pm-3am: \$1,600.
Standby		Lieutenant-investigator, investigator, sergeants receive 2% of salary.
Call Out	Minimum 3 hours pay	Minimum 3 hours – court or training Minimum 4 hours – all other call outs.
Holidays	13 paid per year If work holiday: 2.5 times regular pay	12 paid holidays 12 hour shift credited with 144/year 8 hour shift positions credited with 96 hours. Part timers on holiday =2.0X
Vacation	<p><u>Hired Prior to 5/1/13 Earned Vacation</u>  Less than 5 years: 1 day/month (12days)  5-14 years: 1.5 days/month (18 days)  14 plus: 2 days/month (24 days)</p> <p><u>Hire On/After 5/1/13 Earned Vacation</u>  0-8 years 1 day/month (12 days)  8-18 years 1.5 day/month (18 days)  18+ years 1.75 day/month (21 days)  Carryover limited to what one earns.</p>	<p><u>After :</u>  1 year: 80 hours  5 years: 120 hours  10 years: 160 hours  15 years: 200 hours</p>
Sick/Family Full Time Staff only	<p><u>Hired prior to 5/1/13:</u>  Less than 5 years: earn 1day/month  5+ years earn 1.5 days/month  <u>Hire on or after 5/1/13</u>  All employees: 1 day/month  (Family sick is a subset of sick and is capped at 10 days/year.)</p>	<p>48 hours/year credits at hire and each anniversary  Provisions for use of sick leave accruals under terms prior to 1/1/21 in contract.</p>
Personal FT employees	5 days/per year (no carryover). Year 1: earn 1 day per each 3 months	48 hours/year; use it; lose it



	Sheriff's Patrol Unit	Village of Cobleskill									
Bereavement	Minimum 6 months of service : 3 days	Up to 40 hours immediate family.									
Employee/ Health	<p><u>Options:</u>            NYSHIP Empire Plan            CDPHP Consumer Driven</p> <p>Employee responsible for first \$250(single) and \$500(family) and County the balance.</p> <p>Employee Premium Contribution</p> <table> <tr> <td></td><td><u>NYSHIP</u></td><td><u>CDPHP</u></td></tr> <tr> <td>Single:</td><td>20%</td><td>5%</td></tr> <tr> <td>2-person/Family</td><td>30%</td><td>15%</td></tr> </table> <p>Buy-Out            Single: \$1,000            Family: \$2,000            Family to Single: \$1,000</p>		<u>NYSHIP</u>	<u>CDPHP</u>	Single:	20%	5%	2-person/Family	30%	15%	<p><u>Options</u>            MVP HDHP Bronze 7            Village funds HRA up to maximum annual out of pocket expenses.</p> <p><u>Single/2 person/Employee-Child/Family</u>            Base salary &lt;\$40K, Employee share =10% health, dental &amp; vision.            Base salary &gt;\$40K, employee share =15% health, dental &amp; vision.</p> <p>Buy-Out            Single: Lessor of 25% of premium or \$1K s            2 Person/employee-child: lessor of 25% of premium or \$2K.            Family: lessor of 25% of premium or \$3K.</p>
	<u>NYSHIP</u>	<u>CDPHP</u>									
Single:	20%	5%									
2-person/Family	30%	15%									
Dental	BC/BS Dental Plan No Cost for FT Employees Full Cost for PT Employees	Delta Dental									
Optical	CSEA Employee Benefit Fund Platinum 12 Plan. Employee responsible for dependent coverage.	(in MVP Health Plan through Davis Vision)									
ST & LT Disability		ST = 26 weeks; LT additional 26 weeks									
Retiree Health	<p>Eligibility: FT employees while actively employed in NYERS with same contribution as when active and if hired:            On/Prior 5/1/13: 10 yrs. consecutive svc.            On/ After 5/1/13: 15 yrs. consecutive svc.            (Surviving spouse –pays premium).</p> <p><u>Options:</u>            NYSHIP Empire Plan            CDPHP Consumer Driven.            Large Deductibles of which employee responsible for first \$250(single) and \$500(family) and County the balance.</p> <p><u>Or for out of area:</u>            MAP contribution = to CDPHP MAP</p> <p>Employee Premium Contribution</p> <table> <tr> <td></td><td><u>NYSHIP</u></td><td><u>CDPHP</u></td></tr> <tr> <td>Single:</td><td>20%</td><td>5%</td></tr> <tr> <td>2-person/Family</td><td>30%</td><td>15%</td></tr> </table>		<u>NYSHIP</u>	<u>CDPHP</u>	Single:	20%	5%	2-person/Family	30%	15%	Not provided.
	<u>NYSHIP</u>	<u>CDPHP</u>									
Single:	20%	5%									
2-person/Family	30%	15%									
Tuition	Pursuant to CBA condition, up to \$50/credit hr.	100% A; 75% B; 50%C; other 0% Max \$2k/year.									

	Sheriff's Patrol Unit	Village of Cobleskill
Special Allowances	<ul style="list-style-type: none"> <li>Replacement for eye glass lens/frame when damaged in line of duty.</li> <li>Damaged equipment required as condition of employment replaced at option of Sheriff.</li> </ul>	Up to \$500
Fire Arms	Employer provides: Glock 40 SW pistol w/holsters, magazine pouches, gun belts, cuff cases, belt keepers, baton rings and handcuffs.	
Clothing Allowance	\$300/ year	\$300/year Lieutenant-Investigator \$600/year. PT \$75/year if worked 200 hours prior year.

### Current Shared Services and Functional Consolidations

Separate dispatching systems and police radio systems can add significant complications and cost to efforts to share and/or consolidation of police services. Fortunately, in Schoharie County this is not the case. The Sheriff's Office provides county-wide emergency call answering and dispatch services utilized by the Cobleskill Police Department. The County also operates and maintains a county-wide emergency communications/radio system and provides radio communications services and equipment to the Cobleskill Police Department.

Schoharie County and Cobleskill Police Village law enforcement leaders agree that these unified platforms greatly simplify and avoid costly technology solutions and time consuming transition steps that would otherwise be needed for shared police services.

## **IV. Option 1 Overview**

### **Option 1 - Concept**

During the initial phase of the study process, Option 1 in the Village of Cobleskill was defined as returning the Village Police Department to a 24 hour per day, seven days a week operation as was in place in early 2022 and prior. This includes the organizational structure, staffing levels, departmental responsibilities, equipment and other operational details.

The 2023 Adopted Village Budget provided the necessary resources for Option 1; however, the Village had been struggling to maintain its staffing levels. A number of stakeholders felt strongly that the Village Police operation would be able to recruit and hire the necessary patrol staff and that the right solution would to return the department to its full 24/7 operation. At the same time, other stakeholders expressed concern that a police operation that requires 87% of the property tax levy is not financially sustainable for the Village of Cobleskill in the long term; nor has the Village been successful in its retention of patrol staff.

Unfortunately, during the study process, the Village then lost its Police Chief, Lieutenant-Investigator and a number of their patrol staff. The Village has since hired a new police chief and a part-time lieutenant-investigator. However, it will now be more challenging to recruit, train, hire and retain the staffing needed to meet the design of Option 1.

Status Quo for the Sheriff's Office is defined as continuing to operate a road patrol operation from 5 am to 1 am in a 2 zone patrol model with the staffing model as provided for in the 2023 Adopted Budget. The primary goal of the Steering Committee was to provide consistent 24/7 law enforcement coverage on a county-wide basis. Option 1 does not address this goal. First, given the competing demands, the Sheriff's road patrol cannot consistently provide the 2 zone coverage and rarely can provide the desired 2 zone road patrol coverage. Option 1 results in only one (1) New York State Police patrol to cover the overnight shift for the County's 622 square miles.

During the study process, the County Board of Supervisors authorized the addition of two Deputy Sheriff positions to enable increased consistency in road patrol coverage.

### **Option 1 - Organizational Structure and Staffing**

#### **Option 1 - Village of Cobleskill Police Department**

The organizational structure and staffing for the Village Police Department in Option 1 would remain the same as provided for in the 2023 budget. The positions include: 1 Police Chief, 1 Lieutenant-Investigator, 2 Sergeants, 6 Patrol Officers and a part-time secretary, 1 salaried 24 hour/week patrol officer and multiple part-time patrol staff. The viability of hiring and retaining this staffing level will likely present continued challenges for the Village and Option 1 does not address the financial sustainability concerns related to supporting this staffing level.

#### **Option 1 – Schoharie County Sheriff's Office**

Status Quo for the Sheriff's Office organizational structure and staffing levels was initially defined in the study process as defined in the adopted 2023 County Budget. This included 1 Sheriff, 1 Undersheriff, 1

Secretary, 4 Sergeants, 14 Deputy Sheriff's and 3 Civil Clerks. Option 1 does not meet the existing needs of the Sheriff's Office, no less the address the goal to provides 24/7 county-wide road patrol.

### Option 1: Fiscal Impact

The 2023 appropriations and revenues for the Village Police Department and the Schoharie County Sheriff's Department are summarized in **Table 12: Option 1 Status Quo Annual Budgets**. The Cobleskill Police Department is primarily funded through property tax levy. The net cost of the Cobleskill Police Department utilizes 87% of the total Village tax levy. This is one of the primary fiscal concerns of the Village leadership, and option 1 does not alleviate the fiscal burden on the village budget.

**Table 12: Option 1 Status Quo Annual Budgets**

2023 Budgeted Appropriations, Revenues and Net Expense		
	Cobleskill Police Budget	Sheriff's Office Revised Budget (4/23)
<b>Appropriations</b>	\$ 1,647,216	\$ 3,437,607
<b>Department Revenues</b>	\$ (7,150)	\$ (281,547)
<b>Net Expense</b>	\$ 1,640,066	\$ 3,156,060
<b>2023 Levy</b>	\$ 1,888,503	\$ 22,597,987
<b>Percentage of Levy</b>	87%	14%

The Sheriff's Budget in Option 1 (Status Quo) reflects the 2023 Schoharie County Budget prior to the recent addition of two Deputy Sheriffs.

## V. Option 2 Overview

### Option 2 Concept

In Option 2, the Village Police would provide active law enforcement during the hours of 7 am, – 1 am seven days per week. The Sheriff would provide County-wide coverage 24 hours per day seven days per week. From 6 am – midnight the Sheriff’s Office would operate 3 zones (3 cars geographically assigned) to cover the entire County. With the New York State Police patrol coverage, there would be 4 patrol cars coverage on a county-wide basis plus 1 car in the Village of Cobleskill.

The County would provide 1 car (2 deputies) overnight coverage on a county-wide basis. In addition, the Village of Cobleskill would enter into an inter-municipal agreement with the Schoharie County for enhanced overnight coverage in the Village of Cobleskill. This would result in 2 sheriff’s cars (4 deputies) on the road to cover the over-night period. With the New York State Police coverage, there would be three patrol cars to cover the overnight shift as compared to the current condition in which there is only one NYS police car coverage overnight.

### Option 2 – Cobleskill Police Department Organizational Structure and Staffing

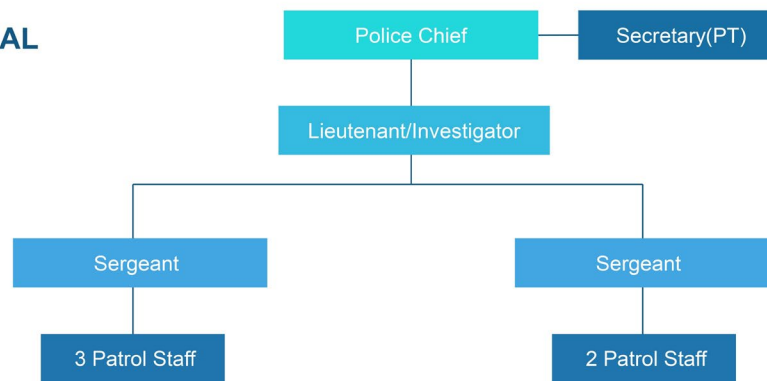
#### Organizational Structure and Staffing

During late 2022 and the first part of 2023, the Cobleskill Police Department provided coverage from 7am to 1am. According to the former Police Chief, a staffing model that included 1 Police Chief, 1 lieutenant-investigator, 2 sergeants and 5 patrol officers supplemented by part-time staff provided the staffing necessary for a 7am to 1am operation. This study worked from the base staffing model used by the Police Department. Simply put, the difference between Option 2 and the current budgeted staff is 3 less patrol staff and the downsized Police Department operation. The organizational structure is depicted in **figure below**.

**Figure 8: Option 2 Village of Cobleskill Police Department Organizational Structure**

#### OPTION 2

#### COBLESKILL POLICE SAMPLE ORGANIZATIONAL MODEL



### **Option 2B – Alternative**

In Option 2A, the study applied the Village Police Department staffing model that was in operation in late 2022 and the first half of 2023. However, there are numerous possible configurations. For example, the Village Police Chief presented a staffing alternative with 1 less sergeant which is presented as Option 2B.

### **Option 2C – Alternative**

A second alternative to Option 2 was offered through the Steering Committee review process. In Option 2C, the Sheriff's Office would operate a 24/7 road patrol as outlined in Option 2. However, in Option 2C, the Village of Cobleskill would staff its police department to the best of its ability, similar to the Village of Schoharie, and the Village would not contract with County for dedicated Sheriff's patrol in the Village of Cobleskill. Calls would be handled utilizing the closest available car response protocol.

### **Staffing Level Evaluation Process**

The Federal Bureau of Justice in its Police Chief's Desk Reference identifies five approaches to calculating staffing levels: per capita, minimum staffing, authorized level, workload-based and coverage methods. The Guide went on to state that the coverage methodology is often helpful in communities with low call volumes and can consider using experience and judgement to determine appropriate staffing levels for their community.<sup>4</sup>

Given the small size of the Village and the low number of calls for service, the study used the coverage methodology and the historical experience of the Village of Cobleskill Police Department. However the IACP Workload Methodology was applied to assure that the staffing level was sufficient to respond to citizen initiated need for service as well as time to provide proactive policing activities. The analysis showed that that Option 2 provides ample staff to meet the citizen generated needs and time for other policing activities. (See **Appendix C: Staffing Evaluation Process**)

In an agency this small, assuring that you have staffing to cover all of the shifts is typically more of a driving factor in determining needed staffing. Assuming the need for 1 officer 18 hours per day seven days a week and 1 sergeant for each shift, a combination of 7 officer (5 patrolman and 2 sergeants) are recommended to provide the necessary relief coverage for regular days off and to cover for anticipated levels of sick, vacation, personal and other leave as well as training. The study used a relief factor of 1.65 for 8 hour shifts, 2.15 for 10 hour shifts and 2.60 for 12 hour shifts<sup>5</sup>.

The current patrol staff work 12 hour shifts; however flexibility in shifts have been common practice in the recent past. In a service delivery model designed to cover 18 hours per day, consideration of 10 hour or 8 hour work day may be worthy of consideration by the Village Police Department. This would be subject to negotiation with the Cobleskill Police Benevolent Association. **Appendix C: Staffing Evaluation Process** includes a sample schedule for Option 2 using 10 hour shifts. It is not realistic that all time off can be anticipated and covered by full time officers. It is prudent in such a small operation to use a combination of part-time and full-time officers to address staffing needs.

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<sup>4</sup> Federal Bureau of Justice, Chief of Police Desk Reference, 2<sup>nd</sup> Edition, p. 132-134.

<sup>5</sup> It is assumed that there are an estimated 376 hours of time off for sick, vacation, disability, 207 c, training, etc. This is based on the leave levels provided for in the labor contract and reference to typical relief factors in other New York State municipal law enforcement agencies. For 8 hour shifts this equates to an estimated 47 days for other leave time in addition to 104 regular days off. For the 10 hour shift, the leave time hours remain the same and the number of days off per year is increased to 156 reflecting that staff work 4 days per week with 3 days.



## Option 2 – SCSO Organizational Structure and Staffing

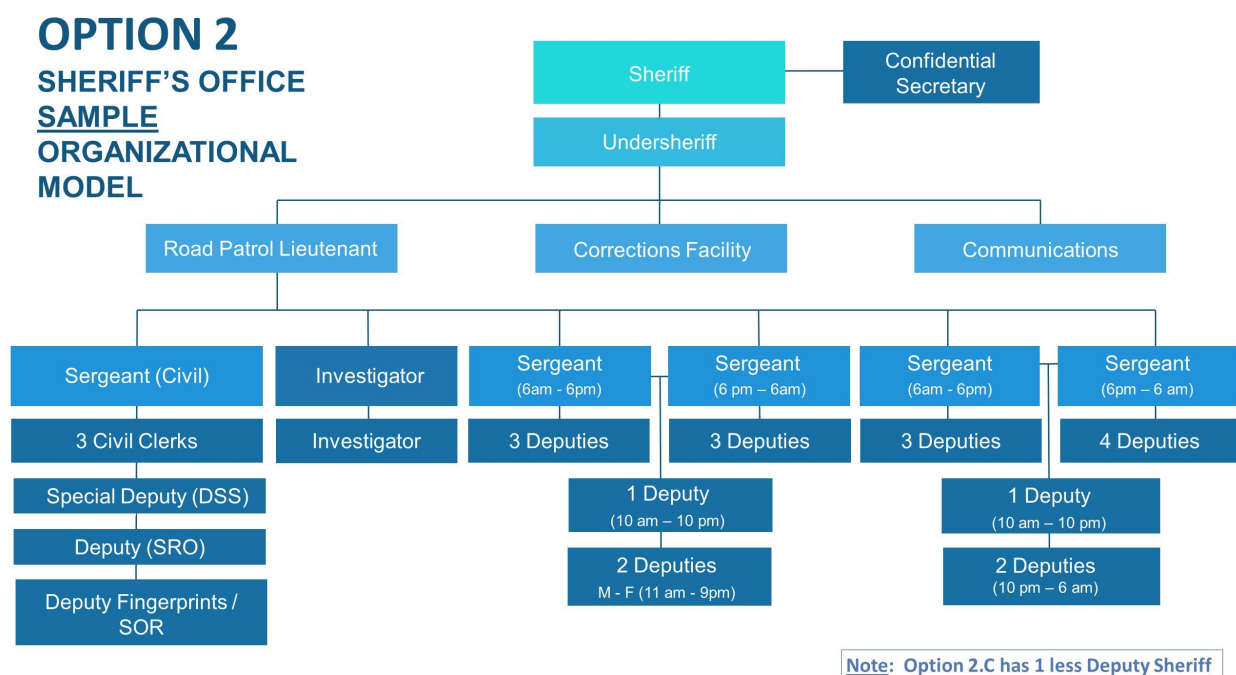
### Organizational Structure and Staffing

The goals of Option 2 are to provide the staffing and supervision necessary to provide 24/7 road patrol coverage, address the competing demands of the Sheriff's Office staff; expand the road patrol coverage from 2 zones to 3 zones from 6am – 12 midnight and provide 1 car enhanced overnight coverage for the Village of Cobleskill.

The study process worked collaboratively with the Sheriff and his staff on the recommendations. Analysis of the Sheriff's staffing needs required a different approach than the analysis of the Village's staffing. Rural communities, such as Schoharie County, generally have lower rates of crime and higher levels of social control.<sup>6</sup> The calls for service received by the Sheriff are relatively low and the number of calls is not the driving factor in the Sheriff's road patrol staffing needs. Rather, it is the response time to calls as is the case in most rural areas.

Option 2 also took into consideration the staffing needed to cover the numerous responsibilities that the Sheriff's Office road patrol staff performs in addition to road patrol that are outlined in detail in the section titled **Sheriff Road Patrol Designated Assignments** that starts on page 18. The schedules and patterns of these functions were a significant component of the staffing study. **Figure 9** presents the recommended structure needed to provide a 24/7 road patrol operation.

**Figure 9: Option 2 Sheriff's Organizational Structure**



<sup>6</sup> Wilson, Jeremy M., and Alexander Weiss. 2014. *A Performance-Based Approach to Police Staffing and Allocation*. Washington, DC: Office of Community Oriented Policing Services.

Currently the Undersheriff provides oversight to all operations and direct supervision to the supervisors of the Communication Division and the Jail Administrator as well as to four sergeants and 2 investigators in patrol division. With the expansion of the road patrol division, a lieutenant position has been added to achieve a reasonable span of control over the road patrol division. Option 2 also provides for the addition of one sergeant for a total of five (5). This provides for a sergeant daily on each shift and one sergeant dedicated to civil enforcement. Option 2 includes an increase from 14 Deputies in the 2023 adopted budget to 21 Deputies. In addition, it is recommended that part-time Special Deputies perform the DSS Security detail, thus freeing up one of the deputies for road patrol functions. **Table 13** below compares the proposed staffing levels to the current staffing model.

**Table 13: Option 2 – Sheriff’s Office Staffing Model**

Option 2 - Sheriff's Law Enforcement Staffing		
Position	Current Staffing Model	Option 2 Staffing Model
Lieutenant	0	1
Investigators	2	2
Sergeants	4	5
Deputies	14	21
<b>Total</b>	<b>20</b>	<b>29</b>
<i>Note: Part-time Special Deputies (1 FTE) will be utilized in Sheriff's Department enabling assignment of 1 additional deputy to road patrol.</i>		

#### Option 2 Sheriff’s Office Staffing Level Evaluation Process

In order to enable this increase in Sheriff’s road patrol coverage on a county-wide basis, it is necessary to not only address the staffing needed for expanded hours and zone coverage but also to assure that the staffing needs are met for adult and juvenile transports including court trips, centralized arraignments coverage, issuance of pistol permits, management of the sex offender registry, DSS security, the school resource officer function and civil enforcement responsibilities.

As with the Village staffing, it was most critical to assure that there was a minimum complement of road patrol staff to cover all shifts and provide coverage for regular days offs and for officer leave time. There was consensus that it would be more practical in a proposed 24/7 operation to change to 12 hour shifts from the current 10 hour shifts for the staff primarily performing road patrol functions. As in the current operations, flexibility of shift length and days of the week for certain activities is warranted, such as the school resource officer which works an 8 hour shift Monday through Friday. In the expanded operations, use of a select number of 8 hour and 10 hour shifts assignments could prove beneficial for smooth operations. For example, while transports can occur at any time, there is a significantly heavy workload Monday through Thursday. This involves discussions with the Schoharie County Road Patrol Association.

Using a review of the leave time benefits provided to existing employees based on the collective bargaining agreement, the number of staff needed was estimated using relief factors associated with the shift length/days worked by functional assignment. For posts that operate seven days a week the following relieve factors were utilized: a relief factor of 2.6 was utilized for 12 hour shifts, a 2.15 relief factor was used for 10 hour shifts and a 1.65 relief factor was utilized for 8 hour shifts. Based on the analysis the staffing structure and levels provide for the minimum staffing needed for Option 2. **Appendix C: Staffing Evaluation Process** summarizes the staffing required and includes a sample schedule of the road patrol staff using the staffing levels provided for in Option 2.

A workload analysis was also undertaken and determined that there is ample staff in the Option 2 staffing model to handle the combination of citizen initiated calls for service and the provision of proactive police services such as traffic stops, home checks and creation of a K-9 Program. (See **Appendix C: Staffing Evaluation Process**.)

### Option 2 – Equipment

The equipment needs of the Cobleskill Police Departments are minimally impacted by the changes proposed in Option 2.

Option 2 however, does impact the Sheriff's Office equipment needs; particularly patrol cars. Currently the Sheriff's Office has approximately 15 vehicles and vehicles are assigned by staff. The Sheriff's Office is currently on a vehicle replacement plan in which 2 vehicles are replaced each year. To address the increased need for vehicles, the Sheriff's Office recommends changing the assignment of vehicles so that vehicles are shared by alternating shifts and a corresponding increase in the number vehicle replacements from 2 vehicles per year to 3. The Option 2 model budget provides for these additional costs. Working in concert with the Sheriff's Department, other equipment needs were identified. It is anticipated that a one-time upfront cost of approximately \$35,000 is needed to provide for small equipment and supplies such as computer tablets, uniform sets and ammunition. The sample budget for Option 2 also reflects increases in equipment and supply lines based on the expanded operations and staffing.

## VI. Option 3 - Overview

### Option 3 - Concept

In Option 3, the Village of Cobleskill would no longer operate a police department and the Schoharie County Sheriff's Office would expand its operations to provide County-wide patrol service 24 hours per day, seven days per week. From 6 am – 12 am the Sheriff will also expand the current 2 patrol zones to 3 zones. In addition, the Village would contract with the County for enhanced patrol coverage in the Village of Cobleskill on a 24/7 basis. The Sheriff's overnight patrol would include 1 county wide patrol car (2 deputies) and 1 patrol car (2 deputies) to provide enhanced services in the Village.

In order to abolish the Police Department, pursuant to Village Law Article 8 § 8-800, the Village Board of Trustees must adopt a local law to abolish the police department and the local law is subject to a permissive referendum.

### Option 3 – Office Organizational Structure and Staffing

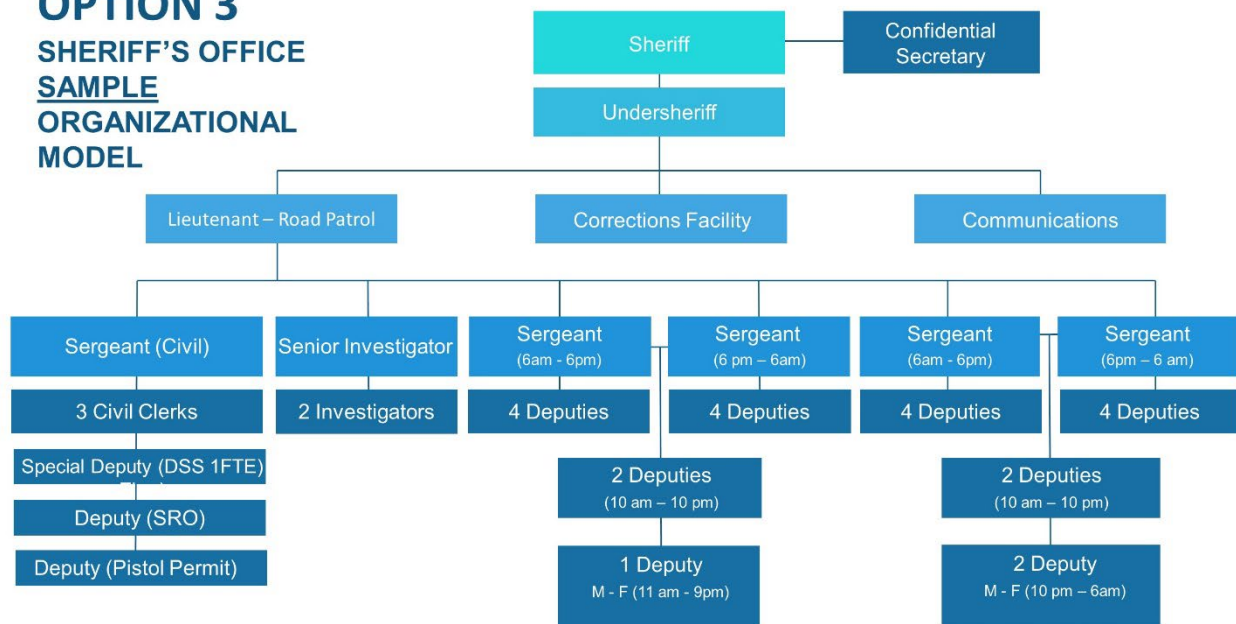
#### Option 3 Sheriff's Office Organizational Structure and Staffing

In Option 3, there is no longer a Village Police Department or staff. The Sheriff's Office staffing reflects both the expansion of county-wide patrol services and the enhanced services to meet the needs of the Village of Cobleskill. The Sheriff's Option 3 staffing model builds off the staffing analysis conducted for Option 2. Option 2 provided for the expanded county-wide road patrol and the enhanced patrol coverage in the Village on the overnight shift. In Option 3, additional deputy positions are included to provide enhanced 24/7 coverage in the Village through an inter-municipal agreement. An additional investigator position was also added based on the increase in investigations resulting from criminal activity historically handled by the Cobleskill Police Department Lieutenant/Investigator. The staffing changes in Option 3 as compared to the 2023 Adopted Budget are summarized below and are depicted in **Figure 10:**

#### Option 3: Sheriff's Office Organizational Structure.

- Create a **Lieutenant** position to lead the Road Patrol Division.
- Increase **Investigators** from 2 to 3.
- Increase the number of **Sergeants** from 4 to 5.
  - 1 Sergeant dedicated to Civil Enforcement.
  - 4 Sergeants to oversee each Road Patrol shift.
- Increase the number of **Deputies** from 14 to 25.
  - 2 Deputies for SRO and Pistol Permit Functions.
  - 23 Deputies for Road Patrol including transports and CAP.
    - Minimum coverage of 3 sworn officers for road patrol 6 am – 12 am.
    - Minimum coverage of 4 sworn officers 12 am – 6am.
    - Minimum staffing model with relief factor
- Create part-time **Special Deputy** positions to take over the DSS Security detail.

**Figure 10: Option # Sheriff's Office Organizational Structure**

**OPTION 3****SHERIFF'S OFFICE  
SAMPLE  
ORGANIZATIONAL  
MODEL****Option 3 Sheriff's Office Staffing Level Evaluation Process**

The staffing analysis for Option 3 used the same methodologies as were applied in Option 2. Specifically, the model was collaboratively developed with the Sheriff's Office, assured that the staffing levels could provide the level of patrol coverage desired assured that the staffing levels could cover the resident calls for service plus other proactive policing activities. The Option 2 staffing level was used as the base. Option 2 provided for 24/7 County-wide coverage and overnight patrol enhancements in the Village of Cobleskill. Option 3 added four (4) deputies to provide the enhanced coverage 24/7 in the Village of Cobleskill and the addition of an investigator needed to cover all the Village criminal activity.

**Option 3 – Employee Considerations**

Discussions of dissolution of the Cobleskill Police Department impact the current police department staff. These considerations include 1) potential opportunity to work in the expanded Sheriff's Department; 2) differences in salaries and benefits such as health coverage and retirement benefits; 3) seniority; 4) Civil Service provisions and 4) union representation. At this time these issues, in the case of the Cobleskill Police Department staff, impact a very limited number individuals. For Schoharie County staff, transfer of staff from the Village may raise concerns relative to seniority for purposes of civil service.

The transition of the police department staff is governed by Section 70 of the New York State Civil Service Law. Section 70 of the Civil Service Law states that when a police department is dissolved or abolished and the functions are assumed by another department, the transfer of function provisions apply and the transfer of employees needed shall be done pursuant to requirements of Section 70 of the New York State Civil Service. The transfer of function provisions instruct the process for the transfer of function from one civil division to another. Section 70 states, "For the purpose of determining the officers and employees holding permanent appointments in competitive class positions to be transferred, such officers and employees shall be selected within each grade of each class of positions in the order of

their original appointment, with due regard to the right of preference in retention of disabled and non-disabled veterans.” In Schoharie County, the qualifications for deputy sheriffs and patrolman are the same as are the qualifications for sergeants. As such, for employees with permanent competitive status, Section 70.1 of the Civil Service Law allows transfer without further examination from one title to another.

The salaries in the Sheriff’s Department are slightly higher than the salaries in the Cobleskill Police Department and as such would be a benefit to the Cobleskill staff. **Appendix B: Salary Comparison** details the salary and salary movement over time for patrol staff and sergeants.

Retirement and retiree health benefits are the two key distinctions in employee benefits between the departments. Sworn officers in the Cobleskill Police Department are offered a 20 year retirement plan as compared to Sheriff’s Office officers that are subject to a 25 year retirement plan. However, the Cobleskill Police Department benefit package makes no provision for retiree health benefits whereas the Sheriff’s Office package provides retiree health benefits based on years of service.

### Option 3 – Policies and Procedures

Should the Village choose to dissolve its Police Department, the Policies and Procedures of the Sheriff’s Office would be applied on a County-wide basis. The Sheriff’s Office and the Cobleskill Police Department currently use the Lexipol service for the development and organization of the policies and procedures which assures for compliance with all Federal and New York State statutes. The Sheriff’s policies and procedures comply with all use of force and has operates under a comprehensive body cam policy. While there may be some differences in the policies and procedures, the level of similarity is far greater. At the point of a decision to implement Option 3, a collaborative review of policies and procedures is recommended to identify and address the unique needs of the Village.

Both the Cobleskill Police Department and the Sheriff’s Office have active Citizen Advisory Boards. To facilitate integration and consideration of Village specific issues, the County would consider inclusion of 2 representatives from the Village Citizen Advisory Board on its Advisory Board.

### Option 3 – Facilities and Equipment

Like Option 2, Option 3 does impact the Sheriff’s Office equipment needs; particularly patrol cars. Currently the Sheriff’s Office has approximately 15 vehicles and vehicles are assigned by staff. The Sheriff’s Office is currently on a vehicle replacement plan in which 2 vehicles are replaced each year. To address the increased need for vehicles, the Sheriff’s Office recommends changing the assignment of vehicles so that vehicles are shared by alternating shifts and a corresponding increase in the number vehicle replacements from 2 vehicles per year to 3. The Option 3 Operating Budget provides for these additional costs. In addition, it is assumed that the Village would transfer its existing vehicles to the County as part of the Inter-municipal agreement.

Working in concert with the Sheriff’s Department, other equipment needs were identified. It is anticipated that a one-time cost of approximately \$50,000 is needed to provide for small equipment and supplies such as computer tablets, uniform sets, ammunition and decaling Village cars. The Option 3



Budget also reflects the ongoing increases in equipment and supply lines based on the expanded operations and staffing. This covers items such as an increase in the contract providing taser guns, uniform replacements, ammunition, etc.

The current Sheriff's facility provides adequate space to accommodate the expansion of staff. Long term, the County leadership and Sheriff's Office are considering the establishment of a substation in the southern section of the County. A substation would provide a 24/7 presence in the southern area, and it would eliminate the 30 minutes of travel time to get to the southern area. This is particularly important during crises particularly major weather events. During the 2011 Irene-Lee storm, the southern section of the county was completely cut off from the rest of county.

## **VII. Option 4**

In Option 4, the Village of Cobleskill would opt to eliminate its police department and the Sheriff's Office would provide county-wide law enforcement services based on standardized county-wide coverage criteria and priority call and first available car dispatching protocols. In order to abolish the Police Department, pursuant to Village Law Article 8 § 8-800, the Village Board of Trustees must adopt a local law to abolish the police department and the local law is subject to a permissive referendum.

Option 4 would provide 24/7 county-wide Sheriff's patrol. This would include an expansion of county-wide patrol zones from 2 to 3 zones from 6 am to midnight and would initiate patrol coverage from midnight to 6 am on a county-wide basis.

Option 4 would no longer have any patrol cars dedicated to the Village coverage. The Sheriff's Office would deploy its cars based on the priority call type and closest car protocols. The calls, as always, would be dispatched based on prioritization of the call emergency and closest car.

Option 4 is distinctly different from the other options in that it is the only one that has no Village of Cobleskill- centric patrol services.

## VIII. Comparative Staffing and Fiscal Impact

### Fair Share Approach

This section includes a comparative analysis of both staffing and costs for Options 1, 2 and 3. A fair share approach was applied in the allocation of costs between the County of Schoharie and the Village of Cobleskill. In shared service arrangements, it is important to have a clear methodology that lays out what each local government is paying for and that the sharing is reasonable and fair for both the County-wide and Village of Cobleskill taxpayers. In the fair share approach, the allocation of costs was based on the allocation of staffing to each function. Based on the staffing allocation, a detailed allocation of all other costs were then applied.

### Comparative Staffing

The staffing for Option 1 (Current Staffing), Option 2 and Option 3 is summarized in **Table 14: Comparative Staffing**. It is important to remember when reviewing the staffing comparison that there are 2 major dynamics occurring simultaneously in both Options 2 and 3. First, there is an increase in the Sheriff's Office staffing related to increasing the Sheriff's Office staff related to right sizing the department to provide 24/7 county-wide coverage with an expansion from 2 zones to 3. The other dynamic is the reduction in the Village staffing and increase in Sheriff's staffing to serve the Village which results in an overall reduction in the need for officers.

**Table 14: Comparative Staffing**

Comparative Staffing									
	Current			Option 2				Option 3	Option 4
Position	Current SCSO	Current CPD	Current SCSO & CPD	Proposed County	Proposed Village	Option 2A Total	Option 2B Total	County-wide SCSOw/Enhanced Village	County-wide SCSO; No Village Police and No Enhanced Village Coverage
Chief	0	1	1	0	1	1	1	0	0
Lieutenant (SCSO)	0	0	0	1	0	1	1	1	1
Lieutenant/Investigator	0	1	1	0	1	1	1	0	0
Sergeant	4	2	6	5	2	7	7	5	5
Investigators	2	0	2	2	0	2	2	3	2
Deputies/Patrol Officers	14	8	22	21	5	26	25	25	20
<b>Total</b>	<b>20</b>	<b>12</b>	<b>32</b>	<b>29</b>	<b>9</b>	<b>38</b>	<b>37</b>	<b>34</b>	<b>28</b>
Special Deputy (FTE)	0	0	0	1	0	1	1	1	1
Part-Time Staff	0.1	0.75	0.85	0.25	0.2	0.45		0.25	0.25
<i>Note 1: This presentation only includes Law Enforcement staff and does not include civilian positions.</i>									
<i>Note 2: Option 2C total staffing cannot be evaluated until the Village determines the staffing level it will establish.</i>									

During the study process, the Cobleskill Police Chief offered an alternative to Option 2 in which, the Cobleskill Police Department would operate with the 1 Chief, 1 Lieutenant, 1 Sergeant rather than 2 sergeants and 5 patrol officers and is included as another option in the fiscal analyses (Option 2B)

## Shared Service Savings Opportunity

The fiscal analysis involved an evaluation and comparison of the costs and fiscal impacts of the various options in two primary ways. The first is to show the fiscal impact of shared services as compared to the delivery of the desired services provided by the Village and County independently. The second analysis evaluate the net cost change as compared to the Village and County current annual investments.

It is important to remember that the County's public safety goal is to provide 24/7 county-wide road patrol services utilizing a 3 zone model. Achieving this goal will require increased financial commitment irrespective of whether the expansion happens independent of the shared services or whether one of the service delivery models is ultimately chosen. In order to evaluate the comparative fiscal impact of the shared services models, they must be compared to the combined stand-alone Village 24/7 and stand-alone expanded 24/7 county-wide patrol model costs. For the Village this base for comparison is the 2023 budget and for the County it is expanded patrol division; not the 2023 budget.

The second fiscal analysis compares the cost of the shared services options to the Adopted 2023 budgets and is presented in the next section of the report titled **Fair Share Comparative Fiscal Analysis**.

To get a fair presentation, of the cost savings impact resulting from share services, the cost for a stand-alone expanded 24/7 Sheriff's road patrol operation plus the cost of the 2023 Cobleskill Police Departments needed to be compared to the various options. As **Table 15: Potential Shared Services Savings** depicts, sharing services presents opportunities for County and Village savings. Clearly, Option 3 – the consolidated operations model - presents the greatest opportunity for savings with preliminary cost savings of more than \$1,000,000; however Options 2A and 2B present savings opportunities for both the Village and the County.

**Table 15: Shared Services Savings**

Schoharie County - Village of Cobleskill Estimated Cost Savings as Compared to Stand-alone County and Village Operations				
	County 24/7 Expansion & Village 24/7	Option 2	Option 2B	Option 3
<b>Village of Cobleskill Cost</b>	\$1,640,066	\$1,461,692	\$1,311,692	\$833,473
<b>County Cost</b>	\$4,046,758	\$3,915,136	\$3,915,136	\$3,810,423
<b>Total Cost</b>	<b>\$5,686,824</b>	<b>\$5,376,828</b>	<b>\$5,226,828</b>	<b>\$4,643,896</b>
<b>Cost Savings</b>		<b>\$309,995</b>	<b>\$459,995</b>	<b>\$1,042,928</b>
<b>Savings Percentage</b>		<b>5.8%</b>	<b>8.8%</b>	<b>22.5%</b>
<i>Note: Option 2C does not have a set net cost and therefore cannot be compared. In Option 2C, the Village of Cobleskill would staff its police department to the best of its ability, similar to the Village of Schoharie, and the Village would <u>not</u> contract with County for dedicated Sheriff's patrol in the Village of Cobleskill.</i>				

Staffing differentials between the stand-alone option and the shared services model is the driving factor in the generation of cost savings. Examples of staff savings include supporting 1 administrative structure; not 2; more efficient supervisory structure and shared overnight coverage. Additional savings are the result of identification of cost effective re-organizations. For example, the use of 1 FTE of Special Deputies for the DSS Security function frees up a more expensive Deputy for Road Patrol. As the Sheriff's Office expands and considers operating 12 hour shifts, there are clear scheduling efficiencies

that enable an improved smoothing of staffing through the week and the ability to better target staffing during peak times and avoid overscheduling.

## Fair Share Comparative Fiscal Analysis

This section reviews and compares the net cost to the Village and to the County of each option as compared to the 2023 adopted budgets. Please note, for the Village this is the same as the presented above in the shared cost savings analysis. For the County, the comparison is different than the shared savings evaluation presented in the previous section. The fiscal analysis of each option is depicted in **Table 16: Comparative Cost and Revenue Summary** and the corresponding detailed line item budgets are provided in **Appendix D: Fiscal Analysis**.

In Option 2A, Option 2B and Option 3, the cost analysis includes the Village payment for enhanced services provided by the Sheriff and the corresponding revenue in the Sheriff's budget. This is the means by which the Fair Share Approach is reconciled.

**Table 16: Comparative Cost and Revenue Summary**

Schoharie County							
County-wide Law Enforcement Feasibility Study							
Fiscal Comparison of Options							
	Option 1 (2023 Law Enforcement Budgets)			Option 2A			Option 3
Estimated Costs	Cobleskill Police	Schoharie County Sheriff	Sheriff and Cobleskill Police	Cobleskill Police	Schoharie County Sheriff	Sheriff and Cobleskill Police	24/7 County-wide Schoharie County Sheriff
Personnel	\$939,745	\$1,758,172	\$2,697,917	\$705,848	\$2,266,311	\$2,972,158	\$2,553,551
Equipment/Capital Outlay	\$32,893	\$307,432	\$340,325	\$32,893	\$417,949	\$450,842	\$426,247
Contractual	\$97,105	\$343,637	\$440,742	\$83,623	\$421,348	\$504,970	\$477,615
Employee Benefits	\$577,473	\$1,028,366	\$1,605,839	\$433,712	\$1,305,760	\$1,739,473	\$1,472,360
<b>Total Law Enforcement Costs</b>	<b>\$1,647,216</b>	<b>\$3,437,607</b>	<b>\$5,084,823</b>	<b>\$1,256,076</b>	<b>\$4,411,367</b>	<b>\$5,667,443</b>	<b>\$4,929,773</b>
<b>Department Revenues</b>	<b>-\$7,150</b>	<b>-\$281,547</b>	<b>-\$288,697</b>	<b>-\$6,435</b>	<b>-\$284,180</b>	<b>-\$290,615</b>	<b>-\$285,877</b>
<b>Net Cost</b>	<b>\$1,640,066</b>	<b>\$3,156,060</b>	<b>\$4,796,126</b>	<b>\$1,249,641</b>	<b>\$4,127,188</b>	<b>\$5,376,828</b>	<b>\$4,643,896</b>
<b>Contract for Enhanced Patrol</b>				\$212,052	-\$212,052		-\$833,473
<b>Net Village Cost</b>	<b>\$1,640,066</b>			<b>\$1,461,692</b>			<b>\$833,473</b>
<b>Net County Cost</b>		<b>\$3,156,060</b>			<b>\$3,915,136</b>		<b>\$3,810,423</b>
<i>Note 1: In <b>Option 2B</b>, the County net cost remains the same as Option 2. The Village's net cost is approximately <b>\$1,311,692</b>. (Approximately \$150,000 less than Option 2A)</i>							
<i>Note 2: In <b>Option 2C</b>, the County net cost is estimated to increase to <b>\$4,046,758</b> and the Village's net cost cannot be determined until the Village sets the level of staffing it determines it can support.</i>							

As is depicted in **Table 17: Comparative Net Cost/Savings**, Option 2A results in a net cost savings to the Village of Cobleskill of \$178,374. This is equivalent to 9.45% of the tax levy as compared to the 2023 budgeted cost. Option 2B has an estimated Village savings of \$328,374 (equivalent to 16.86% of the tax levy). Option 3 results in net savings of \$806,593 (equal to 43% of the Village levy). The County has a net cost increase in Option 2A and Option 2B of \$759,076 and \$654,364 in Option 3.

While the County cost is increasing, as can be seen in **Table 17**, Option 2A, 2B and Option 3 result in avoided cost to the County compared to the County moving to 24/7 coverage on its own.

Table 17: Comparative Net Cost/Savings

Comparison of Net Savings/Costs					
(Village and County Net Costs include the Village Payment to the County for the Provision of Enhanced Village Services)					
	Shared Service Options				
	Current Cost	Option 2	Option 2B	Option 3	SCSO 24/7 & Village Remains Status Quo
Cobleskill Police	\$1,640,066	\$1,461,692	\$1,311,692	\$833,473	\$1,640,066
Schoharie County Sheriff	\$3,156,060	\$3,915,136	\$3,915,136	\$3,810,423	\$4,046,758
<b>Total Net Cost</b>	<b>\$4,796,126</b>	<b>\$5,376,828</b>	<b>\$5,226,828</b>	<b>\$4,643,896</b>	<b>\$5,686,824</b>
<b>Village Net Savings</b>		<b>\$178,374</b>	<b>\$328,374</b>	<b>\$806,593</b>	<b>\$0</b>
<b>County Net Cost Increase related to the provision of 24/7 county-wide coverage</b>		<b>\$759,076</b>	<b>\$759,076</b>	<b>\$654,364</b>	<b>\$890,698</b>
Note 1: The net costs include s fringe benefits and all offsetting revenues.					
Note 2 : There are approximately \$35,000 of start-up costs in Options 2 and approximately \$50,000 in Option 3 that are in addition to the above costs.					
Note 3: In Option 2C, the County net cost is estimated at \$4,046,758 and the Village's net cost will be determined by the Village based on the level of staffing it determines it can support.					

As stated earlier, the Village Board of Trustees has concerns about the long term sustainability of a model in which the police department costs is dependent on 87% of the Village property tax levy. **Table 18: Comparative Net Impact on the Village Property Tax Levy** presents the estimated fiscal impact of the shared service options on the Village of Cobleskill. Option 2 offers a 9.45% savings to the Village property taxpayer, Option 2B results in a 17.4% savings and Option 3 results in a 43% property tax savings.

Table 18: Comparative Net Impact on the Village Property Tax Levy

Village of Cobleskill - Impact on Property Tax Levy						
	Cobleskill Police 2023 Budget	Option 2	Option 2B <sup>1</sup>	Option 2C <sup>2</sup>	Option 3	Option 4
Appropriations (including Benefits and Capital Cost)	\$1,647,216	\$1,468,127	\$1,318,127	TBD by Village	\$833,473	No Village Centric Police Service
Department Revenues	-\$7,150	-\$6,435	-\$6,435	TBD by Village	\$0	
Net Expense	\$1,640,066	\$1,461,692	\$1,311,692	TBD by Village	\$833,473	
Total Village Levy	\$1,888,503	\$1,888,503	\$1,888,503	TBD by Village	\$1,888,503	\$1,888,503
Percentage of Current Levy	87%	77%	69%	TBD by Village	44%	0%
Estimated Cost Savings		\$178,374	\$328,374	TBD by Village	\$806,593	N/A
Savings as a Percentage of Current Levy		9.4%	17.4%	TBD by Village	43%	
Note 1: Option 2B includes the elimination of 1 Sergeant and additional identified savings by the CPD.						
Note 2: In Option 2C, the Village of Cobleskill would staff its police department to the best of its ability, similar to the Village of Schoharie, and the Village would <u>not</u> contract with County for dedicated Sheriff's patrol in the Village of Cobleskill.						



## **IX. Implementation Plan**

The transition process, regardless of which option is chosen, will be driven by the ability to recruit and hire law enforcement staff. The impact of the pandemic, the tight labor market and demographic changes have impacted the workforce nationally and law enforcement in particular. For the Cobleskill Police Department this was exacerbated by the significant loss of law enforcement staff over the summer of 2023. These factors unfortunately will dictate the implementation timetable for any of the options. Based on the modest number of anticipated candidates scheduled to take the police exam this fall, regardless of which restructuring option is followed, it is anticipated that to achieve staffing levels needed for 24/7 county-wide law enforcement and appropriate coverage in the Village, implementation will take approximately two, and possibly three years to complete.

Fortunately implementation can begin immediately and initiation is not dependent on which option is chosen. The following implementation time line enables the County and the Village to consider concurrent options and to implement the shared service options throughout the process. Phase 1 addresses the County's goals of providing 24/7 county-wide law enforcement and addressing the staffing needs of the many competing demands on the Sheriff's Road Patrol staff.

### **Phase 1: Build the Sheriff's Office Organizational Structure(s) to Meet the Needs of a 24/7 Operation and Determination by the Village of its desired direction for the Village Police Department (Late 2023 through 2024)**

- During the 2023 Study process, the needs of the Sheriff's Office became very apparent and the County Board of Supervisors authorized the creation of an additional two (2) deputy officers.
- The County of Schoharie Board of Supervisors accepts the long term plan for the Sheriff's Department re-organization to provide 24/7 coverage and address the competing demands of the Sheriff's Office with or without providing shared staffing with the Village of Cobleskill.
- The County initiates negotiations with the Schoharie County Road Patrol Association regarding the use of 12-hour shifts.
- The County Board of Supervisors establishes a 2024 Sheriff's Office Budget that provides the resources necessary to address the organizational structural needs and stabilize delivery of the current road patrol function and other workload demands on the Sheriff's Office. The minimal target for this phase would be a staffing pattern including:
  - 1 Lieutenant.
  - 5 Sergeants.
  - 19 Deputies.
  - Part-time Special Patrol Officers (1 FTE) to frees up 1 patrol officer full time to return to patrol duties.
- The Board of Trustees of the Village of Cobleskill will evaluate its options to determine the course of action the Village desires to pursue in 2024.
- Should the Village determine it will continue police operations, the Village will continue recruitment and hiring of staff.

- The Sheriff's Office would initiate hiring of new employees to support 24/7 county-wide operation. This includes the hiring of 5 new full time Deputies, the promotion of 2 officers to provide for the additional Lieutenant and Sergeant and the hiring of the part-time Special Patrol Officers (minimally equal to 1 full time equivalent officers). The creation of part-time Special Patrol Officer positions will enable the full time Deputy assigned to DSS Security to return to Road Patrol.
  - Utilize the certified civil service list of potential new hires that passed the September 2023 Civil Service Exams.
  - Continue to identify potential lateral transfer of officers. (Ongoing)
  - Utilize Special Patrol Officers.
- Initiate enhanced recruitment strategies to increase the potential candidates that register for the civil service exam typically held in September. Recruitment efforts will need to start well in advance of the registration cut off set by Civil Service.
- Should the Sheriff's Office hit the targeted staffing levels of fully trained officers, the Sheriff's Office goal is to initiate a one car patrol overnight by late summer (optimally in time for the County Fair) and to expand county-wide patrol coverage.
- The Village should re-evaluate its situation mid-summer to fall and communicate to the County Board of Supervisors and Sheriff any enhanced or expansion of enhanced services it may desire to purchase from the County. In response, the County will re-evaluate its recent level of success in filling positions to determine a feasible timeline for the delivery of enhanced services to the Village.
- Should the Village identify a desire to share services with the County, the County and the Village may submit a Local Government Efficiency Grant to support its shared services efforts. Typically the announcements occur in May with a late July submission date.
- Utilizing non-budget funds (existing and future donations), procure K-9 and equipment. Send a Deputy and the K-9 to certification school.

**Phase 2: County Completes Staff Hiring to Support a 24/7 County-wide Road Patrol and Execute and Inter-municipal Agreement between the County and Village for Overnight Coverage (2025)**

- Schoharie County Board of Supervisors provide the resources in the 2025 budget necessary to provide 24/7 coverage and expansion of zone coverage to 3 zones for the period 6 am – 6pm.
- Sheriff continues with at least one 2-person car and supervisor for overnight.
- Sheriff's Office institutes the shift from a 2 zone to 3 zone patrol for each shift 6 am – midnight.
- The County and the Village would develop the necessary Inter-Municipal Agreement and the County would make adjustments to its budget to provide the necessary staffing should the Village opt to request enhanced coverage based on Option 2 for the overnight period from the Sheriff's Office. The agreement should include:
  - Duration of agreement.
  - Detailed description of services to be rendered.
  - Compensation for services.
  - Transfer of vehicles and equipment.
  - Handling any liabilities and levels of insurance coverage.
  - Agreement review process.

- Adjudication of disputes.

### Phase 3: County provision of Enhanced Services 24/7 in the Village of Cobleskill (Late 2025- 2026)

- The Village and the County would enter into an Inter-municipal Agreement (IMA), should the Village choose to dissolve the Police Department and have the Sheriff's Department provide 24/7 enhanced police services. The agreement should address the same items as outlined in Phase 2.
- The County would need to take into consideration multiple New York State statutes including New York State Civil Service Law §§200 et seq., §70(5) and §83 that pertain to the transfer of police officers. (At the time of the study, there are 2 officers that would be impacted.)
- Sheriff's Department continue to develop and implement the related activities that will support the Sheriff's Road Patrol including the accreditation recommendations related to training and the potential need for a training officer as well as the development of a Sheriff's Substation located in the southern end of the County.

### Summary

The extent to which the departments have greater or less success in speedy hiring and retention of staff will greatly influence the timeline and potential re-organization of priorities relative to the Sheriff's Office. **Table 19: Organizational and Staffing Development Implementation Plan** summarizes an initial phasing plan. The Village's implementation plan is dependent on the decisions of the Village Board and its capacity to recruit and hire as well. Reality may show that there are more potential candidates available than anticipated and the timelines could be expedited.

**Table 19: Organizational and Staffing Development Implementation Plan**

Schoharie County Sheriff's Office Implementation Plan						
	2023		2024	2025 Options (A or B)		2025 into 2026
	2023 Adopted	2023 Amended	2024 Budget Stabilize SCSO Operations & Introduce 1 overnight car late summer	2025 Budget Complete Hiring for 24/7 County-wide 3 zone Coverage (No Enhanced Village Services)	2025 Budget 2 overnight cars (Enhanced Village overnight IMA) & 3 zone coverage	County-wide 24/7 with Enhanced Village Cover 24/7
Lieutenant	0	0	1	1	1	1
Sergeant	4	4	5	5	5	5
Investigators	2	2	2	2	2	3
Deputies	14	16	19	20	21	25
Special Patrol Deputy	0	0	1	1	1	1
<b>Total Officers</b>	20	22	28	29	30	35
<b>FTE Officers Increase</b>		2	6	1	2	5

## **X. Other Considerations**

### **Sheriff's Office Seeking NYS Division of Criminal Justice Accreditation**

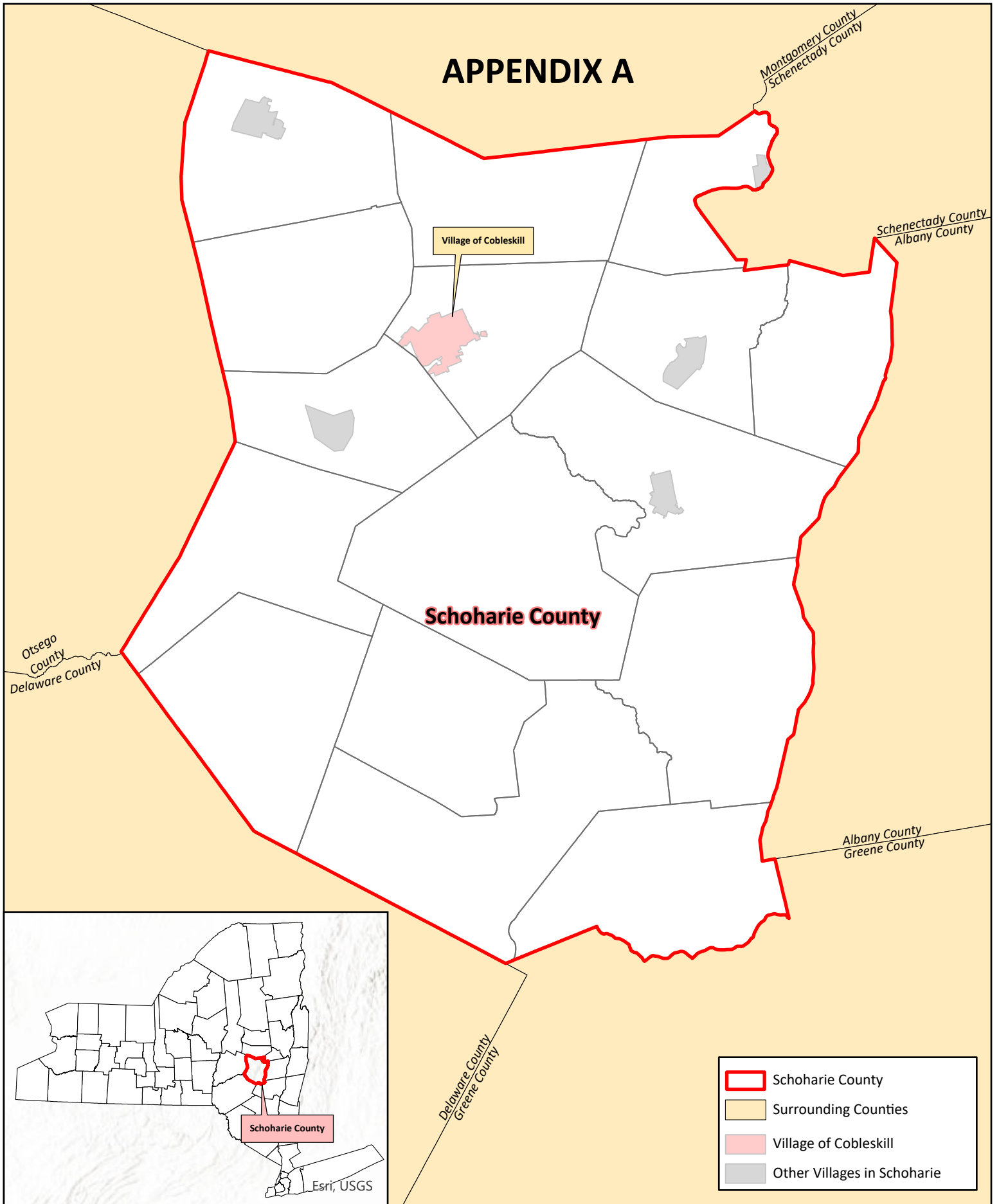
The Sheriff's Office is currently working towards obtaining accreditation through the New York State Division of Criminal Justice Services Accreditation Program. As part of the accreditation, the training requirements for all of the units within the Sheriff's Office will increase as well as the documentation and tracking of all training. The Sheriff is considering the centralization of the oversight function and the County may want to consider supporting a part-time or retired officer to manage the entire agency's mandated and in service training records, scheduling, and implementation.

### **Sheriff's Office – Potential Southern End Sub-station**

While not addressed as part of this Study, the Sheriff's Office has articulated a vision for the future that includes a sub-station to be located in the southern end of the County. This will provide an enhanced visible law enforcement presence in the southern section of the Schoharie County. It will also reduce travel time of the staff. The Sheriff's Office is prepared to seek grant funds to offset costs for the new facility.

# APPENDICES

# APPENDIX A



## Location Map

Schoharie County  
New York

## Appendix B

### Comparative Salary Schedules

Comparative Salaries for Village Patrolman and Schoharie County Sheriff's Deputy												
	Village of Cobleskill Police Department							Schoharie County Sheriff's Office				
Year		Patrolman Grade 12	Patrolman Grade 13	Patrolman Longevity Salary (10)	Patrolman Longevity Salary (15)	Patrolman Longevity Salary (20)			Road Patrol Deputy	Road Patrol Deputy (10 yr longevity)	Road Patrol Deputy (15 yr longevity)	Road Patrol Deputy ( 20 yr longevity)
1	Hiring	\$ 47,356						Hiring	\$ 46,338			
2	Step1	\$ 49,153						Step 1	\$ 49,042			
3	Step 2	\$ 50,950						Step 2	\$ 51,746			
4	Step 3	\$ 52,747						Step 3	\$ 54,450			
5	Step 4	\$ 54,544						Step 4	\$ 57,212			
6	Job rate	\$ 56,340						Step 5	\$ 59,917			
7			\$ 58,810					Step 6	\$ 62,630			
8			\$ 58,810						\$ 62,630			
9			\$ 58,810						\$ 62,630			
10			\$ 58,810						\$ 62,630			
11				\$ 63,166						\$ 65,130		
12				\$ 63,166						\$ 65,130		
13				\$ 63,166						\$ 65,130		
14				\$ 63,166						\$ 65,130		
15				\$ 63,166						\$ 65,130		
16					\$ 65,828						\$ 70,130	
17					\$ 65,828						\$ 70,130	
18					\$ 65,828						\$ 70,130	
19					\$ 65,828						\$ 70,130	
20					\$ 65,828						\$ 70,130	
21						\$ 68,487						\$ 77,630



## APPENDIX C: STAFFING EVALUATION PROCESS

### Cobleskill Police Department

#### Sample Schedule

The study relied on the professional judgement of the law enforcement leadership in the Village as the basis of the staffing pattern established and the historical Village staffing. The Option 2 Cobleskill Police Department model staffing used for Cobleskill Police Department reflects the staffing that was in place when the Village operated from 7am – 1 am. The following is a sample schedule based on 12 hour shifts.

Cobleskill Police Department - Option 2															
DRAFT Sample Schedule															
	w	th	fr	sa	su	m	t	w	th	fr	sa	su	m	tu	Hrs.
Lieutenant/Invest.	8	8	8			8	8	8	8	8			8	8	80
# of Lieutenant/day	1	1	1			1	1	1	1	1			1	1	
Sergeant 7am - 7pm	12	8				12	12			12	12	12			80
# of Sergeants/day	1	1	0	0	0	1	1	0	0	1	1	1	0	0	
Patrolman 7am - 7pm	8	12	12	12					12	12	12				80
Patrolman 7am - 7pm					12	8	12	12				12	12	12	80
# of Patrolman/day	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Sergeant 4pm - 12am		8	8	8	8	8			8	8	8	8	8		80
# of Sergeants/day	0	1	1	1	1	1	0	0	1	1	1	1	1	0	
Patrolman 12pm - 12 am	12	12	12	8					12	12	12				80
Patrolman 12pm - 12 am					12	12	12	12				12	12	8	80
# of Patrol/day	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Patrolman 4pm - 12 am	8	8	8	8			8	8	8	8	8			8	80
# of Patrol/day	1	1	1	1	0	0	1	1	1	1	1	0	0	1	
SUMMARY OF TOTAL STAFF SCHEDULED PER SHIFT															
Chief AM	1	1	1			1	1	1	1	1			1	1	
Lieutenant AM	1	1	1			1	1	1	1	1			1	1	
Sgt + Patrol 7am - 12 pm	2	2	1	1	1	2	2	1	1	2	2	2	1	1	
Sgt & Patrol 12pm - 4 pm	3	3	2	2	2	3	3	2	2	3	3	3	2	2	
Sgt & Patrol 4pm - 7pm	4	5	4	4	3	4	4	3	4	5	5	4	3	3	
Sgt & Patrol 7pm - 12am	2	3	3	3	2	2	2	2	3	3	3	2	2	2	
Note: When minimum staffing levels are not met the overtime and part-time staffing are utilized.															

#### Workload Methodology

Workload models, such as the IACP Workload Methodology, compare total workload in hours against hours of officer availability. Officer workload is defined as a combination of citizen initiated service demand plus consideration for responsibilities including officer initiated traffic stops, home safety checks and other proactive policing activities and other assigned tasks. In 2022, the Village calls for service exclusive of traffic stops totaled 800 for the period 7 am – 4 pm and 1,247 for the period 4 pm to 1 am. Using the general framework of the IACP methodology, the table below in summarizes the estimated workload generated by calls for service excluding traffic stops and assumes that the balance of an officer's time (between 70%- 75%) is available for other policing activities. This analysis supports indicates that the coverage methodology provides the staffing needed for all shifts but also provides ample staffing for the workload levels.

Option 2 - Cobleskill Police Department Calls for Service Workload Methodology											
2022 Call Response Demand 7am - 1 am (Hours)								Other Services	Total		
	Calls for Service (w/out traffic stops) <sup>1</sup>	Avg time/call <sup>2</sup> (Minutes)	Total Minutes	Total Hours	Multiplier <sup>3</sup>	Hours Needed	Officers Required for Calls for Service	Proactive Policing, Traffic Stop, Etc	Total Officer Time	Full Coverage Factor	Officers Needed
7am - 4pm	681	27	18,387	306	3	919	0.25	0.75	1.00	2.15	2.15
4pm - 1 am	793	27	21,411	357	3	1,071	0.29	0.71	1.00	2.15	2.16
Total Officers											4.31
Assumptions:											
1. The calls for service include citizen initiated calls and does not include traffic stops.											
2. The average time per call calculated from the SCSO CAD system call data for the Cobleskill Police Department.											
2. IACP utilizes a multiplier of 3 for all related time associated with the call for service.											
Source: Schoharie County Communications Center - CAD System Report and IACP.											

## Schoharie County Sheriff's Office

### Approach

The study relied on the professional judgement and experience of the Sheriff and his key staff to help guide the overall staffing analysis. Part one of the analysis looked at the staffing needs relative the patrol function and the second part of the study focused on the staffing needs relative to the other functions of the Patrol Division.

Given the rural nature of the County, for Option 2, the study included an analysis of the staffing needed to cover 3 zones from 6 am to midnights and one County-wide zone from 12 am to 6am and one Village centric zone from 12 am to 6 am. Option 3 coverage is essentially the same; however adds 1 village centric zone from 6 am – midnight. The staffing needs were aggregated by shift. To assure appropriate coverage 7 days a week, a full coverage factor of 1.60 was applied for 8 hour shifts, 2.15 for 10 hours shifts and 2.55 for 12 hour shifts. For functions not performed 7 days a week, appropriate coverage factors were also applied.

Option 2 - SCSO Deputy Sheriff Staffing Staffing with Relief Coverage			
	Post	Full Coverage	Total Officers
3 zone road patrol 6am-6pm	3	2.55	8
Road patrol 6pm-6am*	3	2.55	8
Overnight coverage 12am -6am	1	1.6	2
Weekday relief/transport/CAP	2	1	2
Pistol Permit/SOR	1	1	1
School Resource Officer	1	1.2	1
			21
Option 3 SCSO Budgeted Model Staffing			
		Full time	21.0
		Overtime	1.0
		Total	22.0
*3 zones 6pm to 12 am; 1 countywide & 1 village cetric zone 12 am- 6 am.			

Option 3 - SCSO Deputy Sheriff Staffing Staffing with Relief Coverage			
	Post	Full Coverage	Total Officers
3 zone road patrol 6am-6pm	3	2.55	7.65
3 zone Road patrol 6pm-6am	3	2.55	7.65
1 Village centric Zone 6am-6pm	1	2.55	2.55
1 Village centric Zone 6 pm- 6 am	1	2.55	2.55
Weekday relief/transport/CAP	2	1	2.00
Pistol Permit/SOR	1	1	1.00
School Resource Officer	1	1.2	1.20
			24.60
Option 3 SCSO Budget Model Staffing			
Deputies			25
Overtime			1
			26
*3 zones 6pm to 12 am; 1 countywide & 1 village cetric zone 12 am- 6 am.			

### Workload Methodology

To evaluate staffing for Option 2, the 2022 Sheriff's Office calls for service exclusive of traffic stops were used and totaled 2,867 for the period 6 am –6pm and 1,250 for the period 6pm to 12 am. For the period 12 am to 6 am the combined calls for the Sheriff's Office and the Cobleskill Police Department were used and totaled 428 calls. Using the general framework of the IACP methodology, the table below summarizes the estimated workload generated by calls for service excluding traffic stops and assumes that the balance of an officer's time (between 70%- 75%) is available for other policing activities. This analysis indicates that the coverage methodology provides the staffing needed for all shifts but also provides ample staffing for the workload levels.

Option 2 - Schoharie County Sheriff Office Staffing Calls for Service Workload Methodology									
2022 Call Response Demand								Officers Needed for Call Response Only	
	Calls for Service (w/out traffic stops) <sup>1</sup>	Avg time/call <sup>2</sup> (Minutes)	Total Minutes	Total Hours	Multiplier <sup>3</sup>	Hours Needed	Deputies Required for Calls for Service	Full Coverage Factor	Deputies Needed
6am-6pm	2,867	40	114,680	1,911	3	5,734	1.57	2.6	4.08
6pm - 12 am	1,250	40	50,000	833	3	2,500	0.68	2.6	1.78
12 am-6am	428	27	11,556	193	3	578	0.16	1.65	0.26
Total Officers Needed to Cover Calls for Service									5.87
Total Full Time Deputies Provided in Option 2									21.00
Assumptions:									
1. The calls for service include citizen initiated calls and does not include traffic stops. The 1 am - 6 am reflect the 2022 SCSO and the CPS calls.									
2. The average time per call calculated from the SCSO CAD system call data for the SCSO.									
3. IACP utilizes a multiplier of 3 for all related time associated with the call for service.									
Source: Schoharie County Communications Center - CAD System Report and IACP.									

The workload staffing analysis for Option 3 utilized the same basic approach; however the calls for service reflect the combined the calls from the combined Sheriff's Office and the Cobleskill Police Department for all shifts.

Option 3 - Schoharie County Sheriff Office Staffing Calls for Service Workload Methodology									
2022 Call Response Demand							Officers Needed for		
	Calls for Service (w/out traffic stops) <sup>1</sup>	Avg time/call <sup>2</sup> (Minutes)	Total Minutes	Total Hours	Multiplier <sup>3</sup>	Hours Needed	Deputies Required for Calls for Service	Full Coverage Factor	Deputies Needed
6am-6pm	3,770	40	150,800	2,513	3	7,540	2.07	2.6	5.37
6pm -12 am	1,808	40	72,320	1,205	3	3,616	0.99	2.6	2.58
12 am-6am	469	27	12,663	211	3	633	0.17	1.65	0.29
Total Officers Needed to Cover Calls for Service									7.95
Total Full Time Deputies Provided in Option 3									25.00
Assumptions:									
1. The calls for service include citizen initiated calls and does not include traffic stops. All shifts reflect the									
2. The average time per call calculated from the SCSO CAD system call data for the SCSO.									
3. IACP utilizes a multiplier of 3 for all related time associated with the call for service.									
Source: Schoharie County Communications Center - CAD System Report and IACP.									

## Sample Schedule

The following is a sample schedule based primarily on 2 hour shifts. Based on the function, the shifts reflect the nature of the function performed.

OPTION 3 - DRAFT Sheriff's Office																
Road Patrol Sample Schedule																
	W	Th	Fr	Sa	Su	M	Tu	W	Th	Fr	Sa	Su	M	Tu		
Sergeant 6 am - 6pm			12	12	8			12	12				12	12	80	
Sergeant 6am - 6pm	12	8				12	12			12	12	12			80	
Sergeants/day	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
Deputy 6 am - 6 pm	12	8	12	12				12	12	12					80	
Deputy 6 am - 6 pm					12	12	12	12				8	12	12	80	
Deputy 6 am - 6 pm	12	12	12	12				8	12	12					80	
Deputy 6 am - 6 pm					8	12	12	12				12	12	12	80	
Deputy 6 am - 6 pm	12	12	12	8				12	12	12					80	
Deputy 6 am - 6 pm					12	12	12	8				12	12	12	80	
Deputy 6 am - 6 pm	12	12	12	12				8	12	12					80	
Deputy 6 am - 6 pm					8	12	12	12				12	12	12	80	
Deputies 6 am - 6pm/day	4	4	4	4	4	4	4	4	4	4	4	4	4	4		
Deputy 10 am - 10 pm	12	12	8	12				12	12	12					80	
Deputy 10 am - 10 pm					12	12	12	8				12	12		80	
Deputy 10 am - 10 pm	12	12	8	12				12	12	12					80	
Deputy 10 am - 10 pm					12	12	12	8				12	12	12	80	
Deputies 10 am - 10 pm/day	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
Deputy Monday - Friday 11 am - 9 pm	10	10				10	10	10	10				10	10	80	
Deputy Monday - Friday 11 am - 9 pm	10	10				10	10	10	10				10	10	80	
Deputies 11 am - 9 pm/day	2	2	0	0	0	2	2	2	2	0	0	0	2	2		
Sergeant 6 pm - 6am			12	12	8			12	12				12	12	80	
Sergeant 6pm - 6am	12	8				12	12			12	12	12			80	
Sergeants 6am - 6pm/day	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
Deputy 6pm - 6am	12	10	12	12				10	12	12					80	
Deputy 6pm - 6am					12	10	12	12				12	10	12	80	
Deputy 6pm - 6am	10	12	12	12				10	12	12					80	
Deputy 6pm - 6am					10	12	12	12				10	12	12	80	
Deputy 6pm - 6am	12	12	12	10				12	12	10					80	
Deputy 6pm - 6am					12	12	10	12				12	12	10	80	
Deputy 6pm - 6am	12	12	12	10				12	12	10					80	
Deputy 6pm - 6am					12	12	10	12				12	12	10	80	
Deputies 6pm - 6pm/day	4	4	4	4	4	4	4	4	4	4	4	4	4	4		
Deputy 10pm - 6 am			8	8	8	8	8			8	8	8	8	8	80	
Deputies 10 pm - 6 am/day	0	0	1	1	1	1	1	0	0	1	1	1	1	1		
SUMMARY OF TOTAL SERGEANT AND DEPUTY STAFF SCHEDULED PER SHIFT																
Approximate Time Ranges	W	Th	Fr	Sa	Su	M	Tu	W	Th	Fr	Sa	Su	M	Tu		
6 AM - 10 AM	5	5	5	5	5	5	5	5	5	5	5	5	5	5		
10 AM - 6 PM	9	9	7	7	7	9	9	9	9	7	7	7	9	9		
6 PM - 10 PM	9	9	7	7	7	9	9	9	9	7	7	7	9	9		
10 PM - 12 AM	5	5	6	6	6	6	6	5	5	6	6	6	6	6		
12 AM - 6 AM	5	5	6	6	6	6	6	5	5	6	6	6	6	6		

Note: When minimum staffing levels not met then overtime and part-time staffing utilized.

# APPENDIX D

## FISCAL ANALYSIS

### OPTION 2 FISCAL MODEL

#### County Budget Change

	Current SCSO Staffing		Proposed SCSO Staffing	Increase	Percentage Increase Sgts., Investigator & Deputies	Staff Providing Enhanced Village Coverage	Enhanced Village Coverage - Percentage of Total
Lieutenant	0		1	1			
Sergeant	4		5	1		0.2	
Investigator	2		2	0		0	
Deputy	14		21	7		1.65	
	20		29	9	40%	1.85	7%

2023	SHERIFF BUDGET		ADOPTED	REVISED		OPTION 2	VILLAGE SHARE	NOTES
A.3110.1001	COUNTY SHERIFF		\$100,390	\$100,390		\$100,390		
A.3110.1021	UNDERSHERIFF		\$89,346	\$89,346		\$89,346		
PROPOSED	LIEUTENANT				\$75,000	\$75,000	7%	\$5,250
A.3110.1003	SERGEANT		\$72,630	\$68,902		\$68,902		
A.3110.1004	SERGEANT		\$46,338	\$73,902		\$73,902		
A.3110.1005	SERGEANT		\$72,630	\$71,402		\$71,402		
A.3110.1013	SERGEANT		\$75,130	\$71,402		\$71,402		
PROPOSED	SERGEANT				\$71,402	\$71,402	20%	\$14,280.40
A.3110.1019	INVESTIGATOR		\$72,630	\$71,402		\$71,402		
A.3110.1020	INVESTIGATOR		\$67,630	\$61,402		\$61,402		
A.3110.1006	DEPUTY	1	\$57,212	\$53,383		\$53,383		
A.3110.1008	DEPUTY	1	\$51,746	\$48,081		\$48,081		
A.3110.1009	DEPUTY	1	\$51,746	\$48,081		\$48,081		
A.3110.1010	DEPUTY	1	\$54,450	\$50,732		\$49,042		
A.3110.1011	DEPUTY	1	\$62,630	\$61,402		\$61,402		
A.3110.1012	DEPUTY	1	\$46,338	\$48,081		\$48,081		
A.3110.1014	DEPUTY	1	\$67,630	\$66,402		\$66,402		
A.3110.1015	DEPUTY	1	\$57,212	\$53,383		\$53,383		
A.3110.1017	DEPUTY	1	\$70,130	\$46,338		\$46,338		
A.3110.1018	DEPUTY	1	\$62,630	\$58,742		\$58,742		
A.3110.1031	DEPUTY	1	\$54,450	\$50,732		\$50,732		
A.3110.1032	DEPUTY	1	\$54,450	\$50,732		\$50,732		
A.3110.1037	DEPUTY	1	\$46,338	\$72,571		\$72,571		
A.3110.1038	DEPUTY	1	\$54,450	\$50,732		\$50,732		
PROPOSED	DEPUTY	1	\$0	\$0	\$46,338	\$46,338		
PROPOSED	DEPUTY	1	\$0	\$0	\$46,338	\$46,338		
PROPOSED	DEPUTY	1	\$0	\$0	\$51,746	\$51,746		
PROPOSED	DEPUTY	4	\$0	\$0	\$192,000	\$192,000	1.65x \$51.3K	\$84,724 used avg of \$48K
	Opt 2 - # of Deputies	21						
A.3110.1007	CIVIL CLERK		\$53,047	\$52,017		\$52,017	0%	
A.3110.1033	CIVIL CLERK		\$53,047	\$52,017		\$52,017	0%	
A.3110.1035	CIVIL CLERK		\$44,191	\$40,554		\$40,554	0%	
A.3110.1036	CONFID.SECRETARY		\$58,123	\$50,013		\$50,013	0%	
A.3110.1600	NON-UNION LONGEV	\$	3,500	\$4,500		\$4,500	0%	\$0
A.3110.1804	PART-TIME	\$	10,000	\$2,087		\$30,000	7%	\$1,050 Attempt to use PT
	OVERTIME	\$	69,000	\$96,490		\$58,650	7%	\$4,106 save 15%
A.3110.1902	HOLIDAY PAY	\$	70,000	\$66,754		\$93,456	7%	\$6,542 X1.40
A.3110.1905	HEALTH BUYOUT	\$	4,000	\$6,000		\$8,400	7%	\$588 X1.40
A.3110.1907	SHIFT DIFF	\$	7,500	\$7,500		\$10,500	7%	\$735 X1.40
A.3110.1908	LINE-UP PAY	\$	5,000	\$5,000		\$6,750	7%	\$473 X1.40
A.3110.1909	UNIFORM ALLOW.	\$	7,500	\$7,700		\$10,780	7%	\$755 X1.40
TOTAL PERSONNEL		\$	1,773,044	\$ 1,758,172		\$ 2,266,311		\$118,502
A.3110.2101	OFFICE EQUIPMENT	\$	1,000	\$2,500		\$2,500	0%	\$0
A.3110.2205	COMPUTER EQUIP.	\$	2,500	\$3,777		\$3,777	0%	\$0
A.3110.2314	LAW ENFORC EQUIP	\$	38,500	\$51,736		\$30,430	7%	\$2,130 X1.40
A.3110.2315	FINGERPRINTING	\$	-	-		\$0	0%	\$0
A.3110.2325	LETTP EQUIPMENT	\$	60,000	\$64,950		\$64,950	0%	\$0
A.3110.2401	VEHICLES	\$	100,000	\$172,761		\$300,000	3%	\$7,895 replace 3/year
A.3110.2410	SNOWMOBILE EQUIP	\$	500	\$0		\$0	0%	\$0
A.3110.2712	K9 PROGM EQUIP	\$	-					\$0
A.3110.2903	PHOTO EQUIPMENT	\$	250	\$250		\$250	0%	\$0
A.3110.2937	NYS DCJS PPE	\$	-	\$0		\$0	0%	\$0
A.3110.2938	BALLISTIC VESTS	\$	10,250	\$11,458		\$16,041	7%	\$1,060 \$ 900; 50% reimb
EQUIPMENT TOTAL		\$	213,000	\$ 307,432		\$ 417,949		\$11,085
A.3110.4101	OFFICE SUPPLIES	\$	6,500	\$8,019		\$8,125	0%	\$0 1.25

2023	SHERIFF BUDGET		ADOPTED	REVISED		OPTION 2	VILLAGE SHARE	NOTES
A.3110.4103	GAS & OIL		\$ 85,000	\$109,485		\$146,350	3%	\$5,000 see .4 tab
A.3110.4109	PUBLICATIONS		\$ 2,000	\$2,950		\$2,000	0%	\$0
A.3110.4110	UNIFORMS		\$ 14,000	\$16,121		\$14,405	7%	\$1,008 x 1.40 -see .4 tab
A.3110.4111	TAC.FORCE SUPPLY		\$ -	\$0		\$0	0%	\$0
A.3110.4112	DARE MATERIALS		\$ 500	\$490		\$490	0%	\$0
A.3110.4114	EMERGENCY SUPPLY		\$ 2,500	\$2,500		\$3,500	7%	\$245 X1.40
A.3110.4118	WEAPONS/LEATHER		\$ 2,500	\$5,129		\$3,375	7%	\$236 4 units
A.3110.4119	AMMO/QUALIFYING		\$ 12,000	\$23,015		\$32,221	7%	\$2,255 X1.40 see tab .4
A.3110.4199	OTHER MATERIALS		\$ 2,500	\$4,214		\$5,900	7%	\$413 X1.40
A.3110.4201	INVESTIGATIONS		\$ 1,800	\$1,270		\$1,270	0%	\$0
A.3110.4207	CIVIL SOFTWARE		\$ 3,420	\$2,800		\$2,800	0%	\$0
A.3110.4224	MISC. CONTRACTS		\$ 9,840	\$10,076		\$12,000	3%	\$360 +2k taser
A.3110.4301	SHERIFF CELL PHONE		\$ 680	\$680		\$680	0%	\$0
A.3110.4303	TRAVEL EXPENSES		\$ 1,000	\$0		\$500	7%	\$35
A.3110.4306	MISC. EXPENSES		\$ 2,500	\$4,252		\$5,740	7%	\$402 X1.40
A.3110.4312	EDUCATION EXPEN.		\$ 5,500	\$6,149		\$8,301	7%	\$581 X1.40
A3110.4312	ARPA CIVIL SOFTWARE		\$ -	\$63,320		\$63,320	0%	\$0
A.3110.4327	LIVESCAN EXPENSE		\$ 5,500	\$3,417		\$3,417	0%	\$0
A.3110.4325	LETPP EXPENSE		\$ -	\$4,100		\$4,100	0%	\$0
A.3110.4501	VEHICLE MAINT		\$ 65,000	\$62,000		\$86,800	3%	\$2,604 X1.40
A.3110.4601	PHYSICALS/NEW		\$ 10,000	\$12,183		\$14,000	7%	\$980 X1.40
A.3110.4602	EAP ASSISTANCE		\$ 1,500	\$1,467		\$2,054	7%	\$144 X1.40
CONTRACTUAL EXPENSES TOTAL			\$ 234,240	\$343,637		\$421,348		\$14,264
ESTIMATED FRINGE BENEFITS			\$ 1,028,366	\$1,028,366		\$ 1,305,760		\$68,731 58%
DEPARTMENT TOTAL			\$ 3,248,650	\$ 3,437,607		\$ 4,411,367		\$212,582
REVENUES			ADOPTED	REVISED		OPTION 2	VILLAGE SHARE	
A1510	SHERIFF FEES		\$50,000	\$50,000		\$50,000		
A1590	PERMA			\$3,500		\$3,500		
A4325	LETPP		\$60,000	\$69,050		\$69,050		
A4391	BODY ARMOUR		\$5,123	\$5,123		\$7,756		\$529.93
A2261	SHERIFF CONTRACTS		\$82,554	\$82,554		\$82,554		
A2262	INVESTIGATION/DSS		\$5,000	\$5,000		\$5,000		
A2260	PRISON TRANSPORT		\$500	\$0		\$0		
A2545	PISTOL PERMITS			\$3,000		\$3,000		
	ARPA (CIVIL SOFTWARE)		\$0	\$63,320		\$63,320		
			\$203,177	\$281,547		\$284,180		\$530
COST AFTER REVENUES			\$ 3,045,473	\$ 3,156,060		\$ 4,127,188		\$212,052
COST INCREASE						\$ 971,128		21.84%
LESS VILLAGE CONTRACT						-\$212,052		
NET COUNTY COST						\$ 759,076		

Note 1: Upfront one-time costs not included. See Upfront Costs.

## APPENDIX D

### Option 2 Village of Cobleskill Fiscal Impact

	Village Current			Village Police Option 2		
	Positions	Avg Salary	Cost	Positions	Avg Salary	Cost
<b>Personnel Total</b>						
Chief	1		\$88,769	1		\$88,769
Lieutenant/Investigator	1		\$80,832	1		\$80,832
Sergeant	2	\$72,599	\$145,198	2	\$72,599	\$145,198
Patrolman	8	\$54,430	<u>\$435,440</u>	5	\$52,797	<u>\$263,986</u>
Full time Subtotal	12		\$750,239	9		\$578,785
Patrolman Part Time			\$36,763			\$9,191
Secretary Part Time			\$19,760			\$19,760
Overtime			60000			\$45,000
Shift Differential			19050			\$13,500
Holiday Pay			36840			\$26,793
All Other			<u>\$17,093</u>			<u>\$12,820</u>
<b>Personnel Total</b>			\$939,745			\$705,848
<b>Contractual</b>						
Telephone			\$3,000			\$3,000
Postage			\$250			\$188
Office Supplies			\$2,300			\$1,725
Fuel/Lubricants			\$30,000			\$24,166
Weapons Supply			\$1,750			\$1,313
Dry Cell Batteries			\$350			\$350
Vehicle Maintenance			\$10,000			\$9,000
Equipment Maintenance			\$8,500			\$6,375
Education			\$3,950			\$2,963
Travel/Conf			\$1,000			\$1,000
Dues			\$365			\$365
Subscriptions			\$600			\$600
Outside Services			\$15,520			\$14,520
Car Washing			\$1,320			\$990
Uniforms			\$13,600			\$13,500
Employee Physical Exam			\$475			\$475
Miscellaneous Supplies			<u>\$4,125</u>			<u>\$3,094</u>
<b>Contractual Total</b>			\$97,105			\$83,623
<b>Capital Outlay</b>			\$32,893			\$32,893
<b>Fringe Benefits</b>			577473			\$433,712
<b>Total Cost</b>			\$1,647,216			\$1,256,076
<b>Revenue Offsets</b>			-\$7,150			-\$6,435
<b>Net Cost Village Operation</b>			\$1,640,066			\$1,249,641
<b>Sheriff Contract</b>			0			\$212,052
<b>Grand Total Cost</b>			\$1,640,066			<b>\$1,461,692</b>



## APPENDIX D

### OPTION 3 FISCAL MODEL

#### County Budget Change

	Current SCSO Staffing	Proposed SCSO Staffing	Increase	Staff Providing Enhanced Village Coverage	Enhanced Village Coverage % of Total
Lieutenant	0	1	1	0.2	
Sergeant	4	5	1	1	
Investigator	2	3	1	1	
Deputy	14	25	11	5	
	20	34	14	7.2	21.000%

2023	SHERIFF BUDGET		ADOPTED	REVISED		OPTION 3 MODEL	VILLAGE SHARE		NOTES
A.3110.1001	COUNTY SHERIFF		\$100,390	\$100,390		\$100,390			
A.3110.1021	UNDERSHERIFF		\$89,346	\$89,346		\$89,346			
PROPOSED	LIEUTENANT				\$75,000	\$75,000	20%	\$15,000	
A.3110.1003	SERGEANT		\$72,630	\$68,902		\$68,902			
A.3110.1004	SERGEANT		\$46,338	\$73,902		\$73,902			
A.3110.1005	SERGEANT		\$72,630	\$71,402		\$71,402			
A.3110.1013	SERGEANT		\$75,130	\$71,402		\$71,402			
PROPOSED	SERGEANT				\$71,402	\$71,402	100%	\$71,402	
A.3110.1019	INVESTIGATOR		\$72,630	\$71,402		\$71,402			
A.3110.1020	INVESTIGATOR		\$67,630	\$61,402		\$61,402			
PROPOSED	INVESTIGATOR	1			\$61,402	\$61,402	100%	\$61,402	
A.3110.1006	DEPUTY	1	\$57,212	\$53,383		\$53,383			
A.3110.1008	DEPUTY	1	\$51,746	\$48,081		\$48,081			
A.3110.1009	DEPUTY	1	\$51,746	\$48,081		\$48,081			
A.3110.1010	DEPUTY	1	\$54,450	\$50,732		\$49,042			
A.3110.1011	DEPUTY	1	\$62,630	\$61,402		\$61,402			
A.3110.1012	DEPUTY	1	\$46,338	\$48,081		\$48,081			
A.3110.1014	DEPUTY	1	\$67,630	\$66,402		\$66,402			
A.3110.1015	DEPUTY	1	\$57,212	\$53,383		\$53,383			
A.3110.1017	DEPUTY	1	\$70,130	\$46,338		\$46,338			
A.3110.1018	DEPUTY	1	\$62,630	\$58,742		\$58,742			
A.3110.1031	DEPUTY	1	\$54,450	\$50,732		\$50,732			
A.3110.1032	DEPUTY	1	\$54,450	\$50,732		\$50,732			
A.3110.1037	DEPUTY	1	\$46,338	\$72,571		\$72,571			
A.3110.1038	DEPUTY	1	\$54,450	\$50,732		\$50,732			
PROPOSED	DEPUTY	1	\$0	\$0	\$46,338	\$46,338			
PROPOSED	DEPUTY	1	\$0	\$0	\$46,338	\$46,338			
PROPOSED	DEPUTY	1	\$0	\$0	\$51,746	\$51,746			
PROPOSED	DEPUTY	8	\$0	\$0	\$384,000	\$384,000	5x \$51,348	\$256,738	
	Opt 3 - # of Deputies	25							
A.3110.1007	CIVIL CLERK		\$53,047	\$52,017		\$52,017	0%		
A.3110.1033	CIVIL CLERK		\$53,047	\$52,017		\$52,017	0%		
A.3110.1035	CIVIL CLERK		\$44,191	\$40,554		\$40,554	0%		
A.3110.1036	CONFID.SECRETARY		\$58,123	\$50,013		\$50,013	0%		
A.3110.1600	NON-UNION LONGEV	\$	3,500	\$4,500		\$4,500	0%	\$0	
A.3110.1804	PART-TIME	\$	10,000	\$2,087		\$30,000	21%	\$3,150	
	OVERTIME	\$	69,000	\$96,490		\$69,000	21%	\$14,490	
A.3110.1902	HOLIDAY PAY	\$	70,000	\$66,754		\$110,144	21%	\$23,130	X 1.65
A.3110.1905	HEALTH BUYOUT	\$	4,000	\$6,000		\$9,900	21%	\$2,079	X 1.65
A.3110.1907	SHIFT DIFF	\$	7,500	\$7,500		\$12,375	21%	\$2,599	X 1.65
A.3110.1908	LINE-UP PAY	\$	5,000	\$5,000		\$8,250	21%	\$1,733	X 1.65
A.3110.1909	UNIFORM ALLOW .	\$	7,500	\$7,700		\$12,705	21%	\$2,668	X 1.65
	TOTAL PERSONNEL	\$	1,773,044	\$ 1,758,172	\$ 736,226	\$ 2,553,551		\$454,390	
A.3110.2101	OFFICE EQUIPMENT	\$	1,000	\$2,500		\$2,500	0%	\$0	
A.3110.2205	COMPUTER EQUIP.	\$	2,500	\$3,777		\$3,777	0%	\$0	
A.3110.2314	LAW ENFORC EQUIP	\$	38,500	\$51,736		\$35,864	21%	\$7,532	
A.3110.2315	FINGERPRINTING	\$	-	-		\$0	0%	\$0	
A.3110.2325	LETPP EQUIPMENT	\$	60,000	\$64,950		\$64,950	0%	\$0	
A.3110.2327	BYRNE/JAG GRANT	\$	-	-		\$0	0%	\$0	
A.3110.2401	VEHICLES	\$	100,000	\$172,761		\$300,000	14%	\$40,909	
A.3110.2410	SNOWMOBILE EQUIP	\$	500	\$0		\$0	0%	\$0	
A.3110.2712	K9 PROGM EQUIP	\$	-	\$0		\$0	20%	\$0	
A.3110.2903	PHOTO EQUIPMENT	\$	250	\$250		\$250	0%	\$0	
A.3110.2937	NY'S DCJS PPE	\$	-	\$0		\$0	0%	\$0	
A.3110.2938	BALLISTIC VESTS	\$	10,250	\$11,458		\$18,906	20%	\$3,781	\$ 900; 50% reimb

2023	SHERIFF BUDGET		ADOPTED	REVISED		OPTION 3 MODEL	VILLAGE SHARE	NOTES
	EQUIPMENT TOTAL		\$ 213,000	\$ 307,432		\$ 426,247	\$52,222	
A.3110.4101	OFFICE SUPPLIES		\$ 6,500	\$8,019		\$7,995	0%	\$0 X 1.25
A.3110.4103	GAS & OIL		\$ 85,000	\$109,485		\$166,350	15%	\$24,953
A.3110.4109	PUBLICATIONS		\$ 2,000	\$2,950		2000	0%	\$0
A.3110.4110	UNIFORMS		\$ 14,000	\$16,121		\$ 17,000	21%	\$3,570 see .4 tab
A.3110.4111	TAC.FORCE SUPPLY		\$ -	\$0		0	0%	\$0
A.3110.4112	DARE MATERIALS		\$ 500	\$490		490	0%	\$0
A.3110.4114	EMERGENCY SUPPLY		\$ 2,500	\$2,500		\$3,750	21%	\$788
A.3110.4118	WEAPONS/LEATHER		\$ 2,500	\$5,129		\$8,463	21%	\$1,777 1 time once 8 units
A.3110.4119	AMMO/QUALIFYING		\$ 12,000	\$23,015		\$37,975	21%	\$7,975 X1.65
A.3110.4199	OTHER MATERIALS		\$ 2,500	\$4,214		\$6,953	21%	\$1,460 X1.65
A.3110.4201	INVESTIGATIONS		\$ 1,800	\$1,270		\$2,540	21%	\$533 X 2
A.3110.4207	CIVIL SOFTWARE		\$ 3,420	\$2,800		\$2,800	0%	\$0
A.3110.4224	MISC. CONTRACTS		\$ 9,840	\$10,076		\$14,000	21%	\$2,940 +4KTaser Contract
A.3110.4301	SHERIFF CELL PHONE		\$ 680	\$680		\$680	0%	\$0
A.3110.4303	TRAVEL EXPENSES		\$ 1,000	\$0		\$500	21%	\$105
A.3110.4306	MISC. EXPENSES		\$ 2,500	\$4,252		\$7,016	21%	\$1,473 X1.65
A.3110.4312	EDUCATION EXPEN.		\$ 5,500	\$6,149		\$10,146	21%	\$2,131 X1.65
A3110.4312	ARPA CIVIL SOFTWARE		\$ -	\$63,320		\$63,320	0%	\$0
A.3110.4327	LIVESCAN EXPENSE		\$ 5,500	\$3,417		\$3,417	0%	\$0
A.3110.4325	LETPP EXPENSE		\$ -	\$4,100		\$4,100	0%	\$0
A.3110.4501	VEHICLE MAINT		\$ 65,000	\$62,000		\$99,200	14%	\$13,527 X1.60
A.3110.4601	PHYSICALS/NEW		\$ 10,000	\$12,183		\$16,500	21%	\$3,465 X1.65
A.3110.4602	EAP ASSISTANCE		\$ 1,500	\$1,467		\$2,421	21%	\$508 X1.65
	CONTRACTUAL EXPENSES TOTAL		\$ 234,240	\$343,637		\$477,615	\$65,205	
	ESTIMATED FRINGE BENEFITS		\$ 1,028,366	\$1,028,366		\$ 1,472,359.64	\$263,546	58%
	DEPARTMENT TOTAL		\$ 3,248,650	\$ 3,437,607		\$ 4,929,773	\$835,363	
REVENUES			ADOPTED	REVISED		OPTION 3	VILLAGE SHARE	
A1510	SHERIFF FEES		\$50,000	\$50,000		\$50,000		
A1590	PERMA			\$3,500		\$3,500		
A4325	LETPP		\$60,000	\$69,050		\$69,050		
A4391	BODY ARMOUR		\$5,123	\$5,123		\$9,453	\$1,891	
A2261	SHERIFF CONTRACTS		\$82,554	\$82,554		\$82,554		
A2262	INVESTIGATION/DSS		\$5,000	\$5,000		\$5,000		
A2260	PRISON TRANSPORT		\$500	\$0		\$0		
A2545	PISTOL PERMITS			\$3,000		\$3,000		
	ARPA (CIVIL SOFTWARE)		\$0	\$63,320		\$63,320		
			\$203,177	\$281,547		\$285,877	\$1,891	
	NET COST		\$ 3,045,473	\$ 3,156,060		\$4,643,896	\$833,473	
	NEW COST					\$1,487,836	56.02%	
	LESS VILLAGE PAYMENT					-\$833,473		
	NET COUNTY IMPACT					\$654,364		