

Consolidating Police Services: Local Control vs. Financial Choice

Patrick A. Myers

Abstract

This paper will analyze if there is a financial savings in consolidating municipal law enforcement services into a county law enforcement service. Do citizens support the consolidation of law enforcement services and is this based on cost effectiveness? Studies exist showing there is a cost saving in consolidating services. However, even with a cost savings the state of Florida has only one county which the citizens have voted in favor of consolidating services. Findings indicate the consolidation of law enforcement services is less expensive by eliminating duplication of efforts and resources. Even with this cost savings the majority of citizens and municipal governments prefer to maintain local control of law enforcement services and cite a fear of losing the “personalized” service provided by local law enforcement.

Introduction

Since 1967 there have been eight separate counties which have attempted to consolidate law enforcement services at a county level in the State of Florida, (Duval, Hillsborough, Escambia, Leon, St. Lucie, Alachua, Okeechobee and Volusia counties) only Duval county has consolidated law enforcement services by a popular vote (UNF, 2008). However individually municipalities have chosen either by popular vote or city commission vote to contract with county sheriff’s departments to provide police services. The question of law enforcement services being consolidated at a county level providing service to the municipalities and unincorporated areas verses municipalities within a county providing individual law enforcement services is a question police professionals must be prepared to answer. This paper will look at the following questions. Is there a cost savings with consolidation? If there is a cost savings, why do the citizens of municipalities chose to provide individual law enforcement services? Finally, what is the preference of citizen’s when deciding the issue of consolidation (cost vs. local control).

My research will focus on the issue of consolidation of law enforcement services at a county level within the State of Florida, with the primary study concerning the recent ballot initiative concerning law enforcement consolidation in the City of Deltona and a survey conducted of neighborhood watch group in the City of Daytona Beach.

During my research the City of Deltona allowed voters to decide on the issue of consolidation of law enforcement services. Deltona’s initiative was used as a case study for this research paper.

The cost for the consolidation of law enforcement services was determined by analyzing the findings of a current initiative being conducted by the City Commission of

the City of Deltona, Florida. Deltona is currently provided law enforcement services by the Volusia County Sherriff's Office on the basis of an annual contract; the City Commission is researching the cost of implementing a municipal law enforcement agency and crafting a ballot initiative for voter approval. Deltona's population is 92,000. Currently Deltona contracts with Volusia County Sherriff's Office at a cost of \$9.2 million dollars and consists of one captain, two lieutenants, nine supervisors, sixty five deputies, and three support staff. Also included in the agreement is an understanding of investigative responsibilities and community meeting commitments along with equipment, uniform and incidental costs to staff this providing of police services.

Literature Review

The Debate

In the mid-1960s, the city of Jacksonville, Florida, faced complex urban problems and challenges: loss of accreditation for local high schools, collapsing and outdated infrastructure of sewage and road systems, heavily polluted air from pulp mills and chemical plants, rampant water pollution in the St. Johns River, numerous corruption charges and grand jury indictments of public officials, widespread areas of substandard housing, lack of rudimentary city services to outlying areas, and high property taxes vis-à-vis the quality of governmental services. Multiple governmental structures, including a City Commission, City Council, County Budget Committee, and County Commission, overlapped political jurisdictions which led to inefficient, costly and duplicative services. To ameliorate these problems, key Jacksonville business and civic leaders met in 1965, and decided the solution was to merge city and county governments. After considerable planning by a Local Government Study Commission, a "Blueprint for Improvement" (1966) and a proposed Charter (1967) for a new form of consolidated metropolitan government were submitted to the Duval Legislative Delegation. The Delegation amended the Charter and adopted it as a state law subject to voter approval. The Charter was ratified by local voters in a special referendum held on August 8, 1967, which ushered in a transitional planning period of just over a year to prepare for the official establishment of the new government. (UNF, 2008).

Consolidation of governmental services specifically law enforcement services is often debated over two primary issues a cost savings verses a political preference to maintain local control of services. L.S. Johnson in her dissertation made the following conclusions, "This chapter explored twelve consolidation attempts from 1960 to 1990 in five cities. Although each city had a different context that was important to the acceptance or rejection of the proposed consolidation charter, there are some common points. The proposed rules in these consolidation charters created conflict and were divisive to the community. For the rural residents the cost of government was important in all twelve cases. Elected officials support or opposition to the proposed consolidation charter, also depended on the rules. If the rules favored the city over the county, city elected officials tended to support consolidation. However, if the rules were crafted to

favor the county, then the city officials did not support the change. The same was true for county officials.” (Johnson, 2005).

The city of Deltona at the time of this paper was debating the issue of whether to continue with contracted law enforcement services through the county or start up a city police force. Mayor Dennis Mulder of Deltona, Florida has led an initiative to change the city’s current law enforcement services from contracted services with Volusia County Sheriff’s Office to a local municipal police force. Mayor Mulder believes the city which was incorporated in 1995 and at that time contracted with Volusia County for law enforcement services has grown to 90,000 people (largest city population in the county) and should have its own police department. (Service, 2008).

Currently the City of Deltona, Florida contracts with the Volusia County Sheriff’s Office for law enforcement services, The Mayor of Deltona has proposed that a municipal police department be formed and has contracted a study with Willdan Homeland Solutions which concluded, “Deltona could start it’s own police department – with 93 employees, including 81 officers and 12 administrative staffers – for \$12 million dollars, and run it for approximately \$9 million dollars per year. The current contract with the Sheriff’s Office is \$8.7 million dollars per year for 69 deputies.” (Keisler, 2008). Within this same article an opponent of the issue citizen Donald Philpitt states, “The bottom line is that to have a quality police department, the city better look at a cost more like \$18.8 million verses \$9 million.” Volusia County Sheriff Ben Johnson also weighs in on the issue stating, “The city’s cost to establish an independent police agency could be even higher. The Sheriff’s Office issued its own statement in July showing Florida cities similar in size to Deltona are paying between \$21 million and \$30 million per year to run their police departments.” The mayor replied, “These numbers are scare tactics. It’s a false argument, it’s disingenuous and it makes me mad.” (Keisler, 2008)

The Facts

Mayor Mulder contracted for a feasibility study to determine what the start up costs would be for a city police department and the cost annually. Mayor Mulder’s study advised it would cost \$12 million dollars for the first year and \$8.8 million annually. Proponents of the city starting a municipal police department began a web site www.deltonafacts.org and have loaded the following documents on the site; City of Deltona feasibility for police services report, 2007-2008 Volusia County Sheriff’s Office contract for service and 2008 independent study of Deltona Police Department completed by David Harrison.

Primarily the proponents cite a cost savings of \$960,700 dollars savings annually although documents distributed on Election Day advise \$9,274,512 for county services and \$8,815,270 for a city police force. (DeltonaFacts.org 2008) Of course this is an approximate \$400,000 savings.

The City of Deltona contracted with Willdan Homeland Solutions which completed a feasibility study using a comparative table to four other chosen cities (county contracted amount used for Deltona):

Benchmark Cities Statistical Analysis for FY 2007					
	Port St. Lucie	Cape Coral	Palm Bay	DeLand	Deltona
Budget	\$34,929,951	\$38,714,540	\$20,899,407	\$7,231,417	\$9,274,512
Population	144,000	155,000	96,683	26,905	86,540
Per capita cost	\$242 annually	\$250 annually	\$215 annually	\$267 annually	\$108 annually
Sworn	254	290	165	66	77
Non-sworn	82	86	49	19	3
Officers per 1,000	1,000 – 1.8	1,000 – 1.8	1,000 – 1.7	1,000 – 2.5	1,000 - .88
Crime Index	2585 per 100,000	3632 per 100,000	3364 per 100,000	5,980 per 100,000	2820 per 100,000
Square miles	116	115	70	16.1	46

Sheriff Ben Johnson is a proponent of Deltona keeping the contracted police services with the county and has commented in response to the study stating \$8.8 million dollars for services stating, “The city’s cost to establish an independent police agency could be even higher. The Sheriff’s Office issued its own report in July showing Florida cities similar in size to Deltona are paying between \$21 million and \$30 million per year to run their police departments.” (Service 2008) A review of the above charts provided by the independent study of David Harrison and Willdan Homeland Solutions support Sheriff Johnson’s statement.

City	Population	Department Size	Square Miles
N. Miami	60,100	\$13,844,365	9.5
Sunrise	88,967	\$23,508,594	18
Daytona	64,112	\$26,336,209	12.5
West Palm	97,708	\$43,646,390	55
Miramar	101,813	\$26,772,504	31

(Willdan Homeland Solutions 2008)

While the \$8.8 million dollar amount provided is an estimated cost for the city to provide police services the sheriff’s office \$9.2 million is a detailed contracted amount. The Volusia County Sheriff’s Office for 2007-2008 will provide law enforcement services for the City of Deltona for \$9,205,672 as documented in appendix A:

Secondly, proponents of the city police department cite the growth of the city as a need for a municipal police department. Deltona was consolidated in 1995 and since that time has grown to a city of approximately 92,000 people which makes it the most populated community in Volusia County. DeltonaFacts.org have used this fact in their political flier stating, “Now is the time to take control of our law enforcement and the 92,000 people who call Deltona home deserve a Police Department whose ‘only’ concern is the residents of Deltona and the public safety of our families.”

To support this opinion several principles of community policing and management are cited in the feasibility study, a municipal police chief would be

accountable to the community via the city manager, personnel issues, raises benefits etc. All which can influence costs and long term planning for the city, these decisions would allow for local control. Also a local police department accountable to the community with local ties to the community traditionally have been more connected to the community and the formation of neighborhood groups and citizen meetings would form a closer relationship between the citizen's and police. (Willdan homeland solutions, 2008)

This issue of employees establishing relationships within the community and the nature of deputies being accountable to the larger county and not feeling a part of the smaller community is supported by a quote within the feasibility study of Captain Bonnevier (Volusia County Sheriff's Office), "Over 100 deputies, 50 supervisors and 20 lieutenants have served in the Deltona station over the past 5 years." (Willdan homeland solutions, 2008)

Law Enforcement Discussion

There are approximately 17,000 law enforcement agencies across the United States serving a wide range of jurisdictions. Edward Tully discusses this issue and uses an example drawn from the 1950's. During this time there were thousands of school districts and through a coordinated effort school districts were consolidated. However, rarely are the merits of the consolidation/regionalization mentioned or the idea even discussed. The idea of consolidating 17,000 police forces into roughly 1,000 regional departments is quickly rejected as radical, unsettling, and not feasible for many reasons. (Tully, 2002). Although this paper is limited to the discussion of consolidation in Florida police executives cannot be isolationists and must be aware of progressive ideas where ever they occur.

The International Association of Chiefs of Police has conducted a joint project with the U.S. Department of Justice and the Bureau of Justice Assistance to provide suggestions and guidelines when considering consolidation. The issue of consolidation was organized into the four main overriding concerns;

- *Governmental Issues:* Local and county responsibilities have to be clearly addressed, who will the new police chief report to? How will local governing boards oversee newly consolidated services? How would community response to services be managed (complaint process etc.)? How would operating costs be distributed between participating consolidating communities?
- *Police Administration:* How would a newly consolidated police agency be managed and run and by whom?
- *Police Deployment:* How would officers from formerly independent departments be deployed effectively in a new agency configuration?
- *Public Response:* How would response to citizens occur and citizen involvement be achieved?

If these concerns can successfully be addressed and a consensus reached consolidation can be achieved. Key stakeholders must be identified and brought to the table during discussion through the development and all the way through implementation with these questions in mind. First, from a historical perspective how effective and efficient has consolidation been nationally? Secondly, what are the current short-term costs of consolidation? Third, what are the long-term benefits of consolidating? If jurisdictions weigh all of these variables and predict a long-term benefit, consolidation will be likely. (IACP, 2003).

Methods

The purpose of this research is to determine first is the consolidation of law enforcement services a cost savings to municipalities, secondly what is the preference of the citizens of municipalities (local law enforcement or consolidated services on a county level) and finally what are these preferences based on. The research will be based on municipalities with population ranges between 50,000 and 100,000 in the State of Florida.

In order to determine the preference of citizens of municipalities; consolidation of law enforcement services vs. local law enforcement services a survey instrument was used. One hundred and ten surveys were distributed to members of neighborhood watches and association groups in the City of Daytona Beach. (see appendix B) The survey dealt with citizen's satisfaction of current law enforcement services, if the citizen was in favor of total consolidation of law enforcement services, if this opinion could be influenced by cost savings and the frequency of contact with police officers. The survey also contained questions to determine the demographics of the audience and their knowledge and involvement in local government.

An exit poll was also conducted on November 5th, 2009 at the City of Deltona city hall to determine how the citizens of Deltona voted on the referendum concerning whether the city of Deltona would organize a municipal police force or continue to contract with the Volusia County Sheriff's Office for law enforcement services. A "yes" vote would authorize the city commission to create a municipal police force and a "no" would not authorize the city commission to pursue this action essentially voting in favor of continuing with county law enforcement services. Persons exiting the poll were ask how they voted and to comment on why they voted the way that they did.

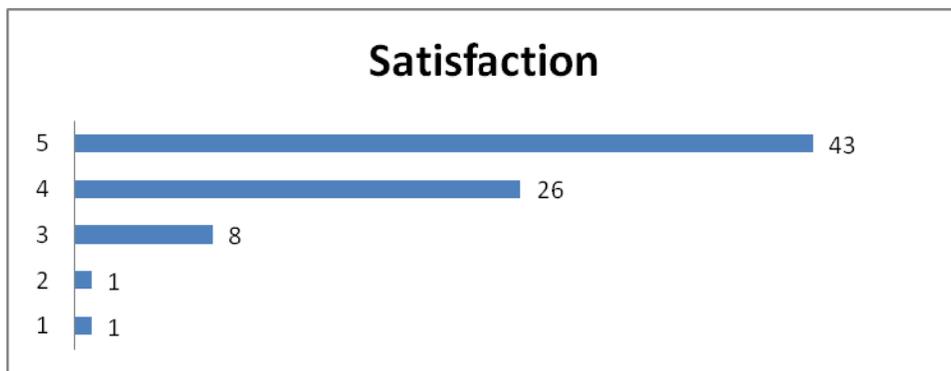
The strength of this research is determining cost vs. cost savings. Easily by comparing a municipality having to provide all of the individual staffing, equipment, training etc. the total budget for this not to include possible law suits can be compared with the contracted amount of a law enforcement provider in this case Volusia County Sherriff's Office.

The weakness of this research is quantifying the conceptual issues of whether satisfaction with law enforcement services is the overwhelming determination in choosing consolidated services of local services or the cost savings is the predominate reason. It would appear that the primary reason this issue was raised in Deltona was dissatisfaction with current services, a rising crime rate and a lack of personalized

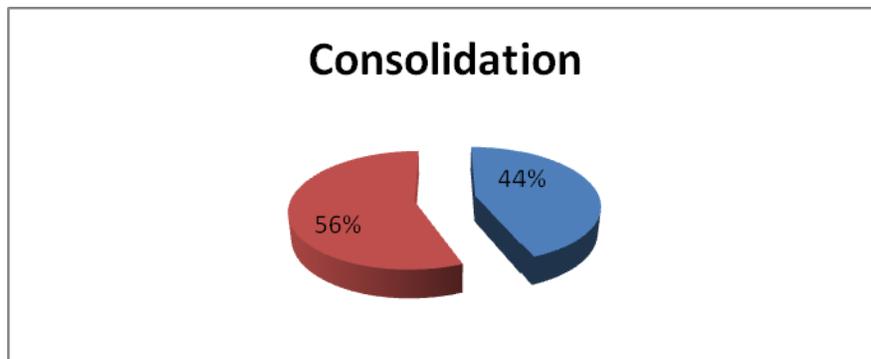
services. However the issue appears that it will be defeated due to the current economic situation and budget crisis of municipalities in the State of Florida.

Results

The survey had a eighty two percent response resulting in ninety one of one hundred and ten surveys being returned (not every question was answered on each survey, numbers reflect response numbers tabulated for each individual question), the following results were observed. Of seventy nine respondents asked to rate their satisfaction level with current law enforcement services with a scale of 1, 2, 3, 4, 5. 1 representing not satisfied and 5 representing very satisfied. Forty three persons (54%) were very satisfied. Totaling categories 5 and 4 indicate that 69 persons (87%) are highly satisfied with services and only two persons rated their current service below the mid range.



Seventy five persons responded to the question of, “Would you be in favor of law enforcement services being consolidated into a countywide service?” Fifty six percent answered “no” and forty four percent answered “yes”.



The follow-up question asks, “If you answered no would you be in favor of countywide consolidations with a cost savings.” With forty of the previously cited forty two persons responded, twenty seven advised, “no, not in favor at any savings” (category 1), eight indicated they would be in favor with a savings of 10-15%, (category 2), four persons (category 3) would be in favor with a savings of 6-10% one person (category 4) would be in favor with a savings of 1-5%.



A significant fact of the survey was that the persons surveyed were very involved in the local government. Ninety six percent of respondents had voted in the previous election and eighty one percent answered correctly who the Chief of Police was. Also sixty seven percent have contacted their local police to report a crime in the past three years and seventy four percent have contacted the police department to report what they perceived to be an emergency during the past three years.

On Tuesday, November 5th, 2008 I did go to the main polling location for the City of Deltona, Deltona City Hall and interviewed one hundred persons as they exited. The referendum being voted on was whether the City of Deltona should form their own police department and discontinue contracted law enforcement services provided by the Volusia County Sheriff’s Office. Seventy one persons advised that they had voted “yes” and twenty nine persons advised they had voted “no”. A small percentage of the people forty six persons were willing to tell me why they voted in favor or against the referendum. Ten persons voted “no” citing either cost or an issue with money (indicating a belief a municipal police agency would increase current costs). Seventeen persons who voted “yes” advised that a local police agency would be more accountable to the city or provide a more personalized service. The final vote was 54.3 percent to 45.7 percent rejecting the referendum for the city to form their own police department. The Daytona Beach News Journal advised the following, “Mulder (Mayor Dennis Mulder) said the referendum may have been doomed by a large number of under votes-voters who didn’t make a choice on the referendum. Mulder also said the ailing economy had a hand in the referendum’s rejection.” (Fernandez, 2008)

Discussion

There is no “one size fits all” method for determining how a government will provide law enforcement to the communities they serve. There is a cost savings associated with the consolidation of law enforcement services. In the research of the proposed cost for law enforcement services for the city of Deltona versus the contracted amount being paid to the Volusia County Sheriff’s Office the cost charged by the sheriff’s office is easily determined as they provide a detailed contract and enumerate the charges with a breakdown of personnel costs and position costs (equipment etc.) (see appendix A). The total is \$9,205,672 annually for three years. The proposal for the city of Deltona estimates \$12 million dollars for the first year for initial start and an annual cost of \$8,815,270. However there are some noticeable reoccurring costs, personnel costs and incidental costs not included. Examples of this include personnel raises the proposal has a starting salary of \$38,000 for a patrol man however the plan does not address pay raises for the following years which will either have to be negotiated annually or awarded as annual merit increases in either case pay raises must be considered. To address this discrepancy the study conducted by Willdan Homeland Solutions, 2008 offers an easier industry standard for approximating employee costs. Using the following comparisons Port St. Lucie Police Department \$137,000, Cape Coral Police Department \$133,000, Palm Bay Police Department \$127,000, Deland Police Department \$110,000 as a total cost for each sworn position, Willdan Homeland Solutions estimates a cost of \$125,400 for the city of Deltona. Using this estimate and ninety three proposed employees this would be a cost of \$11,625,000.

Also absent from the Willdan Homeland Solutions estimate for subsequent years are costs for training, equipment, uniforms and vehicles. Although the initial purchases made during the first year were included in the \$12 million start up number the replacement and maintenance cost for the following years is not noted or considered.

Aside from these oversights there is no mention of the costs absorbed by the Volusia County Sheriff’s Office in providing specialized units and technology. Examples such as S.W.A.T. team, helicopter aerial operations, major case investigations (forensics etc.) specialized vehicles, special enforcement units (narcotics, ranch/agricultural, sex crimes etc.). The costs for these specialized functions performed by the county now as a part of the contracted service may be taken for granted as the proposed law enforcement service proposed is rudimentary and not detailed.

Within Volusia County there are seventeen municipalities, fifteen of which have a local law enforcement agency. These fifteen agencies all support various levels of specialized units, support staffs and technology equipment. Many of these services are redundant or underutilized due to the size of the cities however with these resources being shared across the county redundancy would be lowered and utilization would be more efficient. From this example it can be extrapolated that having a larger tax base and multiple municipalities contributing the costs for law enforcement services can be better distributed and a savings provided to local governments.

There is clearly a cost savings with consolidation. Why then especially in difficult economic times don’t all municipalities work together to consolidate their law enforcement services? As noted in the survey data of seventy five respondents, thirty three were in favor of consolidation and of the forty two against consolidation when a

cost savings was suggested only twenty seven were then against consolidation. This would indicate that the majority of citizens are not completely closed to the idea of consolidation and the number approving can increase with substantial cost savings. Even Mayor Mulder was aware of this when he was quoted saying, "The ailing economy had a hand in the referendum's rejection." (Fernandez, 2008)

However the initial reaction from the neighborhood watch group of Daytona Beach was 56% against consolidation. I believe this is related to the 87% of the respondents being satisfied with the local police department. This same survey showed that 81% of the persons knew the name of the police chief. Along these lines are the exit polling results from Deltona which forty six people were willing to tell me their reason for their vote. The reasons were varied except for seventeen persons who had voted in favor of organizing a local police department who felt a local department would be personally accountable and provide personalized service.

Newspaper articles also were reviewed concerning the current initiative by the Deltona City Commission to receive anecdotal information on opinions concerning whether the city will continue with consolidated services or establish a municipal law enforcement department. Citizen's and politicians in favor of consolidated law enforcement services point towards a raise in crime and a lack of personalized response from Volusia County Sherriff's Office as reasons this referendum was brought forward.

Recommendations

The decision concerning whether to provide law enforcement services at the local level or consolidate to a regional or county law enforcement will be driven predominately by two factors: economical factors and the level of satisfaction by citizens of the service provided. These two factors are not rigid meaning that all persons will fall down on one side or the other in this issue however to change a community from localized law enforcement services to consolidated county services or vice versa both issues must be considered in the decision making process. Ultimately the decision will be made by citizen's in the form of a referendum vote as in most instances will require the change in a city charter.

- Personal satisfaction; a professional competent law enforcement agency which has engaged in positive public relation programs and listened to the concerns of the citizens they serve can foster loyalty from a majority of the population and maintain the status quo. This loyalty will come from direct engagement with the community in public meetings, a timely complaint system to respond to citizen's needs and open dialogue between law enforcement and the public. Personal satisfaction resulting in loyalty is easier for a local law enforcement agency to gain due to the political system reacting quickly to the needs of their citizens. This issue of personal satisfaction is documented in this paper concerning the consolidation issue in Duval County the loss of confidence in the City of Jacksonville's government to provide basic city services along with issues of corruption by government officials are cited as reasons put forth in favor of consolidation (UNF, 2008).

- Economical; consolidation saves money. Government officials or active citizen groups may for economic reasons initiate a change to consolidated services. There are several ways to show that consolidation works to save money and has been used by government in providing services, communications, parks and recreations, waste, water etc. Cited earlier in this research economical reasons were also one of the reasons Jacksonville Florida consolidated all of their city services into a county service, “Multiple governmental structures, including a City Commission, City Council, County Budget Committee, and County Commission, overlapped political jurisdictions which led to inefficient, costly and duplicative services. To ameliorate these problems, key Jacksonville business and civic leaders met in 1965, and decided the solution was to merge city and county governments.” (UNF, 2008) If economic reasons are raised as a reason for consolidation politically the issue of satisfaction with service may also be implied in order to capture the emotional vote. Again I cite the UNF, 2008 article concerning Jacksonville Florida, “In the mid-1960s, the city of Jacksonville, Florida, faced complex urban problems and challenges: loss of accreditation for local high schools, collapsing and outdated infrastructure of sewage and road systems, heavily polluted air from pulp mills and chemical plants, rampant water pollution in the St. Johns River, numerous corruption charges and grand jury indictments of public officials, widespread areas of substandard housing.”

Lieutenant Patrick (Rick) Myers has been in law enforcement for 25 years and has served with the City of Daytona Beach for 22 years. Assignments have ranged from patrol duties, undercover narcotics operations, SWAT membership and supervising the planning of Community Policing and Planning Sections for special events. Rick is currently a lieutenant assigned as a shift commander for the Beach Side Community. Rick has an Associates degree in Criminal Justice from Daytona Beach Community College and a Bachelor’s degree in Criminal Justice with a minor in Legal Studies from the University of Central Florida.

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Appendix A

DELTONA SERVICES WORKSHEET - FY 2007-2008

FY 2008-2007 CONTRACT **\$7,238,659**

PERSONNEL	FTE NUMBER	POSITION NUMBER	BILLABLE HOURS	TOTAL	REMARKS
CAPTAIN	0.75	1	2,096	1,572	SPLIT FUNDED WITH MSD
LIEUTENANT	1.75	2	2,096	3,668	SPLIT FUNDED WITH MSD
SERGEANT - Patrol	6	6	2,252	13,512	PATROL SERGEANTS
DEPUTY SHERIFF/K-9	4	4	2,252	9,008	
DEPUTY SHERIFF - Patrol	39	39	2,252	87,828	PATROL DEPUTIES
SERGEANT/Investigations	1	1	2,252	2,252	
DEPUTY SHERIFF/Investigator D4	7	7	2,252	15,764	
DEPUTY SHERIFF/Investigator WVNTF	2	2	2,252	4,504	
SERGEANT/Motors	2	2	2,252	4,504	
DEPUTY SHERIFF/Motors	5	5	2,252	11,260	
OFFICE ASSISTANT III	2	2	2,096	4,192	
STAFF ASSISTANT I	1	1	2,096	2,096	
TOTAL	71.5	72		160,160	

VACANCY RATE	0	2,252	0
TOTAL BILLABLE HOURS			160,160
BILLABLE RATE PER HOUR		\$52.35	

A. FY 08 SUB-TOTAL CONTRACT PRICE **\$9,384,376** **\$1,136,717**
 TOTAL BASE Increase Over FY 2006-07

DEPUTY SHERIFF/K-9 NEW	0	0	624	624	<i>OT for care/feeding</i>
DEPUTY SHERIFF/PATROL NEW	6	6	2,252	13,512	
DEPUTY SHERIFF/Sex Crimes	2	2	2,096	4,192	
CSO - NEW	0	0	2,096	0	
TOTAL BILLABLE HOURS				18,328	
BILLABLE RATE PER HOUR		Direct	\$27.28		

B. FY 08 NEW POSITIONS BASE PRICE **\$499,988**

CAPITAL ITEMS/OPERATING (K9)	\$0	2	\$23,036	<i>2 new dogs</i>
CAPITAL ITEMS/OPERATING (DSII)	\$36,839	8	\$294,712	
CAPITAL ITEMS/OPERATING (Sex Crimes)	\$1,780	2	\$3,560	

C. FY 08 NEW POSITIONS CAP/OPER **\$321,308** **\$821,296**
 TOTAL COST New Positions

D. TOTAL **\$9,205,672** **\$1,957,013**
 TOTAL CONTRACT Increase Over FY 2006/07

NEW DSII POSITION COST BREAKDOWN

Software	5440	\$2,000	
vehicle maint.	4630	\$3,000	
gas	5210	\$5,629	
uniforms	5270	\$2,678	
equipment	5290	\$2,521	(Taser, shotgun, glock, camera, digital recorder)
MDC	6410	\$2,300	
portable radio	6430	\$3,671	
mobile radio	6430	\$3,882	
AED	6430	\$1,045	
radar	6430	\$1,995	
debt service	9105	\$8,118	
		\$36,839	

Car (Impala)	6420	\$22,573	
PC (if required)	6410	\$1,780	

K9 Positions

Dog	5299	\$8,000	
Supplies (Kennel/Slab/Leads, etc)	5540	\$3,000	
Car increase/debt increase (\$5611 + \$2018)	6420/9105	\$7,629	

CSO POSITION COST BREAKDOWN

CRASH ZONE Software	5440	\$500	
vehicle maint.	4630	\$3,000	
gas	5210	\$5,500	
uniforms	5270	\$1,000	
equipment	5290	\$1,000	11000
MDC	6410	\$2,300	
portable radio	6430	\$3,671	
PC (if required)	6410	\$1,780	
AED	6430	\$1,045	
debt service	9105	\$4,954	13750
		\$24,750	

Car (Impala)	6420	\$13,776	
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Appendix B

1. Please rate what you believe your level of concern is for crime in your neighborhood?

5 4 3 2 1

(5=very concerned, 1=not concerned)

2. Have you been the victim of a crime which you have reported to the police in the last three years?

Yes No

If **yes** what type of crime? _____

3. Have you been the victim of a crime which you have not reported to the police in the last three years?

Yes No

If **yes** what type of crime? _____

Why did you not report it? _____

4. Have you called the police department to assist you for an emergency at anytime in the past three years? Yes No

If yes how many times? _____

5. Have you called the police department to assist you for a non emergency at anytime in the past three years? Yes No

If yes how many times? _____

6. Please write in the name of the City Commissioner for your zone. _____

7. Please write in the name of the Chief of Police for your community. _____

8. Do you believe your current taxes paid for municipal services are excessive?

5 4 3 2 1

(5 extremely excessive, 1 not excessive)

9. Please rank these services provided by the city in order you feel are most important?

(1 being most important and 5 being least important)

- Leisure Services (Parks and recreation)
- Facilities Maintenance (budget for the maintenance of city facilities)
- Public Works (sewer, water, street departments)
- Fire Department
- Police Department
- _____ (Other please fill in)

10. Please choose how you would rate your current satisfaction with the level of service you receive from the police department?

5 4 3 2 1

(5 very satisfied, 1 not satisfied)

11. Would you be in favor of the consolidation of selected services countywide such as parks and recreation, street, sewer, water etc.?

Yes No

12. Would you be in favor of law enforcement services being consolidated into a countywide service?

Yes No

13. If you answered **no** to question 12, would you be in favor of consolidated county law enforcement services (eliminating municipal law enforcement services) at the following tax savings or not at all please indicate?

- not in favor at any savings 1-5% savings 6-10% savings
- 10-15% savings

14. Please indicate your age?

- below 21 22-30 31-39 40-49 50-59 over 60

15. How long have you resided in the current city you live in?

- 1-3 yrs 4-10yrs 11-20yrs over 20 yrs

16. What is your gender? male female

Hello,

I am Lieutenant “Rick” Myers of the Daytona Beach Police Department, assigned to the Patrol Division as a Shift Commander and have been a member of the police department for twenty-two years. Currently I am enrolled in a career development program titled Senior Leadership Program offered by the Florida Department of Law Enforcement. A requirement of this program is to complete a research paper concerning a contemporary law enforcement issue and an element of the research paper is the completion of a survey.

Municipalities and counties across Florida debate whether law enforcement services should be provided by individual municipalities or consolidate law enforcement services into one organization, county law enforcement services. Recently the City of Deltona has reviewed the issue of consolidation of law enforcement services with the Volusia County Sheriff’s Office and it was recently put up to a vote. I believe the issue of consolidation of law enforcement services is a contemporary issue and have chosen this topic for my research project.

Attached is a questionnaire survey if you would please take a moment to complete. Please understand this survey is independent of the city and only for the purpose of completing my research project.

Thank you