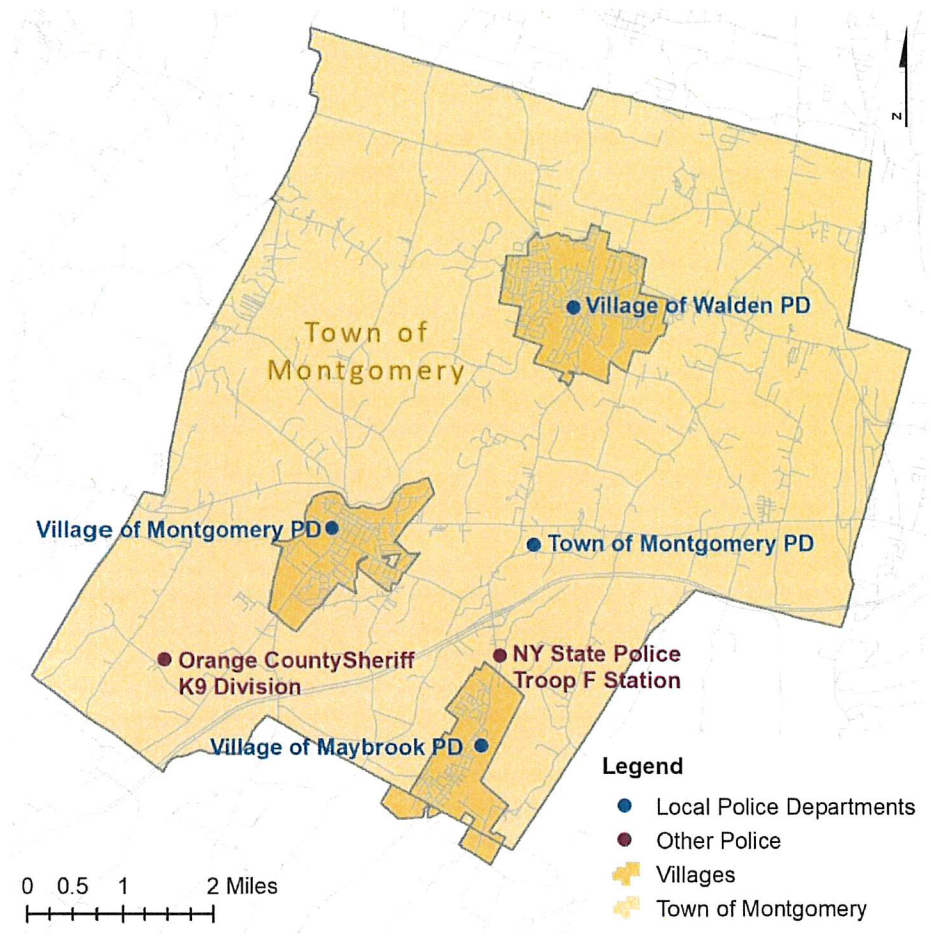**Police Shared Services and Efficiency Study**

**Town of Montgomery, Village of Montgomery, Village of Walden, Village of Maybrook**

# Introduction

Hudson Valley Pattern for Progress was engaged by the Town of Montgomery and its three villages (Maybrook, Montgomery, and Walden) to examine opportunities for increasing shared services among the police departments of each municipality. Pattern thanks the four municipalities involved in this research for being open to considering different approaches to policing their communities. One option that was not within the scope of services was the consolidation of the four departments.

The Town of Montgomery has a town police department, three village police departments, a state police barrack and the services of the Orange County sheriff's office. Fully six departments are available for the provision of police services for a total population of less than 30,000 residents. Pattern knows of no other town in the region that has this concentration of available police services.

When stakeholders both within and outside of the town were asked if the current arrangement of police services was the way it would have been designed if it was designed scratch, the response was a resounding "no." A follow-up question about the willingness to make changes to this arrangement was met with far less enthusiasm.

Pattern has participated in many research efforts to examine the prospects of consolidating and sharing services including examinations of dissolving units of government or restructuring how services are delivered. Through these experiences, Pattern has learned that the single most important factor is a shared willingness among the stakeholders to try something different. Pattern has produced and read dozens of reports with recommendation actions that demonstrate financial savings. However, in many cases these recommendations are not implemented as elected officials and residents vote to keep the status quo even in the face of savings.

This report provides three recommended actions for improving the delivery of police services for the residents of the Town of Montgomery. Based on the information made available to Pattern by the four police departments involved in this study, Pattern believes that the recommendations represent feasible opportunities for improved efficiency and cost savings without detracting from the quality of police services provided.

# Recommendation Summary

The three recommendations of this report are summarized here. A more detailed explanation of each recommendation can be found at the end of this report. These recommendations are informed and supported by the findings in this report.

**Recommendation 1: Create a Town-wide Shared Communication Center** – Create a shared communication center housed in the Village of Walden that provides dispatching services for all four police departments in the Town of Montgomery.

**Recommendation 2: Create a Shared Mental Health/Addiction/Domestic Dispute Response Team** – Create a shared response team of professionals trained in mental health, addiction, and social work.

**Recommendation 3: Town of Montgomery Police Department Staff Adjustments (3 Options)**

> **Option A** – The Town of Montgomery Police Department reduces the number of full-time officers and utilizes more part-time officers.
>
> **Option B:** Town of Montgomery Police Department transitions to a completely part-time Staff
>
> **Option C:** Town of Montgomery Police Department dissolves

## Study Area

The Town of Montgomery is approximately 50 square miles in size. The village of Walden (2 sq mi) and the village of Montgomery (1.4 sq mi) are both completely within the town. The majority of the village of Maybrook (1.4 sq mi) is in the Town of Montgomery, with a small portion extending into the neighboring Town of Hamptonburgh. The area of the unincorporated parts of the Town of Montgomery (the area outside of the villages) is approximately 45.5 square miles. About 40% of the population lives in the unincorporated parts of the town, and the other 60% lives in one of the three villages.

The map below shows each of the four municipalities in this study, and the location of their police headquarters. In addition to the local municipal police departments, there is a New York State Police station located in the Town of Montgomery just north of the village of Maybrook. Furthermore, the Orange County Sheriff K9 Division has a location in the south west corner of the town. The Orange County Sheriff essentially responds to only civil matters in the town.
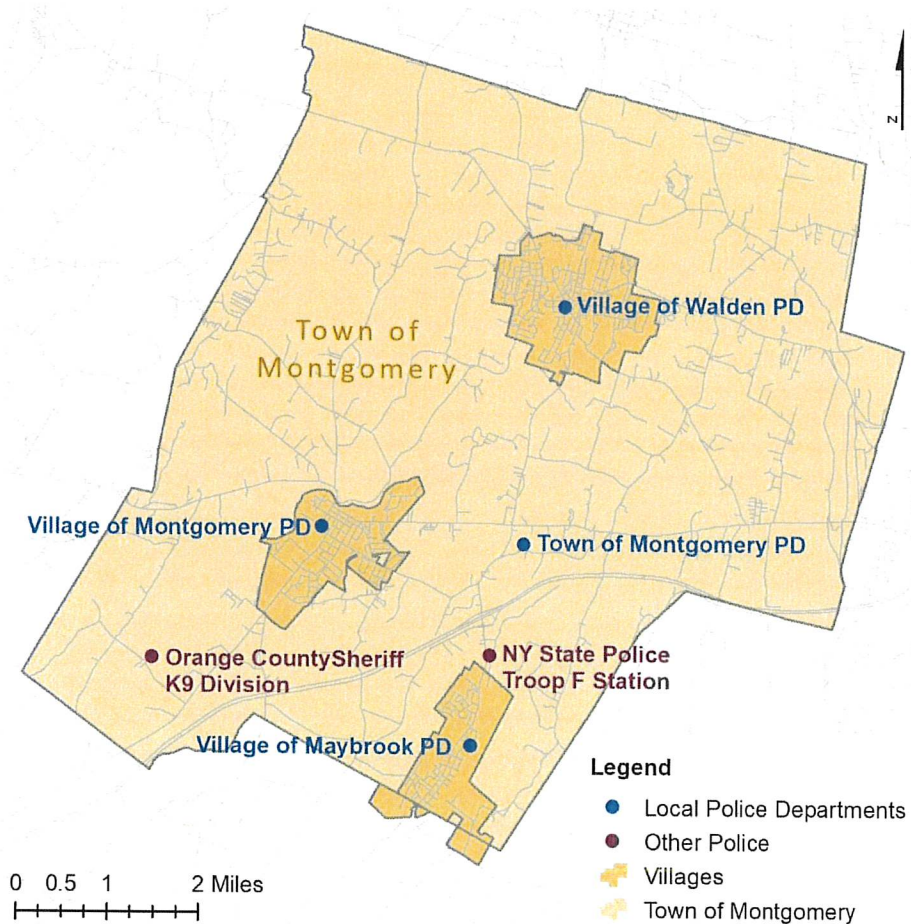
# Demographics

The table below shows the total population and a breakdown of race and ethnicity for each of the municipalities in this study. The second column in the table shows the demographics for the portion of the Town of Montgomery outside of the three villages, the unincorporated parts of the town. This was calculated by subtracting the populations of the three villages from the Town of Montgomery. There is a very small portion of the village of Maybrook that is outside of the Town of Montgomery, but it is so small that it does not significantly affect the calculation.

Among the three villages in this study, Maybrook has the smallest population at 3,150. The village of Montgomery has a slightly larger population at 3,834. The village of Walden has a population that is significantly larger than the other two villages with a population of 6,818. The total population living within the Town of Montgomery 23,322. However, only approximately 9,520 live outside of one of the three villages. This means that 60% of the town's population lives in one of the three villages in the town.

The majority of the population in every municipality is White. The Village of Maybrook has the most diverse mix of race and ethnicity with a population that is 55% White, 25% Hispanic or Latino, and 13% Black or African American. The Village of Walden also has a relatively large percentage of Hispanic or Latino residents. Walden also has the highest total number of Hispanic or Latino residents compared to the other villages and the unincorporated portions of the town.

| | Town of Montgomery | Town of Montgomery (excluding Village Populations) | Village of Maybrook | Village of Montgomery | Village of Walden |
|---|---|---|---|---|---|
| Total Population | 23,322 | 9,520 | 3,150 | 3,834 | 6,818 |
| Hispanic or Latino | 19% | 14% | 25% | 16% | 23% |
| Not Hispanic or Latino | 81% | 86% | 75% | 84% | 77% |
| White | 68% | 76% | 55% | 72% | 60% |
| Black/African American | 7% | 4% | 13% | 7% | 9% |
| Asian | 2% | 2% | 1% | 1% | 2% |
| Other | 5% | 5% | 5% | 4% | 6% |

Source: U.S. Census Bureau, 2020 Decennial Census

In every municipality in this study, there are more owner-occupied units than renter-occupied units. In the unincorporated parts of the town, the majority of housing units (83%) are owner-occupied. The village of Maybrook has the most even split of renters and owners with 58% owner occupied units, and 42% renter-occupied housing units.

| | Town of Montgomery | Town of Montgomery (excluding Village Populations) | Village of Maybrook | Village of Montgomery | Village of Walden |
|---|---|---|---|---|---|
| Occupied Housing Units | 8,224 | 3,032 | 1,351 | 1,622 | 2,219 |
| Owner Occupied | 70% | 83% | 58% | 60% | 66% |
| Renter Occupied | 30% | 17% | 42% | 40% | 34% |

Source: U.S. Census Bureau, 2019 American Community Survey 5-yr Estimates

The median household income in the Town of Montgomery, including all of the villages, is $83,034. The median household income for the unincorporated parts of the town is not available as the census does not provide median income for this geography, and it is not possible to calculate using the available data. However, because the median household income in the Town of Montgomery is higher than the median income of all three villages, it can be determined that the median household income in the unincorporated parts of the town is higher than in any of the other geographies.

The poverty rate is highest in the village of Walden (9.4%) and lowest in the village of Montgomery (3.9%).

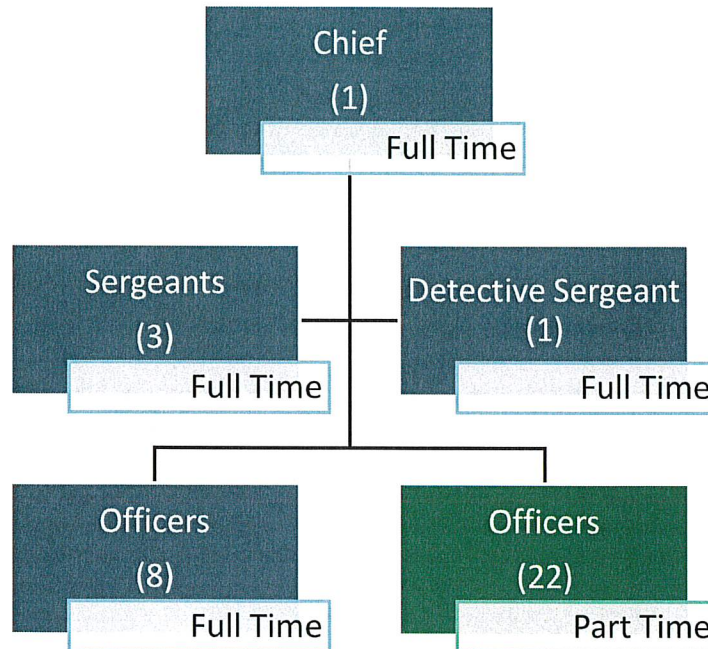| | Town of Montgomery | Town of Montgomery (excluding Village Populations) | Village of Maybrook | Village of Montgomery | Village of Walden |
|---|---|---|---|---|---|
| Median Household Income | $83,034 | *Not Available* | $75,302 | $80,500 | $74,107 |
| Poverty Rate | 6.9% | 6.7% | 6.7% | 3.9% | 9.4% |

Source: U.S. Census Bureau, 2019 American Community Survey 5-yr Estimates

# Police Department Overview

## Department Overview - Town of Montgomery

The Town of Montgomery has a full time police chief, one full time detective sergeant, three full time sergeants, eight full time officers, and twenty-two part time officers. The department also employs two school resource officers, seven dispatchers, four court officers, two animal control officers, and one person for records management.

**Sworn Officer Organization Chart**

```
                    Chief
                     (1)
                          Full Time
         |                          |
     Sergeants              Detective Sergeant
       (3)                         (1)
          Full Time                   Full Time
         |                          |
     Officers                  Officers
       (8)                       (22)
          Full Time                   Part Time
```
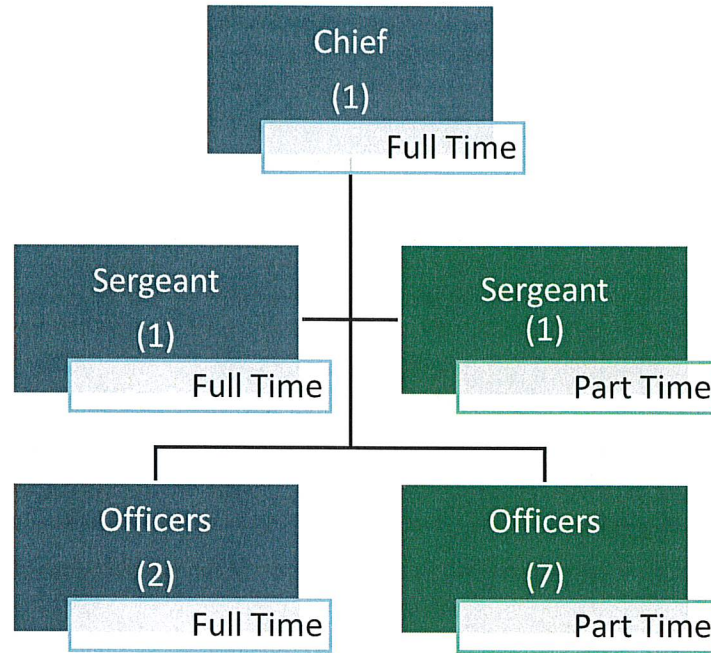
**Other Department Employees**

Part time school resource officers (2)
Part time court officers (4)
Part time dispatchers (7)
Part time animal control officer (2)
Full time Records management (1)

## Department Overview - Village of Maybrook PD

The village of Maybrook has a full time police chief, one full time sergeant, one part time sergeant, two full time officers, and seven part time officers.

**Sworn Officer Organization Chart**

```
                    Chief
                     (1)
                          Full Time

    Sergeant                    Sergeant
      (1)                         (1)
          Full Time                     Part Time

    Officers                     Officers
      (2)                          (7)
          Full Time                     Part Time
```
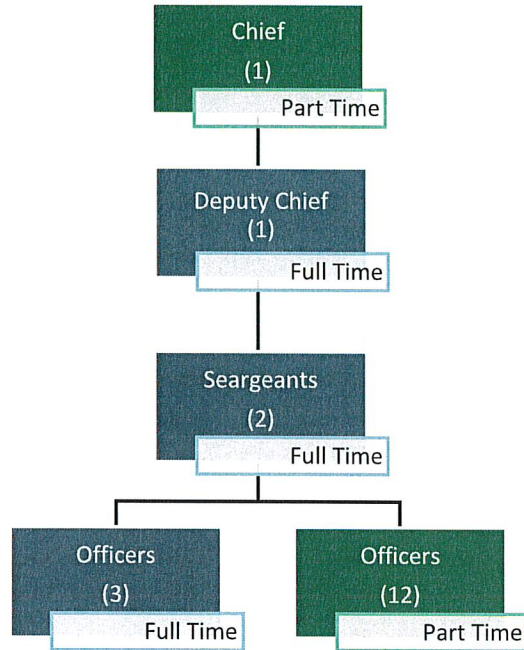
## Department Overview - Village of Montgomery PD

The village of Montgomery has a part time police chief, a full time deputy police chief, two full time sergeants, three full time officers, and twelve part time officers. The department also employs one part time D.A.R.E. officer, a part time crossing guard, and two part time clerks.
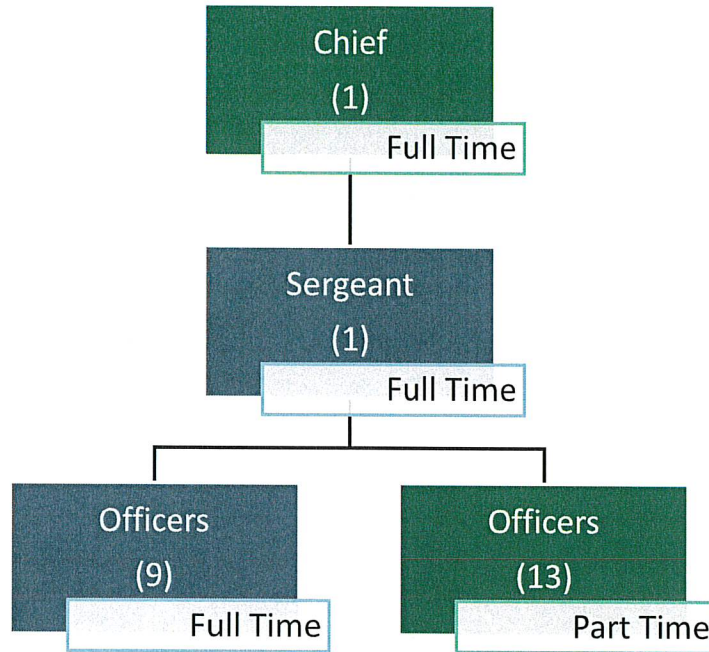
**Sworn Officer Organization Chart**

```
                    Chief
                    (1)
                         Part Time
                        |
                  Deputy Chief
                    (1)
                         Full Time
                        |
                  Seargeants
                    (2)
                         Full Time
              ┌──────────┴──────────┐
         Officers                Officers
          (3)                      (12)
              Full Time                Part Time
```

**Other Department Employees**

Part time D.A.R.E. officer (1)
Part time crossing guard (1)
Part time clerks (2)

## Department Overview - Village of Walden PD

The village of Walden has a part time chief of police, one full time sergeant, nine full time officers, and thirteen part time officers. The department also employs three full time dispatchers, nine part time dispatchers, and six part time crossing guards.

**Sworn Officer Organization Chart**

```
              ┌─────────────────┐
              │     Chief       │
              │      (1)        │
              │      ┌──────────────┐
              │      │ Full Time    │
              └──────┴──────────────┘
                       │
              ┌─────────────────┐
              │    Sergeant     │
              │      (1)        │
              │      ┌──────────────┐
              │      │ Full Time    │
              └──────┴──────────────┘
              │                   │
   ┌─────────────────┐   ┌─────────────────┐
   │    Officers     │   │    Officers     │
   │      (9)        │   │      (13)       │
   │   ┌──────────────┐   │      ┌──────────────┐
   │   │ Full Time    │   │      │ Part Time    │
   └───┴──────────────┘   └──────┴──────────────┘
```

**Other Department Employees**

Full time dispatchers (3)
Part time dispatchers (9)
Part time crossing guards (6)

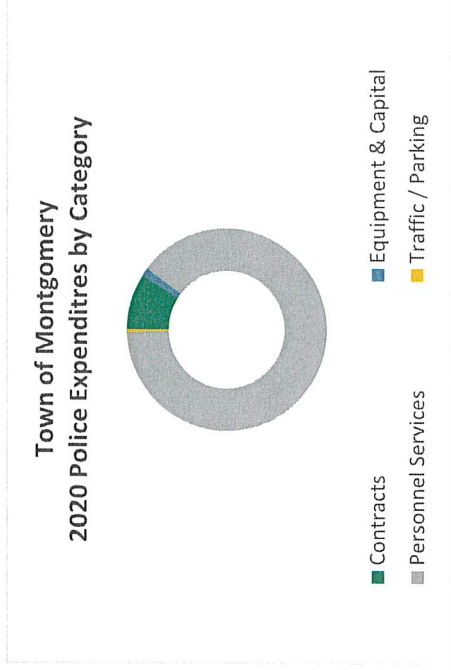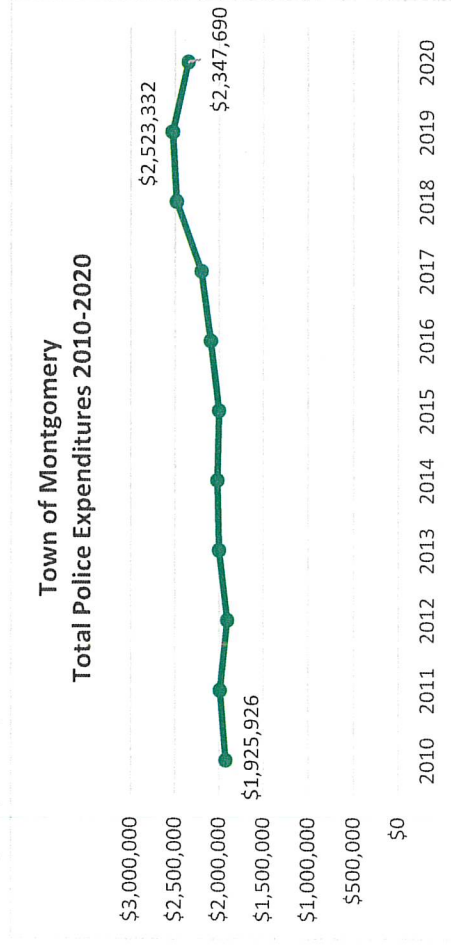## Police Expenditures by Department

The following section examines police department in the past decade for each of the four departments in this study. The majority of the data in this section was collected from the Office of the New York State Comptroller. Data from the Comptroller includes complete audited information on financial revenues and expenditures, broken out by type of expenditure.

The data from the Comptroller that is used in this section does not include the cost of pensions and benefits for retired police officers. This stems from the way that the Comptroller reports these costs; the cost of pensions and benefits for retired police officers is grouped together with the cost of pensions and benefits for retired firefighters. The way that the cost of benefits for retired police officers is reported by the comptroller, grouped with fire departments and separate from other police expenditures, can obscure the complete cost of police services.

When retirement benefits are accounted for, they can make up a significant portion overall police expenditures, especially for departments that employ a significant number of full time officers. The village of Walden is the only municipality in this study for which information was obtained on the cost of benefits for retired police officers. The Village of Walden Police Department currently employs a full time chief of police, nine part time officers, and 13 part time officers. In 2020, benefits for retired officers made up approximately 14% of police expenditures. These costs last in perpetuity.

# Police Expenditures – Town of Montgomery PD

Police expenditures by the Town of Montgomery have been relatively consistent for the first half of the past decade. From 2010 to 2015, annual police spending hovered around $2 million. However, in the following years, annual spending increased every year, until reaching a peak of approximately $2.5 million in 2019. Police expenditures then decreased to $2.3 million in 2020. Every year, Personal services accounts for the vast majority of the police budget; in 2020 it accounted for 89%. In the Town of Montgomery, police expenditures accounted for 19% of total municipal spending in 2020.
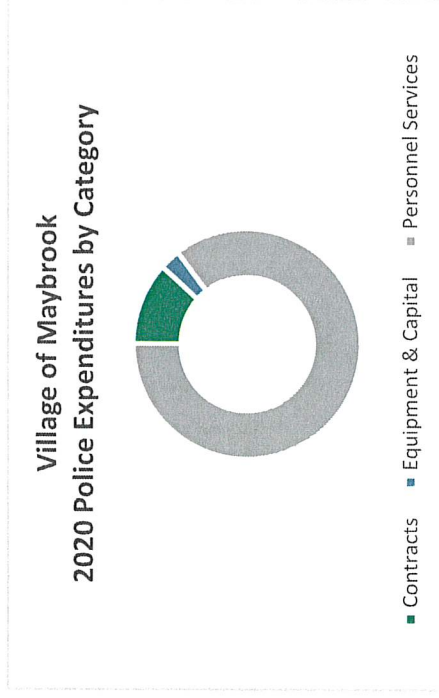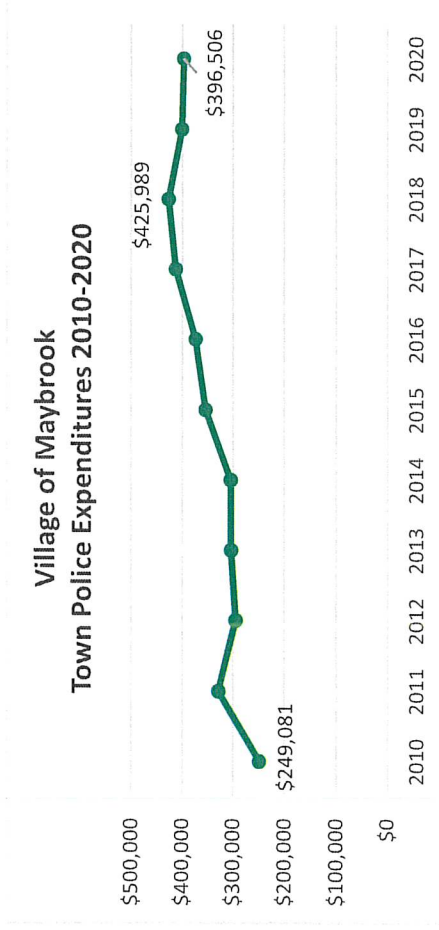
### Town of Montgomery
### Total Police Expenditures 2010-2020



### Town of Montgomery
### 2020 Police Expenditres by Category



Legend: Contracts | Equipment & Capital | Personnel Services | Traffic / Parking

|  | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Contracts | $163,079 | $186,212 | $187,239 | $176,560 | $190,268 | $170,881 | $163,755 | $154,231 | $208,760 | $255,891 | $242,700 |
| Equipment & Capital | $27,000 | $46,932 | $48,366 |  |  |  |  |  | $97,197 | $107,317 | $4,293 |
| Personal Services | $1,704,576 | $1,733,726 | $1,662,852 | $1,815,640 | $1,826,909 | $1,832,916 | $1,927,084 | $2,041,643 | $2,171,903 | $2,156,842 | $2,098,669 |
| Traffic / Parking | $31,271 | $23,890 | $12,595 | $10,403 | $1,368 |  | $2,921 | $2,254 | $2,775 | $3,282 | $2,028 |
| Total | $1,925,926 | $1,990,760 | $1,911,052 | $2,002,603 | $2,018,545 | $2,003,797 | $2,093,760 | $2,198,128 | $2,480,635 | $2,523,332 | $2,347,690 |

Source: NYS Office of the Comptroller

# Police Expenditures - Village of Maybrook PD

Police expenditures in the village of Maybrook generally trended upward in the decade from 2010 to 2020. Annual spending started around $250 thousand in in 2010 and peaked at $400 thousand in 2018. This change in spending represents a 71% increase. Since the high in 2018, police spending in the village has decreased somewhat, to just under $400 thousand. In 2020, Personal Services expenses accounted for 85% of police spending, followed by contracts at 12%, and equipment and capital expenses at 3%. Despite the increase in police spending since 2010, police expenditures accounted for only 11% of total 2020 municipal spending in the village of Maybrook, the lowest of any municipality in this study.

## Village of Maybrook
### Town Police Expenditures 2010-2020



## Village of Maybrook
### 2020 Police Expenditures by Category



Contracts ■ Equipment & Capital ■ Personnel Services

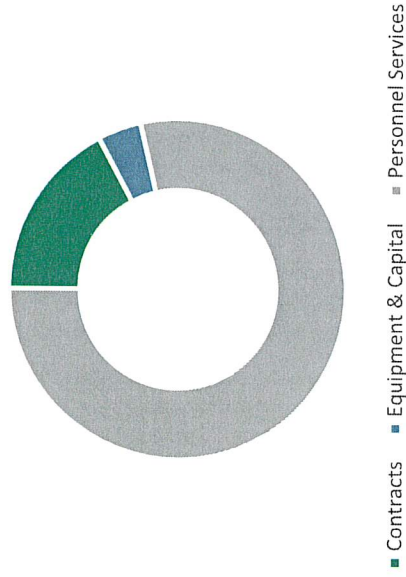| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Contracts | $36,189 | $45,400 | $42,183 | $42,905 | $35,274 | $45,330 | $45,822 | $37,646 | $47,922 | $41,040 | $27,184 |
| Equipment & Capital | | $27,150 | $11,199 | $9,849 | $6,227 | $21,958 | $4,700 | $2,385 | $3,459 | $2,428 | $23,301 |
| Personal Services | $212,892 | $255,372 | $241,052 | $250,914 | $262,773 | $285,795 | $322,322 | $372,719 | $374,608 | $356,225 | $346,021 |
| Total | $249,081 | $327,922 | $294,434 | $303,668 | $304,274 | $353,083 | $372,844 | $412,750 | $425,989 | $399,693 | $396,506 |

Source: NYS Office of the Comptroller

# Police Expenditures - Village of Montgomery PD

From 2010 to 2015, there were a few relatively large changes in annual police expenditures in the village of Montgomery. From 2010 to 2011, spending increased by approximately $340 thousand, representing a 63% increase. This increase is primarily due to increases in Personal Services costs, which jumped by about $300 thousand, but also a jump in equipment and capital spending, which increased by about $50 thousand. After 2015, there have been less large changes in annual police expenditures, but they have steadily increased every year reaching $870 thousand in 2020. In 2020, Personal Services expenses accounted for 79% of police spending, followed by contracts at 17%, and equipment and capital expenses at 4%.

## Village of Montgomery
### Total Police Expenditures 2010 - 2020
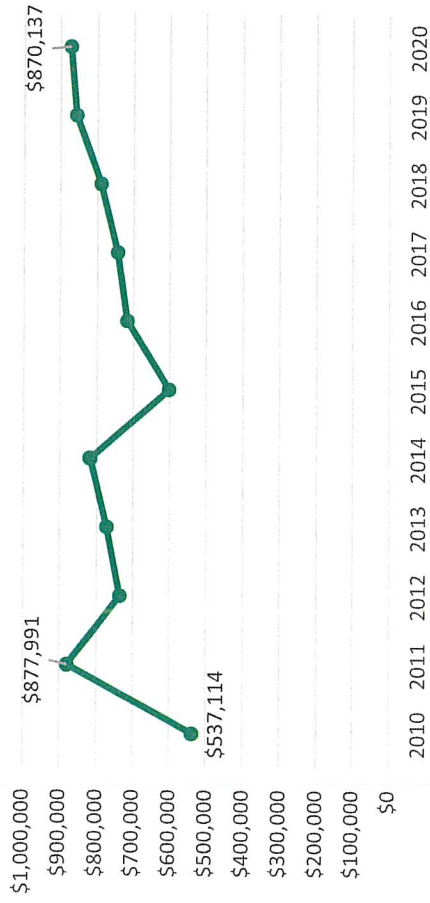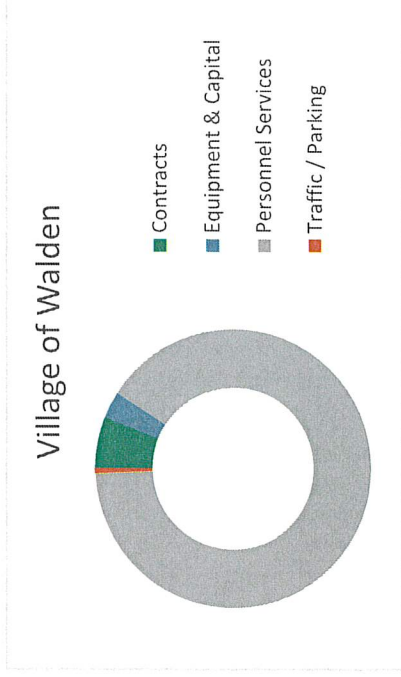


## Village of Montgomery
### Police Expenditures by Category



| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Contracts | $123,791 | $124,011 | $123,374 | $137,053 | $159,418 | $122,444 | $142,158 | $123,717 | $133,438 | $122,863 | $118,433 |
| Equipment & Capital | $6,068 | $54,772 | $8,402 | $43,725 | $17,963 | $10,426 | $52,398 | $29,505 | $32,129 | $47,190 | $42,307 |
| Personal Services | $407,255 | $699,208 | $602,507 | $589,495 | $639,014 | $469,043 | $521,915 | $588,572 | $622,410 | $684,217 | $709,397 |
| Total | $537,114 | $877,991 | $734,283 | $770,273 | $816,395 | $601,913 | $716,471 | $741,794 | $787,977 | $854,270 | $870,137 |

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# Police Expenditures - Village of Walden PD

In the past decade, police expenditures in the village of Walden have been very consistent, increasing by an average of 2.1% per year. Similar to the other departments in this study, Personal Services expenses account for the vast majority of police spending. In 2020, it accounted for 90% of total police expenditures. In 2020, police expenditures made up 17% of total municipal spending in the Village of Walden. Retirement figures were provided by the Village of Walden for 2020 and 2021, for consistency with the other departments for which retirement costs were not made available, the retirement costs were kept at as a separate line item and not added to other expenditure that are shown in the graphs.

## Village of Walden
### Total Police Expenditures 2010-2020



## Village of Walden



- Contracts
- Equipment & Capital
- Personnel Services
- Traffic / Parking

|  | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Contracts | $88,804 | $79,254 | $90,709 | $84,455 | $101,768 | $120,238 | $126,275 | $115,735 | $140,922 | $127,644 | $116,790 |
| Equipment & Capital | $25,971 | $32,809 | $101,267 | $62,081 | $79,977 | $62,872 | $57,015 | $31,046 | $83,053 | $6,625 | $80,826 |
| Personal Services | $1,472,062 | $1,481,911 | $1,600,214 | $1,676,680 | $1,723,886 | $1,651,648 | $1,694,543 | $1,622,355 | $1,684,000 | $1,726,449 | $1,734,836 |
| Traffic / Parking | $5,898 | $10,282 | $14,116 | $14,357 | $15,157 | $15,199 | $16,596 | $15,840 | $8,835 | $9,132 | $359 |
| Total | $1,592,735 | $1,604,256 | $1,806,306 | $1,837,573 | $1,920,788 | $1,849,957 | $1,894,429 | $1,784,977 | $1,916,810 | $1,869,850 | $1,932,810 |

|  | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|

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| Retirement Costs | No Data | No Data | No Data | No Data | No Data | No Data | No Data | $299,412 | $306,012 |
|---|---|---|---|---|---|---|---|---|---|

Source: Village of Walden

## Comparison of Police Expenditures over Time

When the police expenditures of the four study police departments are compared, it is apparent that the Town of Montgomery and the Village of Walden have substantially higher overall police expenditures than the Village of Maybrook and the Village of Montgomery. The Village of Walden has a similar geographic size as the other two villages in this study, but it has a population that is approximately 3,000 larger.
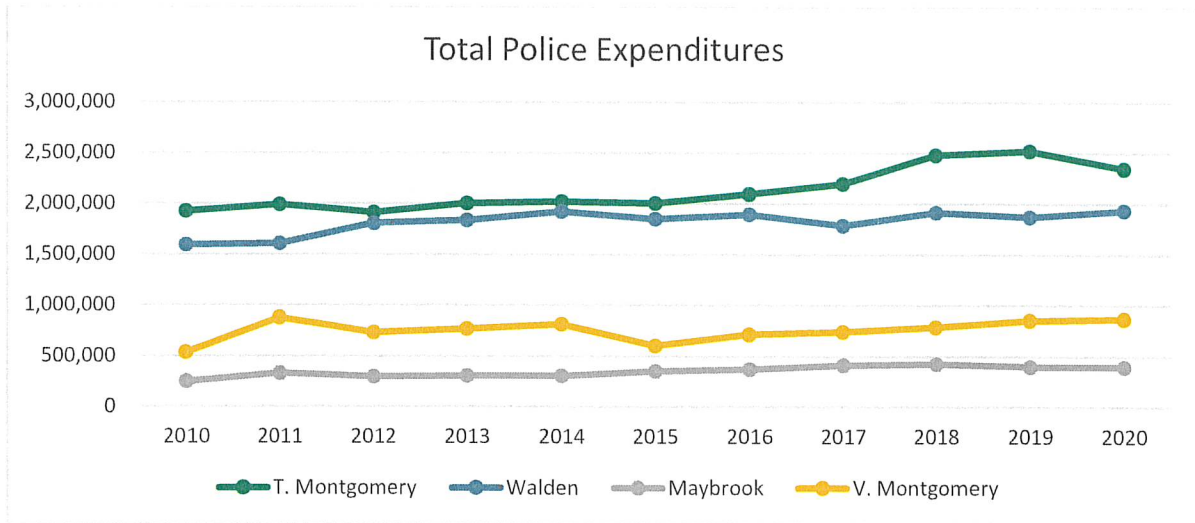


Source: NYS Office of the Comptroller

When police expenditures are expressed as a percentage of total municipal spending, it reveals that the town spends the highest percentage on police services (19% in 2020). As the previous graph shows, the town also spends the most overall on police services (2,347,690 in 2020).
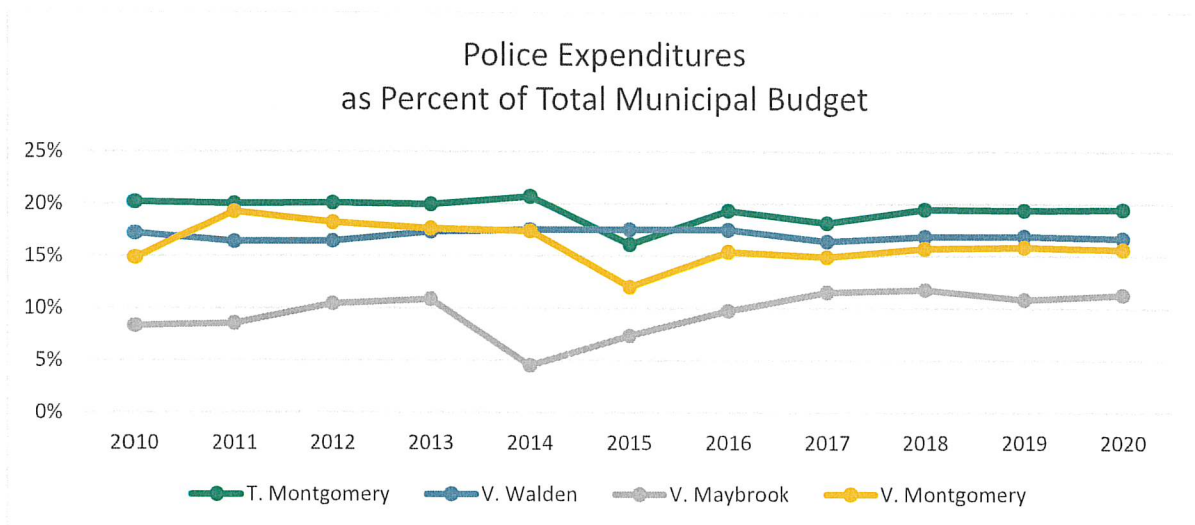


Source: NYS Office of the Comptroller

# Police Expenditures – A Statewide Perspective

Municipalities in New York State vary considerably in size, geography, and demographics. As a result, there is a correspondingly wide variety of demand for police services from community to community. Given these circumstances, it can be difficult to assess what an appropriate amount is to spend on police services. To better understand police spending in the study communities, two methods were employed: a statewide comparison of police spending on a per capita basis, and a more nuanced comparison of per capita spending among police departments that serve municipalities that are similar to the study communities. Examining spending on a per capita basis provides a more useful analysis when comparing communities of vastly different sizes and budgets.

A thorough review of municipal police departments in New York State identified 120 active town police departments and 240 active village police departments. Population data was collected for each of the municipalities that these departments serve using the 2020 Census. An analysis was also done to identify situations similar to that of the study communities, where a town with a police department contains at least one village with its own police department.

### New York State Town and Village Police Departments

| | |
|---|---|
| Total town police departments | 120 |
| Town police departments in a town that contains a village police department | 28 |
| | |
| Total village police departments | 240 |
| Village police departments in a town with a town police department | 45 |

Spending data for all of the town and village police departments was collected from the Office of New York State Comptroller. Data from the Comptroller includes complete audited information on financial revenues and expenditures, broken out by type of expenditure. As mentioned earlier in this report, this data does not include the cost of pensions and benefits for retired police officers, which can be substantial. Despite these limitations, this data provides valuable insight into police spending, and represents the only efficient way to compare spending by municipalities from across New York State.

Police budgets can sometimes fluctuate, and the COVID-19 Pandemic may have made these fluctuations more extreme. To compensate for this, a 3-year average for every police department was calculated using annual expenditures for the years 2018, 2019 and 2020.

## Police Department Spending per Capita – New York Villages

The analysis of village police departments in New York found that most village police departments have an expenditure under $200 per capita, though some were substantially higher. As previously mentioned, there is a wide variety of municipality types. The population served by village police departments ranges from a high of 59,169 (Village of New Hempstead) to a low of 153 (Village of Ocean Beach). The median expenditure per capita for village departments is $170.

Some of the village police departments with the highest expenditures per capita are beach towns. In these cases, the expenditures per capita are misleading because the year round population is low, but the seasonal and transient population is high, necessitating more police services.

## Police Department Spending per Capita – Study Villages

Among the three villages that are part of this study, Walden has the highest expenditure per capita, Montgomery has the second highest, and Maybrook has the lowest. Both Montgomery and Walden have expenditures per capita that are above the statewide median of $170. At $129, the Village of Maybrook's expenditures per capita is below the statewide median.

| Village Police Department | Village Population (2020) | Police Expenditures (3 Year Average) | Police Expenditures Per Capita | Statewide Ranking of Police Expenditures per Capita (1=highest) |
|---|---|---|---|---|
| Walden | 6,818 | $1,906,490 | $280 | 68 / 240 |
| Montgomery (village) | 3,834 | $837,461 | $218 | 89 / 240 |
| Maybrook | 3,150 | $407,396 | $129 | 168 / 240 |

### Police Expenditures Per Capita - Village Police Departments



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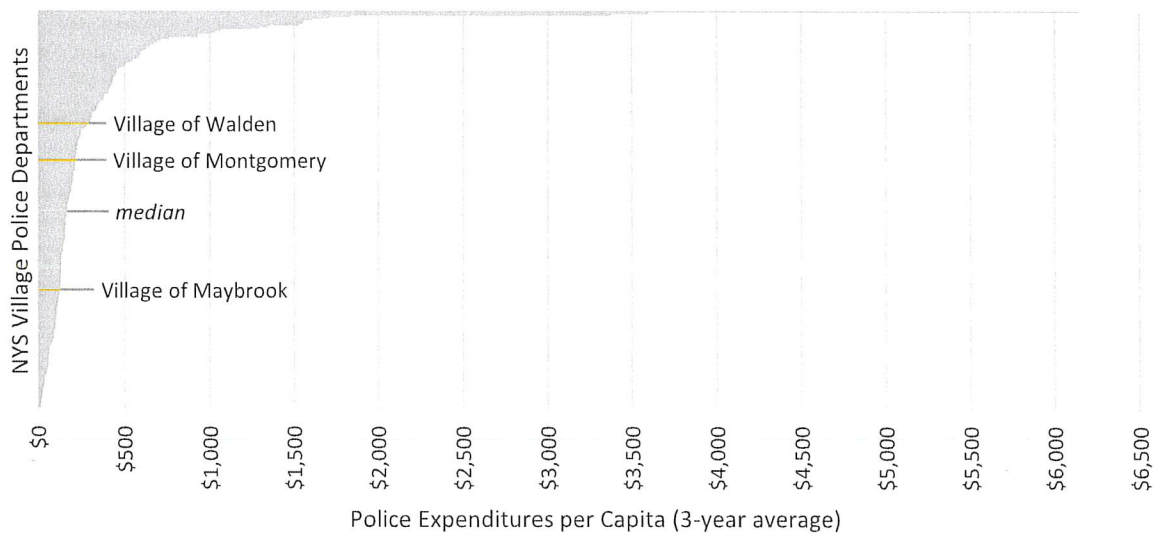
## Police Department per Capita Spending – New York Towns

The analysis of town police departments in New York State found that the median expenditure per capita is $139. Overall, police expenditures per capita are lower for town departments compared to village departments.
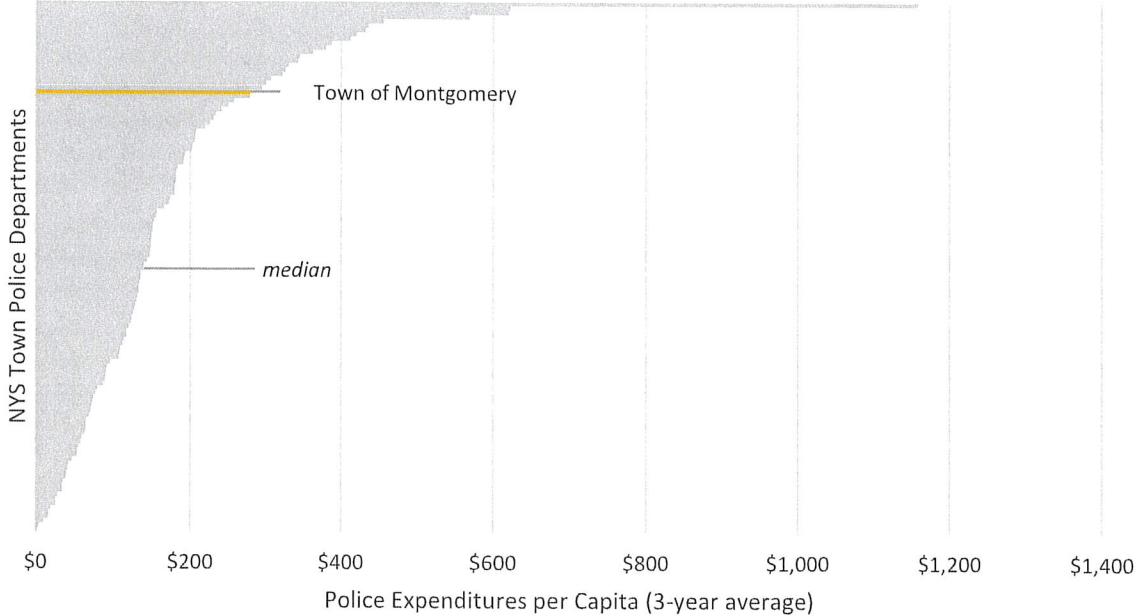
Of the 120 town police departments in the state, 28 of them (including the Town of Montgomery) contain one or more villages with their own police department. In towns where there is both a town and a village police department, it can be reasonably assumed that the village police department is the primary source of police services for the population in the village, and the town department primarily serves the population in the unincorporated parts of the town, outside of the village. Therefore, when calculating expenditures per capita for towns where there is both a town and one or more village departments, using only the population in the unincorporated parts of the town provides a more accurate measure. This distinction can make a big difference in the results, and the Town of Montgomery bears that out.

## Police Department per Capita Spending – Town of Montgomery

In Montgomery, when police expenditures per capita is calculated using the entire town population including the villages, the result is $105 per capita. This is below the statewide median of $133. However, more than half of the town's population lives in one of the three villages, and they all have their own police departments. The population living in the unincorporated areas of the town of Montgomery is only 9,520. When police expenditures per capita is calculated using this population, the result is substantially higher, jumping to $257 per capita. At $257 per capita, the Town of Montgomery has the 23rd highest police expenditures per capita among all 120 town police agencies in the state.

| Town Police Department | Town Population (2020) | Police Expenditures (3 Year Average) | Police Expenditures Per Capita | Statewide Ranking of Police Expenditures per Capita (1=highest) |
|---|---|---|---|---|
| Montgomery (including all villages) | 23,322 | $2,450,552 | $105 | 78 / 120 |
| Montgomery (unincorporated areas only) | 9,520 | $2,450,552 | $257 | 23 / 120 |

## Per Capita Spending



Town of Montgomery

*median*

NYS Town Police Departments

$0    $200    $400    $600    $800    $1,000    $1,200    $1,400

Police Expenditures per Capita (3-year average)

# Police Expenditures: Comparable Municipalities

## Comparable Municipalities - Town of Montgomery

The table below shows police spending information for town police departments in New York State that have a population and population density that is most similar to the Town of Montgomery. The towns are arranged in order of highest police expenditures per capita, to the lowest. Although there are nuances and unique circumstances in every town, this list provides some context of police spending in towns where there is a similar population density.

Among these comparable town police departments, the Town of Montgomery has the highest police expenditures per capita. The Town of Montgomery's spending per capita is $50 higher than the next highest. The town with the second highest police expenditures per capita, the Town of Crawford, is also located in Orange County.  Two additional towns located in Orange County are also on this list; the towns of Deerpark and Goshen.

Among comparable towns on this list for which there is data on the number of officers, The Town of Montgomery had the most total sworn officers in 2020. The Town of Montgomery also had more full time police officers than every other police department on the list except for the Town of Fallsburg,

| Town | County | 2020 Population | Area (sq mi) | Population Density (per sq mi) | Average Annual Spending (2018-20) | Per Capita Spending | Full Time Officers (2020) | Part Time Officers (2020) | Total Officers (2020) |
|---|---|---|---|---|---|---|---|---|---|
| Montgomery | Orange | 9,520 | 46 | 209 | $2,450,552 | $257 | 11 | 23 | 34 |
| Crawford | Orange | 9,130 | 40 | 228 | $1,893,020 | $207 | No Data | | |
| Pound Ridge | Westchester | 5,082 | 22 | 228 | $1,045,600 | $206 | 1 | 23 | 24 |
| Fallsburg | Sullivan | 13,445 | 76 | 177 | $2,412,806 | $179 | 21 | 0 | 21 |
| Goshen | Orange | 8,794 | 40 | 218 | $1,372,865 | $156 | 6 | 17 | 23 |
| Woodstock | Ulster | 6,287 | 67 | 93 | $975,340 | $155 | 10 | 13 | 23 |
| Deerpark | Orange | 7,509 | 66 | 113 | $994,351 | $132 | 4 | 19 | 23 |
| Cuba | Allegany | 3,126 | 35 | 89 | $363,516 | $116 | 5 | 13 | 18 |
| North Salem | Westchester | 5,243 | 21 | 245 | $557,659 | $106 | No Data | | |
| Coeymans | Albany | 7,256 | 50 | 145 | $691,629 | $95 | 2 | 17 | 19 |
| Schodack | Rensselaer | 12,965 | 62 | 209 | $1,153,289 | $89 | 8 | 4 | 12 |
| Eden | Erie | 7,573 | 40 | 190 | $652,504 | $86 | 1 | 16 | 17 |
| Frankfort | Herkimer | 4,691 | 35 | 132 | $339,153 | $72 | 3 | 13 | 16 |
| Shawangunk | Ulster | 13,563 | 56 | 242 | $841,014 | $62 | 3 | 15 | 18 |
| Greenport | Columbia | 4,473 | 19 | 240 | $190,103 | $43 | 0 | 17 | 17 |
| Cairo | Greene | 6,644 | 60 | 111 | $263,868 | $40 | 2 | 10 | 12 |
| Stillwater | Saratoga | 9,022 | 41 | 219 | $312,369 | $35 | 0 | 14 | 14 |

Sources: NYS Office of the Comptroller; U.S. Census Bureau 2020 Decennial Census, NYS Department of Criminal Justice Services

## Comparable Municipalities - Village of Montgomery and Village of Maybrook

The Village of Montgomery and the Village of Maybrook have remarkably similar populations and geographic size. As a result, they are on the same list of comparable village police departments. Police expenditures per capita on this list of comparable municipalities varies considerably. With a population approximately 50% larger than these two villages, the Village of Walden has its own set of comparable villages on the following page.

The Village of Montgomery is near the top of the list, with a per capita spending of $218. The Town of Harriman, which has a smaller population and slightly smaller geographic size, has significantly higher police spending per capita at $338.

The Village of Maybrook is near the bottom of the list with expenditure per capita of $129. Maybrook's overall average police spending from 2018 to 2020 was approximately half the size of the Village of Montgomery's spending despite having very similar size populations and geographies.

| Village | 2020 Population | Area (sq mi) | Population Density (per sq mi) | Average Annual Spending 2018-20 | Per Capita Spending | Full Time Officers (2020) | Part Time Officers (2020) | Total Officers (2020) |
|---|---|---|---|---|---|---|---|---|
| Harriman | 2,714 | 1.0 | 2,702 | $917,847 | $338 | 7 | 4 | 11 |
| Monroe | 9,343 | 3.5 | 2,675 | $2,835,396 | $303 | 18 | 5 | 23 |
| Fishkill | 2,166 | 0.8 | 2,604 | $558,402 | $258 | 0 | 27 | 27 |
| Montgomery | 3,834 | 1.4 | 2,728 | $837,461 | $218 | 4 | 15 | 19 |
| Cayuga Heights | 4,114 | 1.8 | 2,329 | $847,844 | $206 | 6 | 9 | 15 |
| Mohawk | 2,415 | 0.9 | 2,752 | $440,212 | $182 | 4 | 13 | 17 |
| Marcellus | 1,745 | 0.6 | 2,730 | $293,349 | $168 | | | |
| Port Dickinson | 1,699 | 0.6 | 2,711 | $282,879 | $166 | 4 | 7 | 11 |
| Frankfort | 2,320 | 1.0 | 2,289 | $372,055 | $160 | 4 | 16 | 20 |
| Canisteo | 2,176 | 0.9 | 2,331 | $295,692 | $136 | 3 | 5 | 8 |
| Blasdell | 2,539 | 1.1 | 2,260 | $342,407 | $135 | No Data | | |
| Palmyra | 3,305 | 1.3 | 2,454 | $443,991 | $134 | No Data | | |
| Maybrook | 3,150 | 1.4 | 2,326 | $407,396 | $129 | 3 | 10 | 13 |
| Silver Creek | 2,617 | 1.1 | 2,277 | $279,292 | $107 | No Data | | |
| New York Mills | 3,244 | 1.2 | 2,749 | $342,743 | $106 | 4 | 8 | 12 |

Sources: NYS Office of the Comptroller; U.S. Census Bureau 2020 Decennial Census, NYS Department of Criminal Justice Services

## Comparable Municipalities - Village of Walden

The Village of Walden has a higher police expenditure per capita than the other two villages in the study at $280. However, relative to other comparable villages, Walden's police expenditures per capita are middle of the road.

Among comparable villages, the village with the next highest expenditures per capita after Walden is Pleasantville. Pleasantville has a similarly sized population and geography to Walden, but spends over $1 million more on police services annually.

There is a variety of different ways that police departments on this list utilize part-time and full-time officers. Some municipalities, like Pleasantville, have only full-time officers. Other villages, like Cold Spring, use only part-time officers. Walden uses a roughly even split of full-time and part-time officers.

| | 2020 Population | Area (sq mi) | Population Density (per sq mi) | Average Annual Spending 2018-20 | Per Capita Spending | Full Time Officers (2020) | Part Time Officers (2020) | Total Officers (2020) |
|---|---|---|---|---|---|---|---|---|
| Great Neck Estates | 2,990 | 0.8 | 3,904 | $2,990,790 | $1,000 | 14 | 0 | 14 |
| Piermont | 2,517 | 0.7 | 3,734 | $1,677,840 | $667 | 8 | 4 | 12 |
| Ardsley | 5,079 | 1.3 | 3,845 | $3,310,323 | $652 | 19 | 0 | 19 |
| Northport | 7,347 | 2.3 | 3,190 | $4,381,110 | $596 | 17 | 5 | 22 |
| Pleasantville | 7,513 | 1.9 | 4,055 | $3,034,338 | $404 | 21 | 0 | 21 |
| Walden | 6,818 | 2.0 | 3,464 | $1,906,490 | $280 | 12 | 13 | 25 |
| Highland Falls | 3,684 | 1.1 | 3,369 | $1,025,251 | $278 | No Data | | |
| Brockport | 7,104 | 2.2 | 3,267 | $1,717,547 | $242 | 15 | 0 | 15 |
| Solvay | 6,645 | 1.6 | 4,112 | $1,483,858 | $223 | 13 | 3 | 16 |
| Fairport | 5,501 | 1.6 | 3,482 | $1,184,001 | $215 | 10 | 0 | 10 |
| Elmira Heights | 3,916 | 1.1 | 3,416 | $786,861 | $201 | 9 | 0 | 9 |
| Cold Spring | 1,986 | 0.6 | 3,345 | $395,956 | $199 | 0 | 13 | 13 |
| Green Island | 2,934 | 0.7 | 3,927 | $567,823 | $194 | 0 | 26 | 26 |
| Whitesboro | 3,612 | 1.0 | 3,441 | $621,691 | $172 | 5 | 6 | 11 |
| North Syracuse | 6,739 | 2.0 | 3,392 | $1,132,492 | $168 | 11 | 4 | 15 |
| Hamburg | 9,696 | 2.5 | 3,911 | $1,612,239 | $166 | 13 | 0 | 13 |
| Hudson Falls | 7,427 | 1.9 | 3,988 | $1,031,513 | $139 | 12 | 5 | 17 |
| Ballston Spa | 5,111 | 1.6 | 3,193 | $642,636 | $126 | 4 | 14 | 18 |
| Alfred | 4,026 | 1.2 | 3,384 | $441,237 | $110 | 5 | 10 | 15 |

Sources: NYS Office of the Comptroller; U.S. Census Bureau 2020 Decennial Census, NYS Department of Criminal Justice Services

# Crime Trends

The following section examines crime trends in each of the study communities including how they compare to each other, and how they compare to regional and statewide trends. The crime data is from the New York State Department of Criminal Justice Services (DCJS), which collects crime statistics directly from local police departments. The data is presented in categories called "index crimes" which are seven categories used by the FBI. There are four index crimes that are considered violent crimes: murder, rape, robbery, and aggravated assault. The other three index crimes are considered property crime: burglary, larceny, and motor vehicle theft.

## Crime Trends - Town of Montgomery

Since 2012, the highest number of reported index crimes occurred in 2012. Since then, the overall trend has been a decrease in crime. The majority of crime in the Town of Montgomery is property crime, and more specifically, larceny. There is very little violent crime in the town; from 2012 to 2020 the lowest number of reported violent crimes (0) occurred in 2020. There were no murders during this time period.
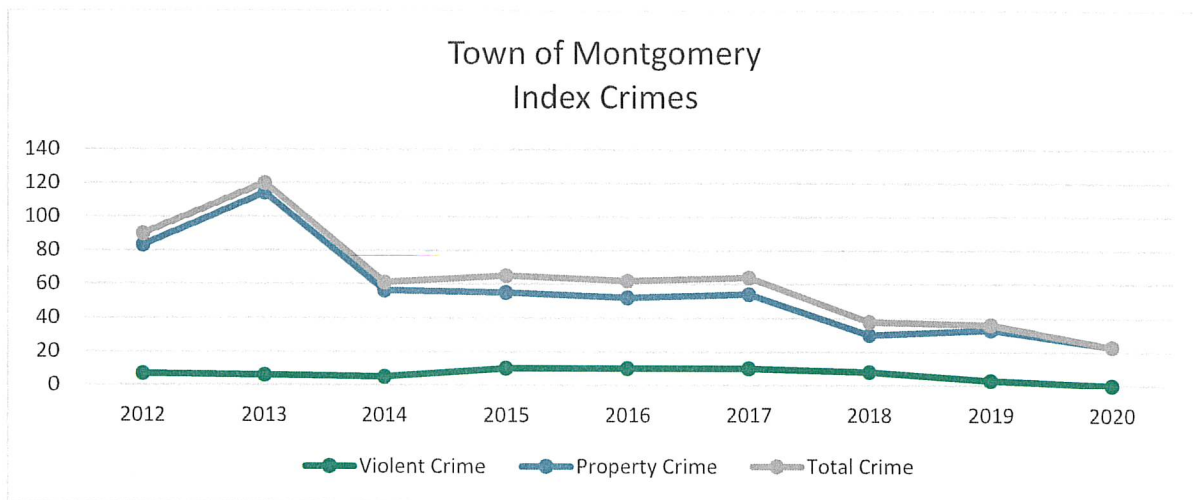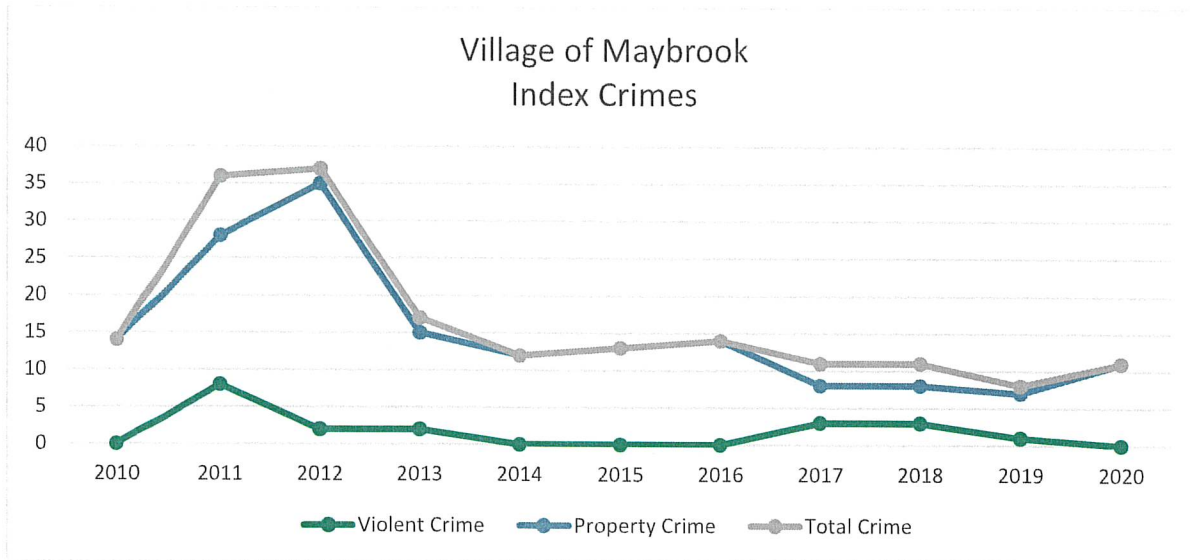


|  | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|
| **Index Total** | 90 | 120 | 61 | 65 | 62 | 64 | 38 | 36 | 23 |
| **Violent Total** | 7 | 6 | 5 | 10 | 10 | 10 | 8 | 3 | 0 |
| Murder | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rape | 2 | 2 | 0 | 0 | 0 | 5 | 1 | 1 | 0 |
| Robbery | 0 | 1 | 0 | 2 | 0 | 0 | 1 | 0 | 0 |
| Aggravated Assault | 5 | 3 | 5 | 8 | 10 | 5 | 6 | 2 | 0 |
| **Property Total** | 83 | 114 | 56 | 55 | 52 | 54 | 30 | 33 | 23 |
| Burglary | 17 | 22 | 13 | 15 | 8 | 14 | 9 | 8 | 3 |
| Larceny | 63 | 91 | 42 | 37 | 44 | 36 | 18 | 24 | 18 |
| Motor Vehicle Theft | 3 | 1 | 1 | 3 | 0 | 4 | 3 | 1 | 2 |

Source: NYS Department of Criminal Justice Services

## Crime Trends - Village of Maybrook

Overall, there is very little crime in the Village of Maybrook; since 2014 annual number of total index crimes has remained under 15. In the past decade, the years 2011 and 2012 had the highest amount of crime, largely driven by increases in larceny in those years. From 2010 to 2020 there were no reported rapes or murders in the Village of Maybrook.
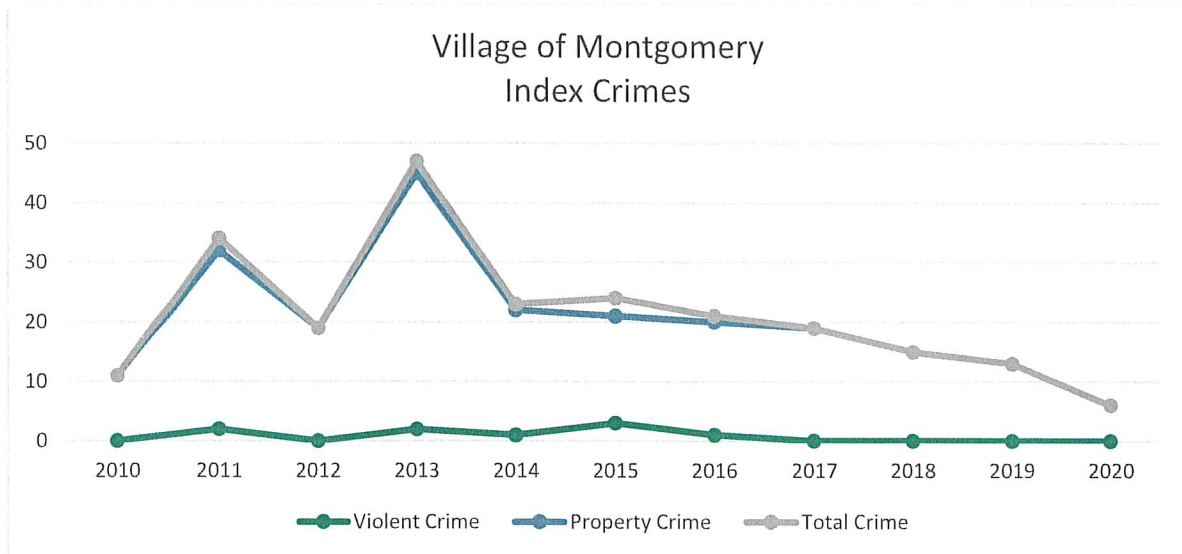


| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Index Total** | 14 | 36 | 37 | 17 | 12 | 2 | 14 | 11 | 11 | 8 | 11 |
| **Violent Total** | 0 | 8 | 2 | 2 | 0 | 1 | 0 | 3 | 3 | 1 | 0 |
| Murder | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rape | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Robbery | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Aggravated Assault | 0 | 7 | 2 | 1 | 0 | 1 | 0 | 3 | 3 | 1 | 0 |
| **Property Total** | 14 | 28 | 35 | 15 | 12 | 1 | 14 | 8 | 8 | 7 | 11 |
| Burglary | 6 | 4 | 8 | 3 | 2 | 0 | 1 | 0 | 0 | 2 | 1 |
| Larceny | 7 | 24 | 27 | 10 | 9 | 1 | 12 | 8 | 7 | 4 | 9 |
| Motor Vehicle Theft | 1 | 0 | 0 | 2 | 1 | 0 | 1 | 0 | 1 | 1 | 1 |

Source: NYS Department of Criminal Justice Services

## Crime Trends - Village of Montgomery

Similar to the Village of Maybrook, there is very little crime in the Village of Montgomery. Of the index crimes that were reported in the past decade, the vast majority were property crimes. In fact, from 2010 to 2020, there were only 9 total violent crimes, and no murders, rapes, or robberies. Since 2017, there have been no reported violent crimes in the Village of Montgomery. Most of the crime in the Village of Montgomery is larceny, but this has been steadily trending downwards since 2014.
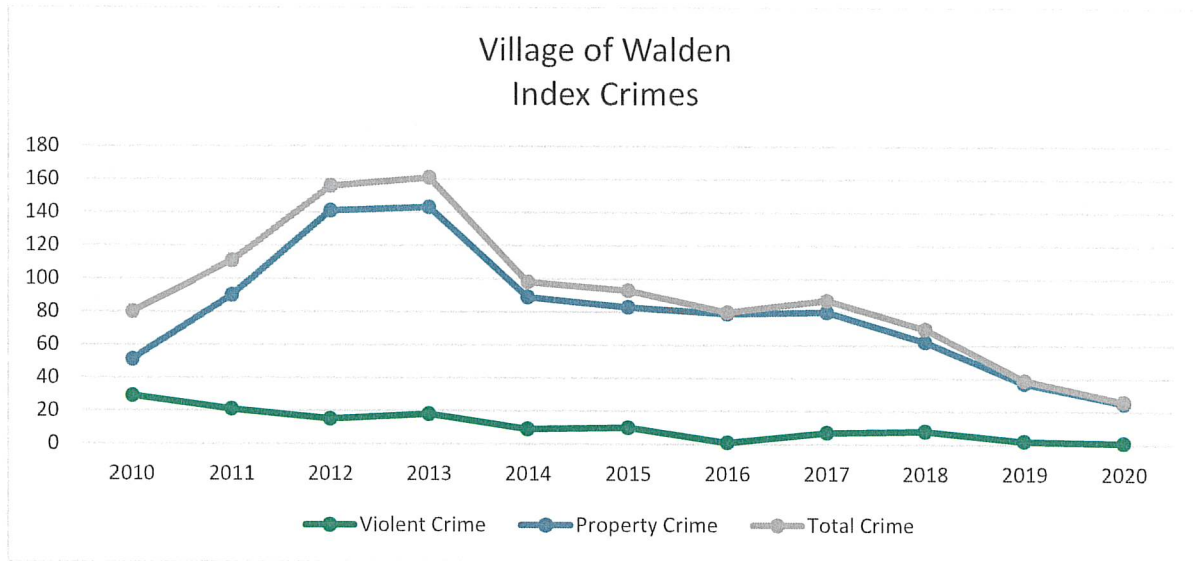
### Village of Montgomery Index Crimes



|  | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Index Total | 11 | 34 | 19 | 47 | 23 | 24 | 21 | 19 | 15 | 13 | 6 |
| **Violent Total** | **0** | **2** | **0** | **2** | **1** | **3** | **1** | **0** | **0** | **0** | **0** |
| Murder | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rape | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Robbery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Aggravated Assault | 0 | 2 | 0 | 2 | 1 | 3 | 1 | 0 | 0 | 0 | 0 |
| **Property Total** | **11** | **32** | **19** | **45** | **22** | **21** | **20** | **19** | **15** | **13** | **6** |
| Burglary | 0 | 2 | 0 | 3 | 0 | 4 | 1 | 3 | 1 | 1 | 0 |
| Larceny | 11 | 30 | 19 | 42 | 22 | 17 | 17 | 16 | 13 | 12 | 6 |
| Motor Vehicle Theft | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 1 | 0 | 0 |

Source: NYS Department of Criminal Justice Services

## Crime Trends - Village of Walden

In the first half of the past decade, the Village of Walden had significantly more crime than the villages of Montgomery and Maybrook. From 2010 to 2020, crime was at its highest in the years 2012 and 2013. However, since 2013 the number of index crimes has been steadily trending down, primarily driven by a reduction in cases of larceny.

Violent crime in Walden has been relatively low, and also steadily decreasing. In 2020 there was only one violent crime reported, a case of aggravated assault.



| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Index Total** | 80 | 111 | 156 | 161 | 98 | 93 | 80 | 87 | 70 | 39 | 26 |
| **Violent Total** | 29 | 21 | 15 | 18 | 9 | 10 | 1 | 7 | 8 | 2 | 1 |
| Murder | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rape | 3 | 2 | 2 | 2 | 0 | 2 | 0 | 1 | 1 | 0 | 0 |
| Robbery | 1 | 1 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Aggravated Assault | 25 | 18 | 11 | 14 | 9 | 8 | 1 | 6 | 7 | 2 | 1 |
| **Property Total** | 51 | 90 | 141 | 143 | 89 | 83 | 79 | 80 | 62 | 37 | 25 |
| Burglary | 7 | 14 | 16 | 12 | 10 | 3 | 4 | 9 | 7 | 3 | 1 |
| Larceny | 42 | 72 | 123 | 126 | 75 | 79 | 72 | 67 | 55 | 32 | 24 |
| Motor Vehicle Theft | 2 | 4 | 2 | 5 | 4 | 1 | 3 | 4 | 0 | 2 | 0 |

Source: NYS Department of Criminal Justice Services

## Crime Trends – Comparisons

To better understand crime rates in these study municipalities, population data from the U.S. Census was used to calculate the number of crimes per capita. This measure controls for the fact that municipalities with larger populations have more opportunity for crime to occur simply by virtue of having more people. The chart below shows the number of index crimes per 100 residents for the four municipalities in this study (overall crime is so low that crimes per capita is expressed as crimes per 100 residents). For the Town of Montgomery, the population in the unincorporated parts of the town are used to calculate the number of crimes per 100 residents. Orange County and New York State (excluding NYC) are shown on the chart as well for additional context.

Note: 2010 crime data for New York state was incomplete, and 2010 and 2020 crime data for the Town of Montgomery was incomplete. As a result, those data points are not included on this chart.
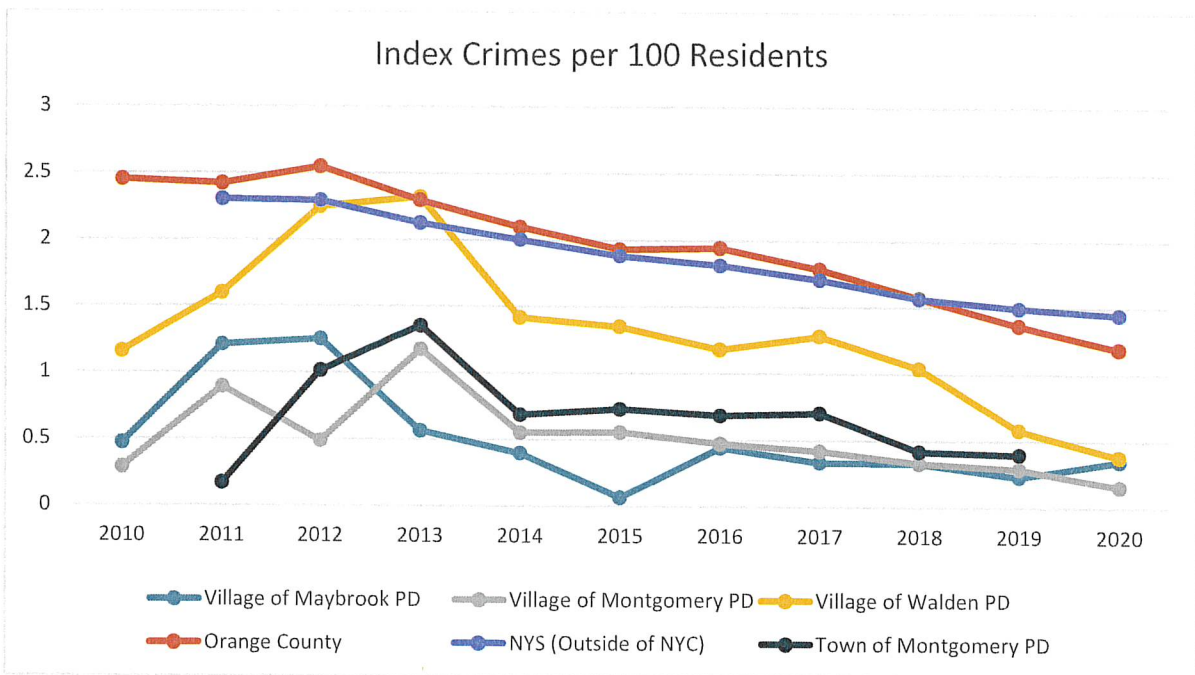


This chart reveals that crime rates in every municipality in the Town of Montgomery are low. In every year since 2013, there have been less than 1.5 annual crimes per resident in all four study municipalities. Furthermore, the chart also reveals that crime rates in the study municipalities are lower than both Orange County and New York State outside of New York City.

Among the study municipalities, the Village of Walden consistently had the highest crime rate in the past decade. Crime rates were highest in 2013 in three of the four study municipalities. The relatively higher crime rate in the first half of the decade may be related to poor economic conditions in the wake of the Great Recession.

This chart shows that overall crime is trending down. This is in line with a broader national and statewide trend of declining crime rates. In 2020, all three villages had less than 0.5 crimes per 100 residents.

# Calls for Service

Data on calls for service from the past few years was collected from each of the four police departments in this study. Though calls for service do not encompass the entire spectrum of police responsibilities, they are a good indicator of demand for police services. The data provided varied in level of detail and years covered.

## Calls for Service - Town of Montgomery

Calls for service in the Town of Montgomery were very similar from 2019 to 2020, with a little over 8,700 calls in both years. The Town of Montgomery provided dispatching services for the village of Maybrook for the entirety of 2019 and 2018, and a part of 2021. In both 2019 and 2020, there were approximately 820 calls for service under the category of "Maybrook Call." In 2019 there were 281 calls for "Assist Other Agency," and 2020 there were 261.

| Year | 2019 | 2020 | 2021 (Thru 10/20/21) |
|---|---|---|---|
| Calls for Service | 8,725 | 8,748 | 7,809 |

## Calls for Service – Village of Maybrook

No additional details about the types of calls for service were collected for the Village of Maybrook. The Village of Maybrook has the lowest number of calls for service among the police departments in this study.

| Year | 2018 | 2019 | 2020 |
|---|---|---|---|
| Calls for Service | 1,588 | 1,567 | 1,233 |

## Calls for Service - Village of Montgomery

The Village of Montgomery gets around 4,000 calls for service every year. In 2020, almost half (45%) of the calls for service for a check on a residential property or commercial property, and 24% were traffic stops.

| Year | 2018 | 2019 | 2020* | 2021 (Thru 09/27/21)* |
|---|---|---|---|---|
| Calls for Service | 3,941 | 3,994 | 4,002 | 2,291 |

*In 2020 and 2021, daily activity reports at the beginning of each shift were included in the blotter report from the village. These were excluded from the count of calls for service in this table.

## Calls for Service - Village of Walden

Calls for service in the Village of Walden decreased by over 1,000 from 2018 to 2019. Despite this decrease, the Village of Walden still has the highest number of calls for service of the three villages in this study. Furthermore, compared to the Village of Montgomery, Walden has much more variation in the types of calls it receives. In 2020, the Village of Walden had 411 medical calls, 264 premise/vacant house checks, and 151 domestic calls.

| Year | 2018 | 2019 | 2020 |
|---|---|---|---|
| Calls for Service | 8,341 | 7,186 | 7,015 |

*In 2020 and 2021, daily activity reports at the beginning of each shift were included in the blotter report from the village. These were excluded from the count of calls for service in this table.

## Calls for Service Comparison

To compare the calls for service among the police departments in this study, the number of calls for service were calculated for the year 2020. In the Village of Walden and the Village of Montgomery, the calls for service per capita are similar, with just over one call per resident. The number of calls per capita for the Town of Montgomery is also similar, at just under one call per resident. The Village of Maybrook is an outlier, with a significantly lower number of calls for service per capita at 0.39 calls per resident.

| 2020 Calls for Service Comparison | | | | |
|---|---|---|---|---|
| | Calls for Service | Population | Annual Calls for Service per Capita | Average Daily Calls for Service |
| Town of Montgomery | 8,748 | 9,520 | 0.92 | 24 |
| Village of Maybrook | 1,233 | 3,150 | 0.39 | 3 |
| Village of Montgomery | 4,002 | 3,834 | 1.04 | 11 |
| Village of Walden | 7,015 | 6,818 | 1.03 | 19 |
| Total (All departments) | 20,998 | 23,322 | 0.9 | 58 |

# Existing Police Department Relationships

## Existing PD Relationships - Overlapping Police Chief

The village of Montgomery Police Department and the Village of Walden Police Department share a chief of Police, Chief William Herlihy. Chief Herlihy is employed as a part time employee for the Village of Montgomery, and a full time chief for the Village of Walden.

## Existing PD Relationships - Overlapping Officers

In addition to a shared chief of police, there are a number of officers that are employed by more than one of the police departments in this study. All told, there are 10 officers, that work at more than one police department in this study. The Town of Montgomery PD, Village of Montgomery PD, and Village of Walden PD, all have at least one officer that is also employed each of the other two departments. There is no overlap in personnel between the Village of Maybrook PD and other departments in this study; however, there are three Maybrook officers that area also employed at a police department outside of the Town of Montgomery.

**Police Officer Overlap**
**by Police Department and  Full-Time /Part-Time Status**

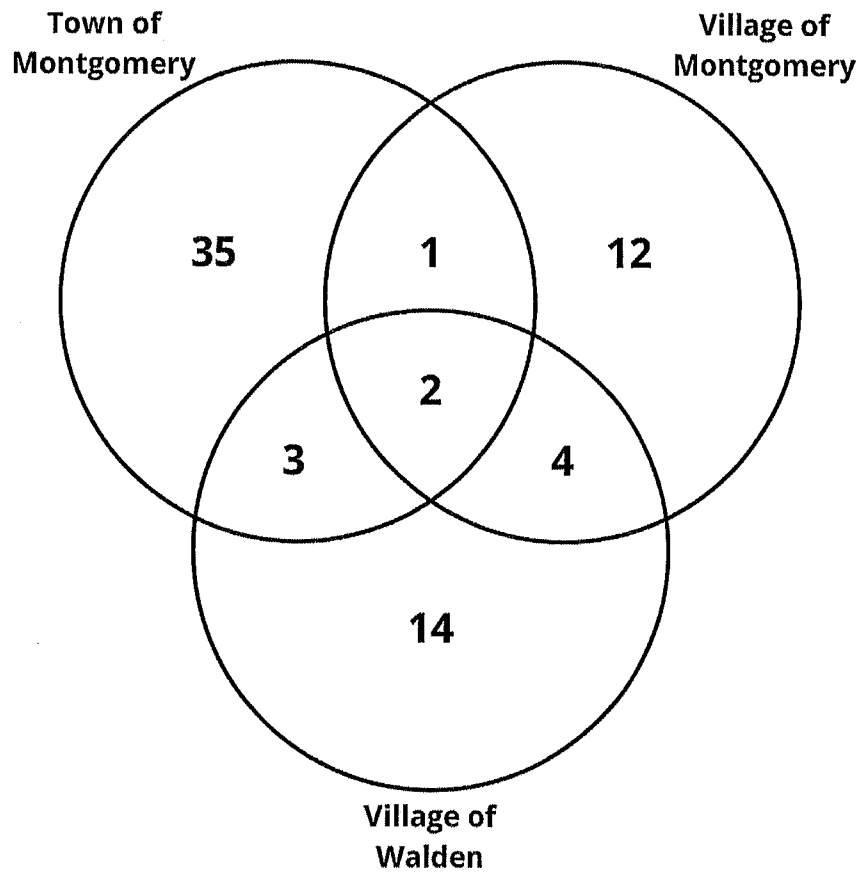| Number of Officers | Police Department | | |
|---|---|---|---|
| | Town of Montgomery | Village of Montgomery | Village of Walden |
| 1 | | PT | PT |
| 3 | | PT | FT |
| 1 | PT | | PT |
| 1 | PT | | FT |
| 1 | FT | | PT |
| 1 | PT | PT | |
| 2 | PT | PT | PT |

*Note: table does not include the chief of police shared by the Village of Montgomery and the Village of Walden

The table above shows that there is a variety of unique employment situations with some officers working full time at one department and part time at another, and some officers working part time at two departments. There are two officers that are part time employees at three different police departments.

The Venn diagram further illustrates the overlap in personnel between the three police departments of Walden, and the town and Village of Montgomery. The strongest overlap is found between the Village of Montgomery and the Village of Walden. There are three full-time officers at the Village of Walden PD that are also part-time officers at the Village of Montgomery PD, and there are another three officers that are part-time at both departments. In total, the Village of Montgomery PD and the Village of Walden PD share six officers and a Chief of Police.

## Venn Diagram of Police Officer Overlap by Police Department

*Note: diagram does not include the chief of police shared by the Village of Montgomery and the Village of Walden

**Town of Montgomery**       **Village of Montgomery**

35      1      12

2

3      4

14

**Village of Walden**

There are both advantages and disadvantages to police officers that work at multiple departments. One advantage of officers shared between departments is that it strengthens the relationship between these departments. Knowing the people and procedures of two different departments can lead to improved communication and efficient collaboration. Additionally, officers working at more than one police department are likely to become more familiar with different parts of the town and different people in the community. This could be especially significant in emergency situations where multiple police departments have been called to the scene.

One of the downsides of police officers working at multiple departments is that there can be conflicting schedules. An officer scheduled for a shift at one department may decide that they would rather work a conflicting shift at the other department because it pays more or is more convenient. Another disadvantage is that the officers working at multiple departments need to keep straight the procedures and equipment that differ between the departments.

## Existing PD Relationships - Dispatching

Emergency services dispatching in the four study communities varies. The Town of Montgomery PD employs 7 part-time dispatchers and handles its own dispatching. Similarly, the Village of Walden employs 9 part-time dispatchers and 3 full-time dispatchers, and handles dispatching in-house. The Village of Walden PD is the only police department out of the four in this study that provides 24-hour dispatching services.

The Town of Montgomery PD used to provide dispatching services for the Village of Maybrook PD, but this service was terminated in the summer of 2021. Dispatching for both the Village of Montgomery and the Village of Maybrook is handled by Orange County.

## Existing PD Relationships - Fingerprinting

The Town of Montgomery has a digital fingerprinting machine that is used for all of their finger printing needs. The Village of Montgomery and the Village of Maybrook use this machine for their fingerprinting needs. The Village of Walden recently purchased a digital fingerprinting machine, and do all of their own finger printing in house. While in many cases the traditional "ink and roll" method of fingerprinting is being replaced in favor of digital fingerprinting, the equipment necessary for digital finger printing can cost upwards of twenty thousand dollars and may not be feasible for smaller police departments. A more Uniform intake process could increase efficiency for the district attorney's office in the processing of cases.

## Existing PD Relationships - Trainings

Officers periodically attend trainings on things like fire arms, deploying tasers, and other protocols. These trainings can occur using in-house trainers, or by bringing in an outside trainer. When a training is being held by a department, sometimes officers from other departments will attend the training. This often occurs in the Village of Walden as the Walden police department has a gun range.

# Recommendations

**Recommendation 1: Create a Town-wide Shared Communication Center** – Create a shared communication center housed in the Village of Walden that provides dispatching services for all four police departments in the Town of Montgomery.

**Recommendation 2: Create a Shared Mental Health/Addiction/Domestic Dispute Response Team** – Create a shared response team of professionals trained in mental health, addiction, and social work.

**Recommendation 3: Town of Montgomery Police Department Staff Adjustments (3 Options)**

> **Option A** – The Town of Montgomery Police Department reduces the number of full-time officers and utilizes more part-time officers.
>
> **Option B:** Town of Montgomery Police Department transitions to a completely part-time Staff
>
> **Option C:** Town of Montgomery Police Department dissolves

## Recommendation 1: Create a Town-wide Shared Communication Center

Currently, there is no shared dispatching services between the four police departments in this study. The Town of Montgomery and the Village of Walden have their own dispatchers, and the Village of Maybrook and the Village of Montgomery do not, and instead rely on Orange County for emergency dispatch services. A centralized communication/dispatching center could benefit all four police departments operating in the Town of Montgomery. It represents an opportunity for an efficient sharing of resources, improved delivery of services, and improved officer safety.

A centralized communication center that provides dispatching services for all four police departments in the town would improve the ability of these agencies to coordinate with each other, especially since there are four separate police departments operating in a relatively small geography. It could also improve response times as the communication center would know the location of officers for all four police departments. These improvements to communication would be beneficial on a daily basis, and especially important during emergency situations and/or situations where officers from multiple police departments are called to the same scene.

Shared dispatching would allow the four police departments to pool their resources for more efficient spending on dispatching infrastructure and personnel. The existing civilian dispatchers employed by the Town of Montgomery and the Village of Walden could be combined into one dispatching unit at the proposed centralized communication center. The combination of the existing civilian dispatchers from these two departments would yield 16 part-time dispatchers and 3-full time dispatchers.

The existing group of dispatchers would likely be sufficient to handle all dispatching services in the town and three villages. Until recently, the Town of Montgomery provided dispatching for the Village of Maybrook. Before this was stopped in the summer of 2021, dispatchers in the Town of Montgomery and the Village of Walden were effectively providing dispatching services for everywhere aside from the Village of Montgomery. This demonstrates that the existing dispatching personnel from the Town of Montgomery and the Village of Walden can handle the calls for service from the town Montgomery and the villages of Walden and Maybrook. This means that a change to shared dispatching for all four municipalities using the existing dispatching personnel would effectively only represent the additional demand from the Village of Montgomery.

| Calls for Service by Police Department | | | | | | |
|---|---|---|---|---|---|---|
| | Calls for Service | | Average Daily Calls for Service | | Average Hourly Calls for Service | |
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Town of Montgomery PD | 8,725 | 8,748 | 24 | 24 | | |
| Village of Maybrook PD | 1,567 | 1,233 | 4 | 3 | | |
| Village of Montgomery PD | 3,994 | 4,002 | 11 | 11 | | |
| Village of Walden PD | 7,186 | 7,015 | 20 | 19 | | |
| **Total** | **21,472** | **20,998** | 59 | 58 | | |

Though calls for service fluctuate seasonally and on a daily basis, examining the average daily calls for service provides a useful, albeit somewhat crude, measure of daily demand for dispatching services. Based on average calls for service for the two years of 2018 and 2019, the Village of Montgomery has an

average of just 12 daily calls for service per day. This increase could likely be handled by the existing 16 part-time dispatchers and 3 full-time dispatchers that are currently employed by the Town of Montgomery and the Village of Walden. Currently, the Village of Walden is the only department that provides 24/7 dispatching services. If the proposed communication were to provide 24/7 dispatching services, then there may be the need for additional hours worked by the part-time dispatchers.

The proposed shared communication center should be located either in the Village of Walden Police Department. This department has existing dispatching infrastructure and already provides 24-hour dispatching service. Locating the shared communication center in Walden would simplify the transition to comprehensive dispatching coverage that includes the entirety of the Town of Montgomery including the three villages.
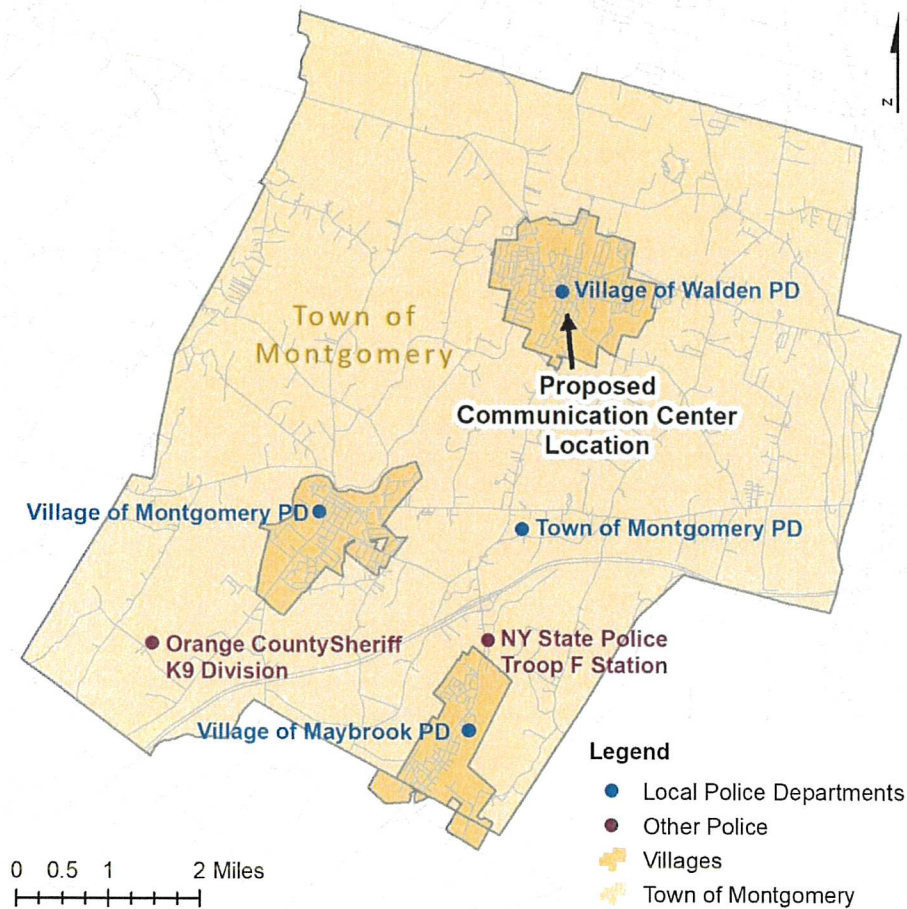
## Recommendation 2: Create a Shared Mental Health/Addiction/Domestic Dispute Response Team

Police respond to calls that vary considerably in urgency and gravity. As a result, police officers are expected to have a correspondingly broad skillset that enables them to respond appropriately to a variety of different types of situations. This is a tall order, and though police officers strive to meet this expectation every day, there are bound to be calls where officers could benefit from additional support. This challenge is further heightened by increased police scrutiny in the wake of social justice and police reform movements sparked by the deaths of George Floyd, Breonna Taylor, and others at the hands of police.

911 calls often include elements of domestic violence, drug overdoses, opioid abuse, or individuals with mental health issues. While these issues might include a violent element that would require the intervention of a police officer, they also could benefit from the response from others with different kinds of training. The police serve a critical role of quickly responding to dangerous situations of all kinds. But pattern recommends the town and villages in Montgomery to consider supplementing the police response with professionals that possess other kinds of training.

Pattern recommends the creation of a civilian response team to assist and accompany officers to respond to calls where the situation would benefit from such trained professionals in fields such as social work, domestic violence, mental health, and addiction. The response team would both improve the quality of the emergency response for the public and ease the burden on police officers.

There is precedent for similar types of supplementary response teams throughout the country. For example, in Denver, the city's police department partnered with the Mental Health Center of Denver to establish Support Team Assisted Response (STAR). 911 calls for issues like homelessness, poverty, or mental health are routed to STAR which responds with their mobile crisis unit. STAR personnel are dressed in street clothes, trained in de-escalation techniques, and can provide basic needs like resources such as food, water, and clothing.

Pattern proposes the following:

- The proposed response team would be shared among all four police departments in the Town of Montgomery through an Intermunicipal agreement.
- Each department will contribute to the cost of employment of the team members.
- To offset the cost of the new response team, each department could reduce their own department by one officer position through attrition, i.e. wait for an existing police officer position to be voluntarily vacated, then eliminate the position or choose not to fill an existing vacancy. No existing police officer would lose a job and the cost of the proposed response team would be offset by shifting the funding from the police department to the cost of the team.
- If shared dispatching is implemented as proposed in the above recommendation, a logical choice would be to house the new shared response team within the Village of Walden Police Department.
- Based upon an analysis of calls for these types of situations assign the team to be available to the corresponding shift e.g. Midnight to eight, Wednesday through Sunday. Then supplement this team with a second team that works a traditional 9-5 work week and would pick up cases that the police would determine would benefit from additional resources.

Given the overall low level of crime in Montgomery as demonstrated in this report, reducing the number of police officer positions by one FTE within each department is not likely to have an adverse effect on the ability of any department to effectively respond to crime. In fact, the proposed response team may lead to a reduced crime rate, as measured by less 911 calls, as they will be addressing underlying issues that prompted a call to the police and extend beyond the enforcement of a law. Pattern believes this is a true "game changer" in reimagining the police in a rural county without reducing safety.

## Recommendation 3: Town of Montgomery Police Department Staff Adjustments (3 Options)

This recommendation includes three different options for restructuring the Town of Montgomery police department. The first two options involve shifting the department to more part-time staff (Option A) or shifting the department completely to part time staff with no full time position (Option B). Option C, the most impactful option, is to completely dissolve the department. All of these options are proposed as methods to reduce costs to the municipal taxpayers while still maintaining an appropriate level of police services.

**Option A: The Town of Montgomery Police Department reduces the number of full-time officers and utilizes more part-time officers.**

Increased utilization of part time officers, in conjunction with a reduction in full-time officers, can provide cost savings. The potential cost savings are primarily generated by eliminating the cost of retirement and health benefits associated with full time officers. The same amount of total hours worked could remain unchanged, but the overall cost of providing police services, including the cost of benefits, would be reduced.

From January through November, 2021, the 21 part time police officers currently employed by the Town of Montgomery worked an average of 15 hours per week, with some officers averaging as low as 2 hours per week. If full-time officer positions were eliminated, their hours could be picked up by other existing part-time staff or adding additional part-time positions if need be. Full-time positions could be phased out slowly and only eliminated after a current full-time officer voluntarily leaves their position.

**Option B: The Town of Montgomery Police Department transitions to a completely part-time Staff**

Given the potential cost savings of using more part-time staff, it may be beneficial for the town to transition to a completely part time police force. This option could be treated as an extension of Option A where there is an evaluation period after some full time positions have been eliminated, and if it is judged to be an overall positive change (cost savings with no substantial increase in crime), move on to Option B and transition to an all part time department.

The chart below shows the Town of Montgomery and three comparable municipalities in New York with police departments that are mostly or completely comprised of part-time officers. The table shows these three comparable municipalities utilize part-time officers, have low crime rates, and provide police services at lower cost per capita than the Town of Montgomery. The Town of Fishkill, which has a completely part time police force, has an average annual police expenditure that is lower than the Town of Montgomery despite serving more than twice the amount of residents. While Fishkill has a higher number of property crimes relative to Montgomery, the average property crimes per capita is comparable.

|  | Town of Montgomery | Town of Deerpark | Town of Pound Ridge | Town of Fishkill |
|---|---|---|---|---|
| Total Population | 9,520 | 7,509 | 5,082 | 22,060 |
| Area (sq mi) | 46 | 66 | 22 | 27 |
| Density (per sq mi) | 209 | 113 | 228 | 832 |

| | | | | |
|---|---|---|---|---|
| Total Population | 9,520 | 7,509 | 5,082 | 22,060 |
| Hispanic or Latino | 14% | 9% | 7% | 16% |
| Not Hispanic or Latino | 86% | 91% | 93% | 84% |
| White | 76% | 78% | 84% | 62% |
| Black/African American | 4% | 3% | 1% | 14% |
| Asian | 2% | 4% | 3% | 5% |
| Other | 5% | 6% | 5% | 4% |

| | | | | |
|---|---|---|---|---|
| Average Annual Police Expenditures (2018-2020) | $2,450,552 | $994,351 | $1,045,600 | $1,979,972 |
| Average Annual Police Expenditures per Capita | $257 | $132 | $206 | $90 |

| | | | | |
|---|---|---|---|---|
| Full Time Officers (2020) | 11 | 4 | 1 | 0 |
| Part Time Officer (2020) | 23 | 19 | 23 | 47 |

| | | | | |
|---|---|---|---|---|
| Average Annual Property Crime (2016-2020) | 45 | 68 | 41 | 218 |
| Average Annual Violent Crime (2016-2020) | 6 | 7 | 2 | 8 |
| Average Annual Property Crime Per 100 residents | 0.5 | 0.9 | 0.8 | 0.9 |
| Average Annual Violent Crime Per 100 residents | 0.07 | 0.09 | 0.05 | 0.04 |

Source: U.S. Census Bureau, 2020 Decennial Census; NYS Office of the Comptroller

## Option C: Town of Montgomery Police Department dissolves

Given the low crime rate in the Town of Montgomery, and the concentration of police departments within the town, the town police department could be dissolved. Police services for town residents outside of a village would then be provided by state police. There is a state police barracks in the Town of Montgomery located about a mile and a half down the road from the current town police headquarters.

Should the town police department dissolve, the town could explore the possibility of entering into an Intermunicipal agreement with some or all of the villages to provide police services in the unincorporated parts of the town outside of village boundaries. However, Pattern could find no examples of such an arrangement in New York State.

Pattern recognizes that dissolving the town police department option represents a major change that would likely be viewed unfavorably by some town residents. When a police department is already established and residents are accustomed to having it, it can be difficult to consider removing it. However, in the context of the entire state of New York, town-level police departments are actually the

exception to the norm. Out of the 933 towns in New York, only 120 (11%) have their own police department. The Hudson Valley region has a high concentration of these town-level police departments relative to other parts of the state where they are often found in towns that border large cities.