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1. Federal enactments and federal budget proposals often significantly impact State programs and fiscal resources. The Department of Law and Public Safety anticipates receiving and spending $156.2 million in federal funds in FY 2006, a decrease of $45.5 million or 23 percent below the FY 2005 total, but greater than the total of $142.8 million expended in FY 2004.

- *Question:* What are the specific increases or decreases in federal funding anticipated in FY 2006? What specific new or revised federal mandates or matching requirements are expected? What impact will these changes have on the department's resources and activities in FY 2006? Please also detail any local impact from these changes.

Answer: The President's FY 2006 austere budget calls for the elimination of the Edward Byrne Justice Assistance Grant (JAG) and further scaling back of federal justice assistance funding. JAG replaced the former Edward Byrne Memorial State and Local Law Enforcement Assistance Formula Block Grant (Byrne) and the Local Law Enforcement Block Grant (LLEBG) Programs, which were funded independently at a higher level. Given the President's FY 2006 budget, we anticipate a reduction of $8.7 million under the JAG program for FFY06.

The attached Impact Statement details how New Jersey has intelligently invested its use of federal block grant funds. State priorities for JAG funding focus on: (a) the disruption of drug and criminal networks; (b) the creation of community-based partnerships; (c) the philosophy of community justice through the safe schools and communities programs; (d) the need for substance abuse treatment; (e) integration of criminal justice information systems; and (f) specialized training for criminal justice officials.

New Jersey has been facing an ever-increasing gang problem. Federal funding has been critical in supporting our anti-gang efforts. We have made strides in arresting some of the state's most violent criminal street gang members. However, with approximately 12,000 gang members present in the state, our work is far from finished. In addition to our gang suppression efforts, we also must ensure that our young people have positive alternatives to gang involvement.

Federal assistance also has allowed us to dedicate resources in our urban areas. New Jersey's six "Major Urban" areas account for 42 percent of all violent crimes and 21 percent of all nonviolent crimes. We have worked proactively to reduce crime, violence and improve the quality of life in these areas. Recent reductions in justice assistance funding have hampered our progress. Further reductions will cripple our efforts.

Under the Help America Vote Act (HAVA), our state was awarded $43 million under the FFY04 program and anticipates receiving $1 million under the FFY05

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program as the last and final year of the three year authorized grant program that was established to assist states in meeting certain uniform voting standards. No additional funding is anticipated to be received by the DL&PS beyond the FFY05 program, hence, the reduction is $42 million in FFY06. The reduction in the amount of funding in this program has been addressed in the strategic planning and budgetary process for the use of these federal funds. The DL&PS was fully aware that the program was only authorized for three federal fiscal years and had anticipated that all program elements associated with its implementation would be addressed over the three year period.

Based upon the President's FY 2006 proposed budget, DL&PS anticipates receiving $53.6 million or a reduction of $9.7 million under the FFY06 Homeland Security Grant Program. The continued reduction in homeland security grant funding to the State of New Jersey severely undermines the safety and security of all citizens. As we are all aware, New Jersey is on the front lines of the war against terrorism. Our northern New Jersey region includes the Newark Airport, which is ranked 11th among U.S. airports in terms of passengers carried, The Port of New York and New Jersey which is the third largest port in America, the third largest statewide mass transit system (NJ Transit) in the country, one of the largest financial centers in America, the fifth largest oil refinery in the nation, and a large concentration of chemical and pharmaceutical plants that ranks highest in terms of employment. Although these basic facts make New Jersey a regional powerhouse, they also serve as ample targets for terrorists. The continued reduction of homeland security funding allocated to New Jersey reduces vital resources that are necessary fund first responders and support state and local efforts that are necessary to prevent, detect, deter, respond, and recover from acts of terrorism and other disasters. There are no specific new or revised federal mandates or matching requirements known at this time.

2. The FY 2006 Governor's budget recommends a total of $11.9 million for new State Police troopers salaries. Additionally, there are recommended appropriations of $4.6 million to train new State Police recruits. The increase in funding for FY 2005 and FY 2006 for the recruiting and training of new State Police troopers is to overcome the high volume of anticipated retirements and to increase the force by 400 members as of December 2006.

- *Question:* Is the Division of State Police currently able to meet its recruiting and hiring goals? Please provide a statistical breakdown by gender, race and ethnicity of the FY 2003, FY 2004 and FY 2005 trooper recruit classes. Please provide a statistical breakdown of the State Police positions including Colonel, Major, Captain, Lieutenant, Sergeant, Trooper II and Trooper I. In the breakdown, please include gender, race and ethnicity and recent promotions.

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Answer: The Departmental goal of attaining a staffing level of 3,181 enlisted personnel is currently being pursued, and targeted recruitment to complement selection scheduling is presently on schedule. The Division of State Police continues its ongoing recruiting efforts and will graduate 279 troopers from the academy in FY 2005 and is projecting another 300 troopers will graduate in FY 2006. Below is the statistical breakdown requested of the recent recruit classes:

Recruit Classes	WM	WF	BM	BF	HM	HF	AM	AIM	TOTAL
FY 2003	61	8	1	0	7	1	1	1	80
FY 2004	37	3	4	1	5	0	0	0	50
FY 2005	211	7	15	3	37	0	6	0	279

Current breakdown (3/22/05) of State Police enlisted staff:

	WM	WF	BM	BF	HM	HF	AM	AIM	TOTAL
Col					1				1
LTC	1	1			1				3
Major	10	2	2						14
Capt.	38	3	3	1	3			1	49
Lt.	160	12	12		7		1	1	193
SFC	215	6	23		15		8	3	270
Ssgt.	110		10		10				130
Sgt.	405	13	49	2	28		4	4	505
Tpr. I	347	11	47	1	29		4	5	444
Tpr. II	252	9	15		9		1		286
Tpr.	672	38	36	5	77	2	15	4	849

The December 2004 promotional list is attached.

3. The FY 2003 Appropriations Act provided for a study of the direct and indirect State fiscal, personnel and public safety impacts of providing State Police protection to the inhabitants of rural sections of the State pursuant to R.S.53:2-1. The Attorney General was directed to prepare a written report specifying the results of the study and including any recommendations for legislation. The Department of Law and Public Safety estimates the annual cost of providing rural patrol services at $80 million per year. Presently, there are 17 State Police stations which provide full-time rural policing services to 78 municipalities and provide part-time services to 13 municipalities.

- *Question:* Has the study required by the FY 2003 Appropriations Act been completed? If so, please summarize its findings, conclusions and recommendations and provide a copy of the study. If not, why does the study remain uncompleted? Please provide a breakdown of the State costs

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per jurisdiction to fund rural patrol policing services throughout the State.

Answer: The study has been completed and is attached. Many of the charts have been updated recently to reflect current State Police coverage of the towns. A summary page is also attached.

4. In New Jersey, youth participation in gangs is an increasing societal and law enforcement issue. The Department of Corrections targets resources to manage the impact of gang activity in adult correctional facilities. Through the federal Safe and Drug-Free Schools and Communities Act, a total of $130,000 was awarded for FY 2004 to the Juvenile Justice Commission (JJC) to support the development, implementation and evaluation of gang prevention and intervention programs, services and activities. For FY 2005 a total of $72,000 was awarded to JJC to continue this initiative.

● *Question:* Please provide an assessment of gang activity in JJC facilities, including JJC supported local facilities and programs. What is the impact of this activity on the juvenile population and staff in State facilities and community programs, respectively? What initiatives or efforts has the commission undertaken to address these problems?

Answer: Since July 2001, the Juvenile Justice Commission (JJC) has acknowledged an increase of gang activity within the various New Jersey communities. This activity correlates to local jurisdictions experiencing difficulty with their youth who have been exposed either indirectly via the media (radio, music, television, movies, etc.) or directly via solicitations, initiations, and/or violence. In response to these social issues, the Commission has done a paradigm shift, now acknowledging that most, if not all of our youth have had some type of gang exposure, therefore, the JJC affords all residents gang rehabilitative interventions.

The JJC is determined to ensure that our "gang issues" not rise to a "gang problem" status. As such, we have initiated many proactive interventions. For instance, intelligence coordinators have been established at all secure facilities to follow up on information of gang affiliation/membership received during the intake process. By intervening early in the system, it is possible to demystify the gang subculture before it takes hold and provide proper choices for our residents. In addressing the overall mission of the Juvenile Justice Commission, a multi-disciplinary team has been involved in the development of a comprehensive gang intervention/prevention program for court involved youth.

The Juvenile Justice Commission has established a statewide core group of individuals who serve as a juvenile justice intelligence committee. This committee is comprised of supervisory and direct treatment staff who work with the youth on

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a daily basis with representatives from county operated detention centers, the Division of Criminal Justice, the New Jersey State Police and members of local area police. The committee meets on a monthly basis to share and coordinate information regarding gang intelligence statewide, activity trends and gang identification.   The committee also serves as a network for the agencies, organizations, school districts and court systems to obtain information that enables them to effectively address the problem of gangs in New Jersey.

In August 2002, the New Jersey Department of Education (NJDOE), Office of Program Support Services, and the Juvenile Justice Commission jointly identified the need to address youth gang activities and issues in New Jersey. Through the federal Safe and Drug-Free Schools and Communities Act (SDFSCA), a total of $130,000 was awarded for FY 2004 to the JJC to support the development, implementation and evaluation of the gang prevention and intervention programs, services and activities. For FY 2005 a total of $72,000 has been awarded to continue this initiative.

The primary goal of this Youth Gang Prevention and Intervention Initiative is to reduce involvement in gang activity among high-risk youth in the JJC facilities, to increase awareness of community members and organizations statewide about gang activities and gang prevention/intervention strategies and to increase the knowledge and skills of professionals statewide for preventing and intervening in gang activity.

To date, the JJC has collaborated with Paul Alton, Director of Research for Phoenix Resources, to develop a customized, gender specific, gang education curriculum for high risk, court involved youth. Students in the New Jersey Training School and the Union County juvenile detention center have been designated as the pilot test sites where students are being introduced to the curriculum. The curriculum is based on cognitive-behavioral theory and incorporates the NJ Core Curriculum Content Standards into each lesson/topic area. It addresses specific risk factors and aims to prevent the return to gang involvement.

Commission staff with an extensive background and training in gangs have provided outreach programs and information about gang activities to communities, school districts and various organizations statewide. Specifically, The Great Program provides direct interaction with middle school children and an officer from the Juvenile Justice Commission who provides information through a curriculum tied to health education raising the level of gang awareness among students in this age group. This program is designed as a prevention measure targeting youth most vulnerable to gang recruitment.

The Commission is the single state agency that can speak on the issue of youth street gangs with its unique perspective. Beginning in January of 2005, the

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Juvenile Justice Commission sponsored a series of statewide conferences addressing the issue of youth gangs. Present were individuals representing the Juvenile Justice Commission, Department of Corrections, county juvenile detention centers, private and public school personnel and members of community based organizations. Attendees were provided with networking opportunities and information on best practices relating to youth gangs. Attorney General Peter C. Harvey has participated as a speaker at these conferences.

5.a. New Jersey developed a State plan to implement the Help America Vote Act (HAVA) that was filed with the Federal Election Commission on August 15, 2003. HAVA requirements are expected to be implemented by January 2006. The plan was developed so that New Jersey would qualify for federal funding under the Help America Vote Act of 2002. HAVA provides for federal monies to assist states in upgrading voting equipment and election procedures.

- Question: Please enumerate by State fiscal year the amount of federal funding received by the State to fund HAVA implementation and the uses of those funds. Please provide the same information for State appropriations. Please provide information on funds provided by the department to each county, by State fiscal year and by purpose, for HAVA implementation. Will the State's plan be fully implemented by the January 2006 deadline? If not, what components of the plan will not be implemented, and why?

Answer: The State of New Jersey has received a total of $85,505,182 in federal "Help America Vote Act of 2002" (HAVA) funding. The Office of the Attorney General has received State matching funds totaling $3,600,000 for the HAVA. Below is a breakdown of the funds received by fiscal year and the anticipated uses of these funds:

SFY03

Section 101 funding - $8,141,208 which is dedicated to the overall improvement of the election structure and administration.

Section 102 funding - $8,695,609 which is dedicated for the replacement of lever and punch card voting machines.

Section 261 funding - $352,485 funding which is dedicated for voters with disabilities, for the purpose of polling place accessibility, equal access to voting, voting information, and sensitivity training for district board workers.

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<u>SFY04</u>

<u>Section 251 funding</u> - $24,358,479 which is dedicated for the implementation of the Title III requirements of HAVA, including voting systems, statewide voter registration, provisional balloting, voter education and outreach efforts, election official training, as well as the overall improvement of the State's election administration.

<u>Section 261 funding</u> - $248,294 which is dedicated for voters with disabilities, for the purpose of polling place accessibility, equal access to voting, voting information, and sensitivity training for district board workers.

<u>Section 251 funding</u> - $1,200,000 in state matching funds (with carry forward language to SFY05).

<u>SFY05</u>

<u>Section 251 funding</u> - $43,709,107 which is dedicated for the implementation of the Title III requirements of HAVA, including voting systems, statewide voter registration, provisional balloting, voter education and outreach efforts, election official training, as well as the overall improvement of the State's election administration. There is $2,400,000 in state matching funds for Section 251 funding.

The Office of the Attorney General provided Mercer County $2,002,030 in SFY05 for the replacement of its lever voting machines. Disbursement of funds to the remaining counties within the HAVA State Plan will occur once each county has contracted to purchase HAVA compliant voting machines and submits all the necessary documentation to the Office of the Attorney General. These disbursements are expected to be completed by January 2006. It is also expected that the additional elements of the State plan will be fully implemented by January 2006.

5.b. Section 303 of Title III of HAVA, requires the establishment and implementation of a statewide voter registration system. This system is to be created to eliminate the duplication of registrants and to purge ineligible voters.

- Question: Please provide a status report on the development and implementation of this system, specifying the key elements of the system, implementation steps and estimated costs. What proportion of total estimated costs will be federally funded? Will counties or other local

Discussion Points (Cont'd)

governments incur costs as a consequence of implementing and maintaining this system?

Answer: Status Report on the Development and Implementation of this System

Section 303 of Title III of HAVA, requires the establishment and implementation of a statewide voter registration system. This system is to be created to eliminate the duplication of registrants and to purge ineligible voters.

New Jersey started its effort by appointing a diverse group of individuals to act as a committee to assist in the development of the State Plan to qualify for federal funding under the Help America Vote Act of 2002 (HAVA). On August 15, 2003, New Jersey filed its State Plan with the Federal Election Commission. Shortly thereafter, New Jersey was approved to receive HAVA funding.

As a result of the issuance of a Request for Quotation and in full accordance with state procurement, the State has chosen Covansys Corporation as the vendor to provide our Statewide Voter Registration System (SVRS) and implementation services. Covansys Corporation, along with their partner, PCC, joined the State with an existing application known as ElectioNet which is already implemented in Connecticut, West Virginia and Rhode Island and which is currently in the process of being implemented in Maine, New Hampshire, Idaho and Nevada. The existing application came to New Jersey already meeting approximately 85% of our requirements. This is the benefit of selecting an existing product that has gone through the development process in several states. As a result we are confident that we can have a fully functional system in place by January 1, 2006.

Presently, New Jersey is in the process of completing the Joint Application Development (JAD) sessions from which the remaining 15% of New Jersey requirements are identified and fleshed out so that a final specification document can be drafted and used as the basis for assuring that the application will meet 100% of the State of New Jersey's requirements.

The State of New Jersey's implementation plan includes the roll-out of the SVRS to "Pilot Counties." It is anticipated that six "Pilot Counties" will be fully operational and using the Statewide system in November, 2005. These counties, whose collective data represents approximately one third of the voter registration data in the State, play a critical roll in helping us in successfully completing this implementation, as through our experience in implementing within these six counties, we will improve upon our implementation execution and ensure a smoother transition for the remaining 15 counties.

Discussion Points (Cont'd)

<u>Key Elements of the System</u>

ElectioNet provides election officials with a unified solution for centralized voter registration and complete election systems management. From voter file management to absentee voting, the system is focused on the security and integrity of the election process. It is designed to automate virtually every aspect of election office operations to maximize productivity, increase efficiency and standardize election workflow. The system complies with federal statutes of the Help America Vote Act (HAVA) and National Voter Registration Act (NVRA).

The ElectioNet Centralized Voter Registration (CVR) module was designed to standardize and centralize the registration of voters throughout the State to support online voter registration using a centralized repository, which will decrease voter fraud by eliminating duplicate entry. The ElectioNet system is designed to ensure that each registered voter will be uniquely identified and tracked within the SVRS, enabling the Office of the Attorney General/Division of Elections to ensure that duplicate records are removed. The system will also enable the County Election Officials to remove from the list only those voters who are not eligible to vote.

New Jersey's solution is fully internet-based and will enable immediate and real-time electronic access to the SVRS by authorized State and local Election Officials. ElectioNet is built on a robust security infrastructure that will provide role and user-based access and will provide secure and encrypted data communications within the application and between the municipalities, the central location, and the external agencies.

The system uses built-in verification and validation processes to compare data with external government agency data sources, such as motor vehicles, Social Security Administration's Master Death File and Vital Records. This enables ElectioNet to significantly augment the State's ability to detect fraudulent voter registration activity.

To help ease concerns surrounding Election Officials' confidence in the central server, particularly in the face of any potential malfunction or breakdown, and to address further concerns surrounding their desire to continue to retain the same level of functionality and provide the level of service they are accustomed to providing, the State created an architecture where each of the 21 counties would have its own server to work from in the event of a catastrophic failure. ElectioNet's web-services-based architecture will be leveraged to provide a robust county backup solution that results in a real-time mirror image of the data residing on both the State and local servers.

Discussion Points (Cont'd)

Implementation Steps

The SVRS project implementation is a multi-phase work plan that is consistent with standard systems development life cycle (SDLC) and project methodology. The key to this approach is to familiarize users with the new system as soon as possible, facilitating the rapid transition to the new technology. This will allow the implementation team to quickly gather the necessary feedback to configure the final system and meet stakeholder needs. This approach will ensure that the critical milestones in the project are met and that the system meets all of the requirements identified by the State of New Jersey.

The implementation will follow an eight-phased project schedule:

Phase 1: Project Initiation Phase
Phase 2: Business Needs Assessment and GAP Analysis
Phase 3: Design and Implementation Planning
Phase 4: Software Modification and Testing
Phase 5: Pilot Implementation
Phase 6: Staged Rollout and Deployment - Remaining Sites
Phase 7: Conversion and Interfaces
Phase 8: Project Close-out and Transition to Maintenance and Support

The Project Plan identifies eleven specific milestones during the project and points at which progress, delivery, satisfaction, and acceptance will be assessed. These milestones are based on specific deliverables in the various project phases, as summarized in the table below.

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Milestone	Phase	Deliverables
1. Project Kickoff Meeting (Completed)	1	Project Kickoff Meeting
2. Application Demonstration (Completed)	1	State User Demonstration
3. Requirements Documents Accepted	2	Gap Analysis, Functional Requirements Documents, Baseline Requirements Traceability Matrix
4. Detail Design Completed	3	Technical Architecture Design Document, Hardware and Software Deployment and Installation Plan, Data Modeling and Database Design
5. User Acceptance of Full Functional Application Begins	4	User Acceptance Test Plan, Pilot Implementation and Support Plan, Application Manuals and Supporting documentation
6. User Acceptance of Full Function Application Completed	4	User Acceptance Testing, Training Materials and Documentation
7. Pilot Site(s) Installation Certification	5	Pilot Site(s) Hardware/Software Installed and Configured
8. Pilot Site Implementation Completed	5	Pilot Site(s) Implementation Completed
9. All Users Trained	6	Full-Implementation Training Result
10. Implementation of All Sites Completed	6	Implementation Completed to All Sites
11. Project Close-out and Transition to Maintenance and Support	8	Project Close-out and transition to Maintenance and Support

Estimated Costs

The Statewide Voter Registration System implementation portion of the HAVA initiative is funded entirely with Federal funds (100%). There will be no cost incurred by the counties or local governments for the initial implementation, hosting,

Discussion Points (Cont'd)

communication infrastructure, maintenance, and support of the Statewide Voter Registration System. Counties may, however, incur costs associated with the on-going maintenance, support, and replacement of local servers as the architecture being implemented, specifically the installation of two additional servers in each of the 21 counties is unnecessary and has only been provided at the insistence of the Election Officials. However, it is anticipated that the costs associated with maintaining and supporting "existing" county systems will be greatly reduced and in some cases eliminated, thereby providing savings sufficient to offset costs associated with maintaining the additionally provided equipment under the new Statewide Voter Registration System.

6. Among the steps taken to address the heightened threat of terrorism in the aftermath of September 11, 2001 were the creation of the Domestic Security Preparedness Task Force, the Counter-Terrorism Bureau of the New Jersey State Police and the Office of Counter-Terrorism (OCT). The OCT was established by executive order to be the State's primary agency responsible for combating terrorism. In FY 2006, the Governor's budget recommends funds of $9.2 million for OCT, $2 million in general fund appropriations and $7.2 million in anticipated receipts from a $2 per day surcharge on vehicle rentals.

- *Question:* How have the Office of Counter-Terrorism (OCT), the State Police Counter-Terrorism Bureau and the Domestic Security Preparedness Task Force cooperated together since their inception to address the threat of terrorism? Please provide a clear delineation of responsibility between the groups. Please summarize the accomplishments of OCT since its inception in protecting the State from terrorist attacks. What are OCT's goals for FY 2006 and what new initiatives, if any, will be undertaken? What resources beyond the $9.2 million appropriated directly to OCT are involved in achieving these goals and initiatives?

Answer: The Domestic Security Preparedness Act (DSPA) created the Task Force in October 2001, and granted it a primarily strategic, policymaking and oversight role focused on promulgating policies, plans and guidelines aimed at integrating and enhancing intelligence gathering and preparedness throughout State and local government and the private sector and improving coordination between public and private sector entities in the counter-terrorism arena. In that regard, the Task Force works with, and relies on, input from the statutorily created Infrastructure Advisory Committee (IAC) on all matters which impact the private sector. The Act made the Task Force responsible for "statewide coordination and supervision of all activities related to domestic preparedness for a terrorist attack." The Task Force has a broad mandate that includes the development and coordination of prevention, response and recovery activities. The Attorney General chairs the Task Force.

Discussion Points (Cont'd)

In January 2002, the Governor created the Office of Counter-Terrorism (OCT) by Executive Order to "administer, coordinate and lead New Jersey's counter-terrorism and preparedness efforts with the goal of identifying, deterring and detecting terrorist related activities, consistent with the New Jersey Domestic Security Preparedness Act." The Order delegated to OCT law enforcement responsibilities, subject to the approval of the Attorney General, and intelligence gathering and analysis responsibilities. The New Jersey State Police Counter-Terrorism Unit (later upgraded to a Counter-Terrorism Bureau or CTB), which predates both the Task Force and OCT, was coresided with OCT. The Captain of the CTB is also the Assistant Director for Operations of OCT, reporting to the Director of OCT and, as appropriate, to the Superintendent of State Police. OCT was designated the liaison between federal authorities and the state on counter-terrorism issues and shares the liaison function with the Task Force on homeland security matters. The Executive Order also directed OCT to develop relationships with the private sector critical infrastructure, and to develop and administer training programs on counter-terrorism, intelligence gathering and analysis for law enforcement and non-law enforcement throughout the state.

Both OCT and the Task Force were created in the wake of the 9/11 attacks in order to ensure that New Jersey's counter-terrorism posture is as robust as possible. OCT and the Task Force have always worked cooperatively and with unified purpose to integrate and enhance the full spectrum of New Jersey's counter-terrorism efforts. Examples of this kind of cooperation include, but are not limited to, the following: OCT, on behalf of the Task Force, provides assistance to ensure that federal funds allocated to municipalities for protective measures on critical infrastructure and key assets are spent in accordance with security gaps identified in vulnerability assessments or Buffer Zone Protection Plans; OCT routinely provides the Task Force as a whole, as well as individual Task Force Principals, with briefings on the current terrorist threat and with analytical assessments germane to their areas of responsibility. Also, OCT has supported the Task Force's Best Management Practices initiative by overseeing the training of state agency compliance auditors.

See the attachment labeled "Office of Counter-Terrorism Accomplishments" as well as "Goals 2006" which answer a section of the question.

In addition to the State appropriations, OCT has received the following federal funding grants:

In Federal Fiscal Year 2003, OCT received $5,875 from the ODP State Homeland Security Grant Program to fund the purchase of First Responder Kits. OCT also received $157,000 to fund one Trainer/Planner for two years (salary/fringe and start up costs) as well as to offset training costs associated with the delivery of

Discussion Points (Cont'd)

Basic Counter Terrorism Awareness Training for Law Enforcement Officers.

In Federal Fiscal Year 2004 OCT received $684,000 from the ODP State Homeland Security Grant Program to partially fund equipment purchases for the New Jersey 24/7 Counter- Terrorism Intelligence Center that will be operational in July 2005; $336,375 to fund supplies, equipment, training, and consultant services to support the compliance of Best Management Practices by State Regulatory Agencies in New Jersey; and $296,755 to fund four full-time employees (FTE) for one year (salary/fringe and start up costs). One full-time employee is dedicated to Best Management Practice Initiatives; one FTE dedicated to overseeing the Critical Asset Tracking System (CATS) database; one FTE dedicated to training law enforcement officers and troubleshooting issues relative to the Statewide Intelligence Management System (SIMS); and one Network Administrator responsible for planning and overseeing technical aspects of 24/7 Intelligence Center. OCT also received $15,860 from the National Governors Association to fund a Statewide *Intelligence of Today....Prevention for Tomorrow* conference

Finally OCT received $219,410 from a Local Law Enforcement Block Grant to purchase equipment used for training law enforcement officers in the Statewide Intelligence Management System (SIMS). Three training rooms were equipped (NJSP Headquarters in West Trenton, NJSP Troop A Headquarters in Buena, and a NJSP training room in the Office of Professional Standards, Fairfield, NJ), software/hardware was procured to support this statewide effort

7. In 1999, the Division of State Police entered into a consent decree with the United States Department of Justice. To comply with the consent decree, State Police vehicles are equipped so that the Division of State Police may be able provide documentation of traffic stops. This documentation may be viewed at a later date to ensure that standards for trooper conduct are being met.

The FY 2006 Governor's budget recommends an appropriation of $10.3 million for vehicle replacement costs, including $1.6 million toward the purchase of an additional 200 consent decree compliant State Police vehicles through a line of credit. In FY 2005, $3 million was budgeted toward the purchase of an additional 400 vehicles and in FY 2004 funding was made available for 193 replacement vehicles. These purchases will total approximately 900 new police cars over three fiscal years.

Discussion Points (Cont'd)

● *Question:* Please provide a time-table for acquisition of new vehicles assuming the budget is enacted as recommended. After this planned acquisition, what will be the size of the State Police patrol fleet? What percentage will be equipped in compliance with the consent decree? What percentage of both compliant and non-complaint cars will be unmarked? What proportion of the new vehicles acquired in FY 2005 and FY 2006 are to replace vehicles retired from the fleet, and what proportion to expand the fleet? What level of funding will be needed in FY 2007 for all line of credit payments on vehicles acquired prior to FY 2007? What additional funding is needed in FY 2007 for vehicle replacement and fleet expansion, respectively?

Answer: If the FY 2006 budget is approved as recommended, the new State Police vehicles will begin arriving around October 2005. After all vehicles arrive that have been ordered, the size of the State Police fleet will be 2,350 vehicles. All marked vehicles are in compliance with the consent order and sixty-five percent of the State Police fleet is unmarked. In FY 2005, 634 vehicles have been ordered. Five hundred and ninety three (593) vehicles are replacement vehicles and 41 are Treasury approved additional vehicles.

The anticipated line of credit payments on vehicle purchases in FY 2007 would be approximately $11,480,000 which includes the FY2004, FY2005 and anticipated FY 2006 lines of credit. The State Police estimates the need to replace approximately 500 high mileage vehicles each year. The FY 2006 recommended appropriation for vehicle purchases would provide for 200 marked vehicles, resulting in the need to replace an additional 300 vehicles in FY 2006. In FY 2007, the State Police will need to replace a minimum of 800 vehicles (300 remaining from FY 2006 and 500 for FY 2007) for a total cost estimated to be $24,000,000.

8. In FY 2005 as part of child welfare reform, budget language authorized a transfer of up to $15.8 million in federal funds to the Department of Law and Public Safety and Office of the Public Defender to perform various services (page B-113 of the FY 2005 Appropriations Handbook). The authorization is repeated in the FY 2006 budget.

● *Question:* Pursuant to the FY 2005 Appropriations Act, how much funding has been provided to the Department of Law and Public Safety? Please describe how these resources have been used to date, including staffing and number of cases. Were any additional federal or other funds provided to the Department of Law and Public Safety to further the child welfare reform effort?

Discussion Points (Cont'd)

Answer: Under the FY 2005 Appropriation for child welfare reform ("A New Beginning Plan") the Division of Law (DOL) was provided with 93 new staff (54 Deputies, 14 Paralegal/Attorney Assistants and 25 Support Staff). Thus far in FY 2005, the Division of Law has been paid $2.5 million to support their responsibilities under, "A New Beginning Plan". The remaining expenditures will be calculated at the end of the fiscal year. Hiring is now more than 75% complete with offers outstanding for the remaining positions. An office has been opened in Newark and another is scheduled to open in Voorhees in June. No additional funds from other sources were provided to the Department to assist in providing services for the purpose of child welfare reform.

The Division of Youth and Family Services estimates that the number of open cases of children being served by the agency in January, 2005 was 61,262. This compares with 64,694 children in January, 2004 and 46,985 children in January, 2003. Thus, although the number of children served has dropped slightly over the past year, essentially, the agency's previous material growth in cases has been maintained. Similarly, the litigation docket for DYFS cases rose by 1,000 cases to 5,046 cases from 2003 to January, 2004 (4,332 protective service cases and 714 guardianship/ termination of parental rights cases). In 2005, the numbers rose slightly to 5,180 cases (4,458 protective service cases and 722 guardianship cases). Moreover, Deputy Attorneys General have been ordered to participate in an estimated 500-1,000 additional cases pending pursuant to the Child Placement Review Act as courts have asserted their authority in that case type and judges and agency staff required legal representation in these matters. Administrative caseloads have also continued to rise.

The work of the DYFS sections within the Division of Law continues to focus on implementing federal and state Adoption and Safe Families Act requirements. Compliance is needed to insure New Jersey's access to federal funding and to benefit children and families in the state. In the coming calendar year, DYFS will continue to implement the Child Welfare Plan. Among other things, the Plan requires that litigation cases move more quickly. Thus, for example, Deputies have had to handle about 20% more guardianships within this past year than in 2003. This trend is expected to continue, as plans are pending to move cases still more expeditiously through the courts. Thus, in 2004, 1,147 children were freed for adoption through DYFS's Adoption Resource Centers alone, with hundreds more freed through DYFS's local offices. In 2004, 1,383 adoptions were finalized, a 36 percent increase over 2003. Moreover, the Plan also greatly expands the work of the Department of Human Services' Office of Licensing, which is now requesting legal representation from DOL on an increasing basis.

9. The State Police Aviation Unit is responsible for both emergency medical

Discussion Points (Cont'd)

evacuation (Medevac) services and law enforcement related air support services. The Unit's fleet of helicopters are on average 15 years old and were pre-owned at the time of acquisition. The FY 2006 budget provides funding for the Unit's operating and maintenance costs, including the proceeds of a $1 surcharge on motor vehicle registrations dedicated to support Medevac costs. No funding is provided for replacement or expansion of the helicopter fleet. The department requested $33 million for acquisition of six helicopters during the capital planning and budgeting process, which was not endorsed by the Capital Budgeting and Planning Commission.

- • Question: What is the projected remaining useful life of each Medevac and non-Medevac helicopter? How many days in FY 2004 and thus far in FY 2005 was each aircraft in the fleet grounded for maintenance and/or repair reasons? What is the estimated annual cost of fleet maintenance for FY 2005 and FY 2006? Please provide information of the number of Medevac flights which have been conducted in the current and past two fiscal years. What is the average cost per Medevac flight for FY 2004 and thus far in FY 2005? Do we bill the patients for the use of the Medevac? If so, how much? What are the possibilities of leasing helicopters?

Answer: The useful life of these helicopters cannot be projected accurately. There are factors such as how often a helicopter's engine is repaired or replaced that would enter into a decision regarding the useful life of a helicopter. Only one of our helicopters was preowned.

In FY2004, the aircraft in the fleet were grounded for 633 days due to maintenance and 728 days thus far in FY2005.

The annual expenditures for fleet maintenance are based solely on repair costs, many of which are unexpected. It is difficult to project the FY 2006 cost for fleet maintenance as the costs fluctuate due to the type of repairs required to aircraft engines. Engine repairs on helicopters are very costly and cannot be planned for in advance. The medevacs cost a total of $2.4 million for maintenance in FY2004 and $2.3 million to date, this fiscal year.

The Aviation Bureau provides medevac support throughout the state (NorthStar and SouthStar), and performs Homeland Security functions (aerial surveillance of infrastructures) and Law Enforcement duties (use of the F.L.I.R. during warrant searches and pursuits, traffic surveillance, crime scene photo flights, airborne surveillance platform for command post operations).

Discussion Points (Cont'd)

Breakdown of medivac flights conducted over the last three calendar years.

	2004	2003	2002
Scene response patient pick-ups	960	953	1034
Inter-hospital patient transports	448	442	456

The cost of the mission is directly related to its duration. Most flights are completed within one hour, at a cost of $2,375. The State Police do not bill the patient for their services.

Most helicopter manufacturers provide leasing arrangements for helicopters. However, the decision to lease helicopters would be based on fiscal constraints and if the manufacturer could lease a helicopter with the Divisions' specifications. Due to the limited federal homeland security funds that the State retains (20%), money has not been available for large capital purchases such as a helicopter.

10. The Consumer Fraud Act (CFA) [P.L.1960, c.39 (C.56:8-1 et seq.)] was designed to prevent deception and fraud in connection with the sale and advertisement of merchandise and real estate. Courts have repeatedly held that there are three purposes of the CFA: 1) to compensate victims for their actual loss; 2) to punish the violator with treble damages; and 3) to attract competent lawyers to the fight against fraud by providing an incentive for attorneys taking cases involving minor individual losses.

The CFA authorizes the Attorney General to investigate and hold hearings on possible violations, and to assess penalties against individuals found in violation of the act. Under the law, violations of the CFA are punishable by a monetary penalty of not more than $10,000 for a first offense and not more than $20,000 for any subsequent offense. In addition, violations can result in cease and desist orders issued by the Attorney General, the assessment of punitive damages and the awarding of treble damages and costs to the injured party.

- Question: Please provide the number of Consumer Fraud investigators in New Jersey and a detailed list of their assignments. Are investigators assigned to specific regions of the State or do they specialize in a particular type of fraud? What is the relationship between State and local enforcement officers? Are enforcement officers able to be proactive, or do they mostly respond to complaints? What is the average fine levied in consumer fraud cases? Which commercial activity generates the most number of fines? Where is money collected pursuant to enforcement of the Consumer Fraud Act allocated?

Discussion Points (Cont'd)

Answer: There are currently sixty-seven investigators assigned to the Division of Consumer Affairs, Office of Consumer Protection.

Forty investigators are currently working within four investigative units Automobile; Homeowner Protection; Financial Transactions; and E-Commerce. These units handle fraud involved in auto sales and leasing, home repair, advertising, internet sales and services, predatory lending and merchandise sales.

In addition to the above investigative units, within OCP there are several administrative units: Lemon Law (new car, used car and motorized wheelchair); Regulated Businesses ("RBS"); the Food Group (Halal and Kosher); Investigative Support Services; Case Management Tracking; and Centralized Intake/Monitoring.

There are seven investigators assigned to the Regulated Business section to handle complaints, investigations and registration of a number of businesses such as public movers, ticket brokers, health clubs, employment agencies, telemarketers and home improvement contractors. The Lemon Law unit is comprised of six investigators, who primarily deal with complaints on new and used cars.

The Case Management Tracking unit supports three investigators who track compliance with consent orders. The Halal and Kosher Food Group ensures the adherence to the state regulations governing these two specialized areas of food. The unit is comprised of four investigators.

The remaining seven investigators are assigned to the Investigative Support Services area and Centralized Intake/Monitoring unit. These units receive and initially review complaints, perform corporate and other internet research to assist investigations and provide training for county and municipal consumer affairs offices.

Investigators are not assigned to specific regions in the state. While OCP is principally located at the Division's office in Newark, a small investigative staff operates from the Camden office. In addition to maintaining their own caseloads, these investigators realize cost savings for the Division by handling task force assignments and field investigations and by serving legal documents in the southern tier of the state.

OCP investigators are assigned to the investigative and administrative units mentioned above where they are expected to gain a high level of expertise. They are, however, trained to and expected to handle a wide variety of cases and to have a broad understanding of the businesses and professions that fall within the

Discussion Points (Cont'd)

Division's oversight. This affords OCP a great deal of flexibility in assigning cases and responding to disasters and new types of fraud.

OCP has a close working relationship with the twenty-six county and municipal consumer affairs offices throughout New Jersey. OCP provides training to new investigators hired at all consumer affairs local assistance (CALA) offices through its yearly Investigator Certification Training course. Additionally, CALA offices work closely with OCP on a variety of fraud cases, task forces and educational endeavors.

The performance of joint task forces vividly demonstrates how this state-local partnership works. Recently OCP worked closely with four county CALA offices to conduct a task force focused on making those consumers affected by the recent flooding, aware of disaster-related scams. During this effort, CALA staff worked

with OCP investigators to distribute over 28,000 "Disaster Scam" flyers to the hardest hit areas.

Under the direction of the Attorney General and the Director of the Division of Consumer Affairs, investigators continually monitor the marketplace in an effort to identify new and existing frauds. There are ongoing proactive initiatives in most units of OCP. For example, in a recently completed initiative, Enforcement Officers fanned out over the state to determine if over the counter drugs were being sold beyond the expiration date on the label.

The average "fine" levied during FY 2004 and FY 2005 is approximately $55,082. During FY 2004 and FY 2005, auto related cases generated the most number of assessed fines. Costs, fines and penalties as well as other receipts received pursuant to the Consumer Fraud Act, P.L. 1960, c. 39 (C. 56:8-1 et seq.), are allocated to the OCP Consumer Fraud and Fines accounts to offset OCP operational and legal costs.

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NEW JERSEY
(2000 - 2004)

BYRNE AND LLEBG INITIATIVES
CRITICAL RESOURCES — INTELLIGENTLY INVESTED

SYSTEMATIC IMPACT OF THE LOSS OF BYRNE AND LLEBG FUNDS

The Byrne and LLEBG Formula Grant Programs promote statewide coordination in the areas of planning, program development, and policy implementation. New Jersey utilizes its block grant funds to support a wide variety of programs, thus all areas of the criminal justice system are critically impacted by loss of funds. Enforcement, courts, corrections, prevention, and treatment programs all are made possible with the assistance of federal block grant funds.

DRUG AND LAW ENFORCEMENT TASK FORCES

New Jersey's Drug and Law Enforcement Task Forces investigate and prosecute narcotics trafficking, methamphetamine and club drug manufacturing/distribution, narcotics, financial crimes, drug diversion, criminal street gang activity, money laundering, computer and high technology crimes, and cargo theft.

AT A GLANCE   **July 2000 to July 2004**

21 County Multi-Jurisdictional Narcotics Task Forces

- **Drug Offense Arrests**   21,323

- **Criminal Assets Seized** $17,870,471 (estimated value)

- **Weapons Seized**   927

- **Drugs Removed from Street**   204,474 grams of cocaine
33,481 grams of crack cocaine
46,230 grams of heroin
27,545 dosage units of heroin
18,353 pounds of processed marijuana
2,930 marijuana plants
71,493 tablets of ecstasy
49,728 doses of stimulants
28,657 doses of depressants
4,600 dosage units of hallucinogens
13,099 dosage units of GBL/GBH
400 grams of meth (7/03 - 6/04)

- **Statewide Narcotics Task Force**

  2,079 persons arrested
  291 indictments
  168 convictions
  $6,324,168 assets forfeited
  $4,689,985 in seizures
  129 weapons seized

- **Gang Suppression Initiative**

  Targets the infrastructure of state's most violent and pervasive criminal street gangs
  516 criminal gangs identified in N.J.
  971 gang arrests, including charges of drugs, weapons, homicide, criminal racketeering, credit theft rings
  Over 16,000 gang members present in state

- **Computer Crimes**

  200 individuals in **16** countries, **29** states, and **16** New Jersey counties identified in international child pornography investigation
  552 investigations conducted, **104** search warrants issued, **59** arrests
  6,490 forensic computer/disk examinations

- **Money Laundering**

  $8,717,865 in Court Ordered Restitution
  $29,334,516 in assets seized through joint partnership with the Customs Money Laundering Task Force (*2002-2004)*

CRIME PREVENTION AND COMMUNITY POLICING

New Jersey's crime prevention and community policing initiatives are models of interagency planning and collaboration. These programs have been successful in reducing crime and improving the quality of life, especially in the state's urban areas.

AT A GLANCE   **July 2000 to July 2004**

- **Police Community Partnership Programs**

  Community Policing   7 projects in high crime neighborhoods
  Safe Haven   70 community police officers hired for designated neighborhoods
                                        1,270 young people enrolled in after-school Safe Haven programs
  Neighborhood Revitalization   Millions of dollars in neighborhood revitalization projects

2

Violent Offender Removal Program	**1,582** violent offenders removed from community **51,340** community residents served
• **Safe Schools and Communities**	**14** school district/community violence prevention programs; juvenile diversion, mentoring, and school-based projects; over **70,000** juveniles and families served
• **Statewide Gang Prevention/Intervention Program** Partnerships: Departments of Education, Corrections, Transportation, Juvenile Justice, and State Police	**$25,000** in minigrants for middle and high school anti-gang activities **1,000** high school journalists attended gang awareness conference; information relayed to fellow students via school and local newspaper articles
Media Message *(23 cities)*	Gang Prevention message displayed on **600** transit buses, **270** billboard displays, **201** movie screens; over **9,000** gang awareness videos distributed to law enforcement and community groups statewide and nationally
Web-site	**26,000** inquires to gang educational web site

Talk to your kids about gangs before we have to.
www.NJGangFree.org
NJ Division of Criminal Justice LPS

• **(G.R.E.A.T.)** Gang Awareness Education And Training. New Jersey partnered with ATF to become the first state in the nation to implement G.R.E.A.T. as a statewide initiative	**187** officers certified to teach the G.R.E.A.T. curriculum in their schools and communities
• **(GAPP)** Gang Awareness and Prevention Program *(Conducted by an inmate with former gang affiliation)*	**752** presentations provided a personal, first hand account of the consequences of gang membership to over **76,000** students, teachers, and community members
• **Police Institute** *(Housed in Rutgers University)* Applied research and policy analysis for local police, criminal justice professionals, and community-based organizations	**Improved** quality of policing and promoted safe neighborhoods statewide Supports the Greater Newark Safer Cities Initiative, juvenile reentry initiatives, leadership development, and the Counter-terrorism Information Sharing Consortium

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ALTERNATIVES TO INCARCERATION

AT A GLANCE

July 2000 to July 2004

- **Greater Newark Safer Cities Initiative (GNSCI)**
  (Homicide/Violence Reduction)
  Intense supervision, social, health
  and job training services
  Program recently replicated in Camden

  Over **40** criminal justice, social service, faith and community-based organizations participating

  350 high-risk probationers and parolees enrolled in program

  418 arrested through GNSCI
  Gun Strategy component;
  average bail set at **$96,000**

- **Paterson Village Initiative**
  Partnership of police, probation, and parole for court compliance and home visits for juvenile probationers

  12,000 field/home visits
  28% reduction in juvenile crime
  Includes vocational training and job readiness program through partnership with Tech Institute

- **Drug Courts**

  Success of the Byrne-funded pilot projects resulted in state-wide implementation.
  Less than **10%** of participants re-involved in criminal justice system

- **Treatment Assessment Services for the Courts**

  Initiated with Byrne funds; expanded and sustained in all **21** counties with state resources; evaluators average **600** drug assessments/**450** drug tests per year; assessments crucial to judges in rendering decisions on bail, pre-trail intervention, and sentencing

DRUG TREATMENT

AT A GLANCE

July 2000 to July 2004

- **Correctional Drug Treatment**
  Residential therapeutic community treatment programs designed to address addiction and reduce recidivism

  1,180 inmates enrolled in program

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TECHNOLOGY AND CRIMINAL JUSTICE INFORMATION SYSTEMS

A Criminal Justice Information System (CJIS) Steering Committee, established in 1990, meets monthly to plan, discuss, and approve criminal justice information projects funded under Byrne and other technology grants.

Major advancements in technology made possible through federal justice assistance funding include: Criminal case system improvements through a data sharing network among the Judiciary, Corrections, and State Police; a centralized statewide digital mug shot system; installation of live scan work stations/electronic mug shot transfers in high volume police departments, the Division of State Police, all 21 county jails, juvenile detention centers, and adult correctional facilities; a court flagging system for electronic updating of criminal case histories within 48-hours; a web-based Criminal Complaint Form system; and an electronic notification system that relays information from county jails to probation.

Use of Byrne funds produced data sharing network that is one of the most comprehensive in the nation. Reduction in funds will impact progress of a five-year strategic master plan.

TRAINING AND LAW ENFORCEMENT SERVICES

Byrne-funded training provides up to date information and modern enforcement techniques to state, county and local law enforcement officials.

AT A GLANCE	July 2000 to July 2004
• **Narcotics Training**	**Number Trained**
New Jersey Narcotics Enforcement Officers Annual Conference	**9,300**
• **Top Gun**	
Week-long practical training experience for narcotics investigators and prosecutors.	**1,431**
• **Gang Training**	
East Coast Gang Investigators' Association Annual Conference	**1231**
Specialized Gang Training	
Law enforcement personnel	**13,832**
School and Community	**3,704**
• **Advocacy Institute**	
Training for governmental attorneys and investigators	**2,192**

LOCAL LAW ENFORCEMENT BLOCK GRANT

LLEBG funding is available to local units of government to support law enforcement efforts. The federal Bureau of Justice Assistance also makes one annual aggregate award to each State Administrative Agency responsible for distributing federal justice funds. New Jersey utilizes its aggregate award to assist the County Prosecutors' Offices in addressing the state mandate imposed through Megan's Law and to meet other critical law enforcement needs.

AT A GLANCE	July 2000 to July 2003
• **Project Total**	48 grant projects
• **Project Types**	**10,319** sex offenders tracked and monitored by 21 county prosecutors' offices and municipal police departments
	Upgraded equipment and software for law enforcement
• **Statewide Intelligence Management System (SIMS)**	Supported the development of SIMS for the collection of gang and homeland security intelligence; numerous crimes solved through information-based policing

POSITIONS IMPACTED BY THE LOSS OF BYRNE AND LLEBG FUNDS

For New Jersey, the loss of Byrne and LLEBG funds would affect a minimum of 250 critical positions in all areas of the criminal justice system. These positions include state and county prosecutors, investigators, municipal police officers, substance abuse treatment professionals, and community workers.

State Police Promotion Statistics - 185 Promotions

Summary of All Promotions	Total	White Males Number	Percent of Total	White Females Number	Percent of Total	Minority Males Number	Percent of Total	Minority Females Number	Percent of Total
Total	1,809	1,475	82%	50	3%	279	15%	5	0%
Eligible for Promotion	1,350	1,118	83%	33	2%	197	15%	2	0%
Promoted	185	142	77%	6	3%	37	20%	0	0%
Percent of Total Promoted	10%	10%		12%		13%		0%	

LTC	Total	White Males Number	Percent of Total	White Females Number	Percent of Total	Minority Males Number	Percent of Total	Minority Females Number	Percent of Total
Total	13	8	62%	2	15%	3	23%	0	0%
Eligible for Promotion	12	8	67%	2	17%	2	17%	0	0%
Promoted	1	1	100%	0	0%	0	0%	0	0%
Percent of Total Promoted	8%	13%		0%		0%		0%	

Major	Total	White Males Number	Percent of Total	White Females Number	Percent of Total	Minority Males Number	Percent of Total	Minority Females Number	Percent of Total
Total	50	39	78%	3	6%	6	12%	2	4%
Eligible for Promotion	46	35	76%	3	7%	6	13%	2	4%
Promoted	3	3	100%	0	0%	0	0%	0	0%
Percent of Total Promoted	6%	8%		0%		0%		0%	

Captain	Total	White Males Number	Percent of Total	White Females Number	Percent of Total	Minority Males Number	Percent of Total	Minority Females Number	Percent of Total
Total	169	143	85%	9	5%	17	10%	0	0%
Eligible for Promotion	161	135	84%	9	6%	17	11%	0	0%
Promoted	11	9	82%	0	0%	2	18%	0	0%
Percent of Total Promoted	7%	6%		0%		12%		0%	

Lieutenant	Total	White Males Number	Percent of Total	White Females Number	Percent of Total	Minority Males Number	Percent of Total	Minority Females Number	Percent of Total
Total	263	217	83%	8	3%	38	14%	0	0%
Eligible for Promotion	165	138	84%	5	3%	22	13%	0	0%
Promoted	43	33	77%	3	7%	7	16%	0	0%
Percent of Total Promoted	16%	15%		38%		18%		0%	

SFC & DSFC	Total	White Males Number	Percent of Total	White Females Number	Percent of Total	Minority Males Number	Percent of Total	Minority Females Number	Percent of Total
Total	626	498	80%	12	2%	114	18%	2	0%
Eligible for Promotion	437	351	80%	7	2%	78	18%	1	0%
Promoted	56	37	66%	1	2%	18	32%	0	0%
Percent of Total Promoted	9%	7%		8%		16%		0%	

Sgt & DSG	Total	White Males Number	Percent of Total	White Females Number	Percent of Total	Minority Males Number	Percent of Total	Minority Females Number	Percent of Total
Total	701	578	82%	18	3%	104	15%	1	0%
Eligible for Promotion	622	525	84%	13	2%	84	14%	0	0%
Promoted	71	59	83%	2	3%	10	14%	0	0%
Percent of Total Promoted	10%	10%		11%		10%		0%	

Summary
State Police Service to Rural Communities

The attached Impact Study has been prepared pursuant to provisions of the FY2003 Appropriations Act (P.L.2002, c.38.). These provisions directed that the Attorney General perform a study of the direct and indirect State fiscal, personnel and public safety impacts of providing police protection by the State Police to the inhabitants of rural sections of the State and to prepare a written report to the Governor and Legislature on the results of that study, including recommendations.

Rural policing dates back to the 1921 statute which first created the New Jersey State Police. In its origin the State Police functioned primarily as a mounted rural constabulary. Over the ensuing 82 years, the mission of the State Police has continually broadened beyond the purpose of providing general police services for rural communities to the point where today the division provides a wide range of specialized and unique law enforcement services. These include homeland security, state highway traffic enforcement, investigative duties, laboratory services, intelligence-gathering and casino and racing enforcement as well as other issues. The Division of State Police also provide a full range of professional services to every county and municipal law enforcement agency at no cost to any of those agencies.

Rural policing is currently provided free of charge by the State Police to 78 municipalities who rely exclusively on that service for police protection. State Police provide partial service in 12 additional municipalities. In recent years several municipalities have abandoned local police departments for economic reasons while presuming to rely on State Police for patrol services.

The present rural police function is performed by approximately 850 enlisted personnel, ranging in rank from lieutenant to trooper, operating out of 19 State Police patrol stations. The police services include general patrol and traffic services, community policing programs, response to calls for assistance, criminal investigations and all other services provided by a typical local police department. The division has indicated that in these stations the workload distribution varies depending upon patrol duties and coverage areas. Some stations devote all available resources to the rural policing function, while others are predominately interstate highway patrol stations with limited rural police duties.

Police protection and law enforcement services represent the second largest expenditure in most municipalities. Each year over 450 communities across the state grapple with the burden of increases in municipal taxes, in addition to county and school taxes, in order to meet the cost of their own public safety services.

In 90 towns which receive free general police and patrol services from the State Police no such burden exists. Unlike their neighboring communities, the police services in and for these towns are funded by State revenues while the towns bears no fiscal accountability for their own protection, regardless of how wealthy, large or populated they may be.

While there are significant personnel and public safety concerns resulting from Rural Patrol, the overriding fiscal impact of this arrangement is the transparent inequity of property tax burden. It is simply not

fair that, on the eve of the inevitable public dialogue on property tax reform, towns like Millstone in Monmouth County, Upper Township in Cape May, Wantage in Sussex and Southhampton in Burlington pay nothing for their public safety while their neighbors shoulder ever increasing municipal taxes for that same protection.

Inequity is apparent in a situation in which 90 towns, with populations ranging from 12,115 to 41, with areas ranging 107 square miles to .009 square miles, with property values ranging from $1 billion dollars to $2 million are absolved from the burden of supporting their own public safety services while literally hundreds of their neighboring communities, similar in every other respect, struggle with this annual and increasing burden on their own local resources.

Beyond the obvious, taxpayers in these 90 favored towns also share in the bounty of State funded tax relief programs despite the fact that in most cases their property tax burden is a pale fraction of most of their struggling neighbors.

It is our recommendation that communities whose local revenue resources are sufficient should support their own local law enforcement services. This should be done through the application of a cost recovery formula which recognizes both the demands for services and a town's ability to support itself.

Under the proposed formula in the attached report, the property wealth and income of the residents help determine the amount that community pays for State Police service. Some communities, because of the lack of revenue raising capacity in relation to surrounding towns, will not be required to reimburse for State Police services. In these instances, State Police services should be recognized in the State Budget as a form of municipal aid and not as a element of Direct State Service appropriations. It should also be noted that reimbursed services include only the salary of troopers in rural assignments and the cost of maintaining the rural stations in which they serve. This does not include the other costs such as training, transportation, administrative services, radio equipment and supplies.

This recommendation is based on the notion of equity among all of the municipalities in New Jersey for the fiscal burden of police protection. They will also encourage local responsibility for and, ultimately, increased efficiencies in the delivery of local law enforcement services. These efficiencies could range from the development of comprehensive regional police departments, to formal and informal arrangements for the sharing of certain police services, as well as limited regional law enforcement agencies. Beyond the limited number of municipalities currently served with state resources, all municipalities could benefit from this effort as it will provide practical and effective alternatives to contain increasing cost while continuing to provide effective law enforcement services.

The specialized and technical services provided by the State Police to every municipality in New Jersey should continue to be provided at no cost to any municipality.

And finally, from the perspective of the Department of Law and Public Safety as an Executive Branch Agency, these recommendations will also focus state resources on the core mission of the State Police as a sophisticated agency providing unique state level law enforcement services in a post-9/11 world and, hopefully, will create a model for other state agencies for the use of resources on their essential services.

	FULL TIME	PART TIME	TROOP	PATROL STATION	CO	DCA DES.	LEG DIST
1	ALEXANDRIA TWP.		C	KINGWOOD	HUN	R	23
2	ALLAMUCHY TWP		B	HOPE	WAR	R	23
3	ALLOWAY TWP.		A	WOODSTOWN	SAL	R	3
4	ANDOVER BORO		B	SUSSEX	SUS	RC	24
5	BASS RIVER TWP.		C	TUCKERTON	BUR	R	9
6	BETHLEHEM TWP.		B	PERRYVILLE	HUN	R	23
7	*BLAIRSTOWN (new)*		B	HOPE	WAR	RC	23
8	BLOOMSBURY TWP.		B	PERRYVILLE	HUN	RC	23
9	BRANCHVILLE BORO		B	SUSSEX	SUS	RC	24
10	BUENA VISTA TWP.		A	BUENA VISTA	ATL	R	1
11	COMMERCIAL TWP.		A	PT. NORRIS	CUM	RC	3
12	CORBIN CITY		A	BUENA VISTA	ATL	R	2
13	DEERFIELD TWP.		A	BRIDGETON	CUM	R	3
14	DENNIS TWP.		A	WOODBINE	CM	R	1
15	DOWNE TWP.		A	PT. NORRIS	CUM	R	3
16	EAGLESWOOD TWP.		C	TUCKERTON	OC	R	9
17	EAST AMWELL TWP.		C	KINGWOOD	HUN	R	23
18	ESTELL MANOR CITY		A	BUENA VISTA	ATL	R	2
19	FAIRFIELD TWP.	(split coverage with Br. St.)	A	PT. NORRIS	CUM	R	3
20	FARMINGDALE BORO		C	ALLENWOOD	MON	RC	12
21	FOLSOM BORO		A	BUENA VISTA	ATL	R	8
22	FRANKFORD TWP.		B	SUSSEX	SUS	R	24
23	FRANKLIN TWP.		B	WASHINGTON	WAR	R	23
24	FREDON TWP.		B	SUSSEX	SUS	R	24
25	FRELINGHUYSEN TWP.		B	HOPE	WAR	R	23
26	GLEN GARDNER BORO		B	PERRYVILLE	HUN	R	24
27	GREEN TWP.		B	SUSSEX	SUS	R	24
28	*GREENWICH TWP.*		A	BRIDGETON	*CUM*	*R*	*3*
29	HAINSPORT TWP.		C	BORDENTOWN	BUR	SUB	8
30	HAMPTON BORO		B	PERRYVILLE	HUN	RC	24
31	HAMPTON TWP.		B	SUSSEX	SUS	R	24
32	HARDWICK TWP.		B	HOPE	WAR	R	23
33	HARMONY TWP.		B	WASHINGTON	WAR	R	23
34	HOPE TWP.		B	HOPE	WAR	R	23
35	HOPEWELL TWP.		A	BRIDGETON	CUM	SUB	3
36	KINGWOOD TWP.		C	KINGWOOD	HUN	R	23
37	KNOWLTON TWP.		B	HOPE	WAR	R	23
38	LAFAYETTE TWP.		B	SUSSEX	SUS	R	24
39	LAWRENCE TWP.		A	PT. NORRIS	CUM	R	3
40	*LEBANON BORO*	(was part time)	B	PERRYVILLE	HUN	RC	23
41	*LEBANON TWP.*	(was part time)	B	PERRYVILLE	HUN	R	24
42	LIBERTY TWP.		B	WASHINGTON	WAR	R	23
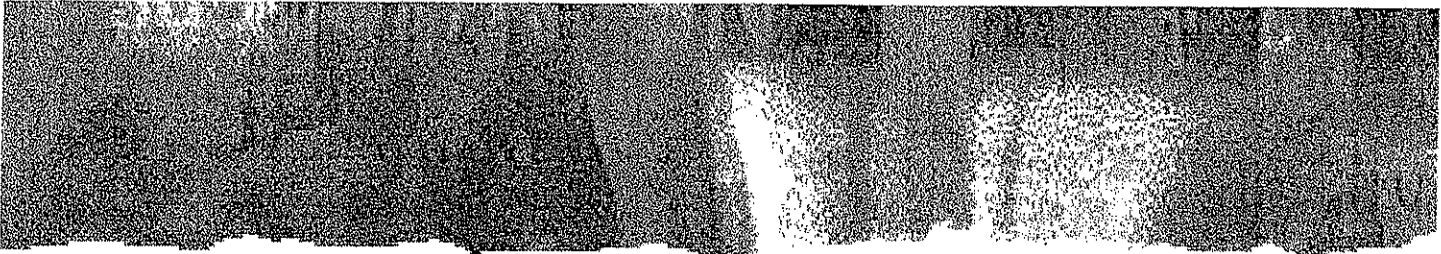
	FULL TIME	PART TIME	TROOP	PATROL STATION	CO	DCA DES	LEG DIST
43	MANNINGTON TWP.		A	WOODSTOWN	SAL	R	3
44	MAURICE RIVER TWP.		A	PT. NORRIS	CUM	R	1
45	*MILFORD BORO*	(was part time)	C	KINGWOOD	HUN	RC	23
46	MILLSTONE BORO		B	SOMERVILLE	SOM	SUB	16
47	MILLSTONE TWP.		C	HAMILTON	MON	R	30
48	MONTAGUE TWP.		B	SUSSEX	SUS	R	24
49	OLDSMANS TWP.		A	WOODSTOWN	SAL	R	3
50	PILESGROVE TWP		A	WOODSTOWN	*SAL*	*R*	*3*
51	*PITTSGROVE TWP.*		A	BRIDGETON	*SAL*	*R*	*3*
52	PORT REPUBLIC CITY		C	TUCKERTON	ATL	R	2
53	QUINTON TWP.		A	WOODSTOWN	SAL	R	3
54	ROCKY HILL BORO		C	HAMILTON	SOM	SUB	16
55	ROOSEVELT BORO		C	HAMILTON	MON	SUB	30
56	SANDYSTON TWP.		B	SUSSEX	SUS	R	24
57	SHAMONG TWP.		C	RED LION	BUR	R	8
58	SHILOH BORO		A	BRIDGETON	CUM	R	3
59	SHREWSBURY TWP.		C	ALLENWOOD	MON	SUB	12
60	SOUTHHAMPTON TWP.		C	RED LION	BUR	R	8
61	STOCKTON BORO		C	KINGWOOD	HUN	RC	23
62	STOW CREEK TWP.		A	BRIDGETON	CUM	R	3
63	SUSSEX BORO		B	SUSSEX	SUS	RC	24
64	TABERNACLE TWP.		C	RED LION	BUR	R	9
65	UNION TWP.		B	PERRYVILLE	HUN	R	23
66	UPPER DEERFIELD TWP.		A	BRIDGETON	CUM	R	3
67	UPPER FREEHOLD TWP.		C	HAMILTON	MON	R	30
68	UPPER PITTSGROVE TWP		A	WOODSTOWN	SAL	R	3
69	UPPER TWP.		A	WOODBINE	CM	R	1
70	VICTORY GARDENS		B	NETCONG	MOR	SUB	25
71	WALPACK TWP.		B	SUSSEX	SUS	R	24
72	WANTAGE TWP.		B	SUSSEX	SUS	R	24
73	WASHINGTON TWP.		C	TUCKERTON	BUR	R	9
74	WEYMOTH TWP.		A	BUENA VISTA	ATL	R	2
75	WHITE TWP.		B	WASHINGTON	WAR	R	23
76	WOODBINE BORO		A	WOODBINE	CM	RC	1
77	WOODLAND TWP.		C	RED LION	BUR	R	9
78	*WRIGHTSTOWN BORO*	(was part time)	C	BORDENTOWN	BUR	RC	30
79		*ELMER BORO*	A	WOODSTOWN	*SAL*	*RC*	*3*
80		ALPHA BORO	B	WASHINGTON	WAR	SUB	23
81		BELVIDERE TOWN	B	WASHINGTON	WAR	RC	23
82		CALIFON BORO	B	PERRYVILLE	HUN	RC	24
83		FIELDSBORO BORO	C	BORDENTOWN	BUR	SUB	30
84		FRANKLIN TWP	C	KINGWOOD	HUN	R	23

	FULL TIME	PART TIME	TROOP	PATROL STATION	CO	DCA DES	LEG DIST
85		*FRENCHTOWN (new)*	C	KINGWOOD	HUN	RC	23
86		HOLLAND TWP	C	KINGWOOD	HUN	R	23
87		NEW HANOVER TWP	C	BORDENTOWN	BUR	R	30
88		PEMBERTON BORO	C	RED LION	BUR	SUB	30
89		SOUTH HARRISON TWP.	A	WOODSTOWN	GLO	R	3
90		STILLWATER TWP	B	SUSSEX	SUS	R	24
						R-Rural	
						S-Suburban	
						RC-Rural Center	

State Police Rural Patrol
Impact Study

Office of the Attorney General
Department of Law and Public Safety

State Police Statutory Mission

- "….furnishing adequate police protection to the inhabitants of rural sections…."
  - N.J.S.A. 53:2-1 (P.L. 1921)

- There are no statutory standards or criteria for what constitutes:
  - "Adequate"
  - "Police Protection"
  - "Rural Sections"

2

What is Rural Patrol?

- State Police personnel and resources used to provide General Police Services to some towns which have either no police department, or a part time police department

- Funded by the Direct State Services portion of the budget for the Department of Law and Public Safety

- No Fiscal Accountability by those local municipalities for their own police service

Who Gets Rural Patrol?

- **90** of New Jersey's 567 Municipalities (16%)
  - 78 full time
  - 12 part time

- **2.9%** of New Jersey's Population

- **29%** of New Jersey's Area

Who Gets Rural Patrol? (2)

- The Department of Community Affairs designates **107** towns as "Rural"
  - 58 of them receive <u>Fulltime</u> State Police Coverage **(54%)**

- The Department of Community Affairs designates **50** towns as "Rural Center"
  - 12 of them receive Fulltime State Police Coverage **(24%)**

- The Department of Community Affairs designates **254** towns as "Suburban"
  - 7 of them receive Fulltime State Police Coverage **(2.7%)**

Who Gets Rural Patrol? (3)

- **Populations**
  - ranging from 12,115 to 41

- **Areas**
  - ranging from 107 square miles to .009 square miles

- **Equalized Valuations**
  - ranging from $138,075 to $21,193 per Capita

The "Rural" Universe

- The largest State Police Town has a population of 12,115.

- 367 towns have a population of 12,115 or less

65%   35%   ▦ Populations over 12116

▩ Populations under 12116
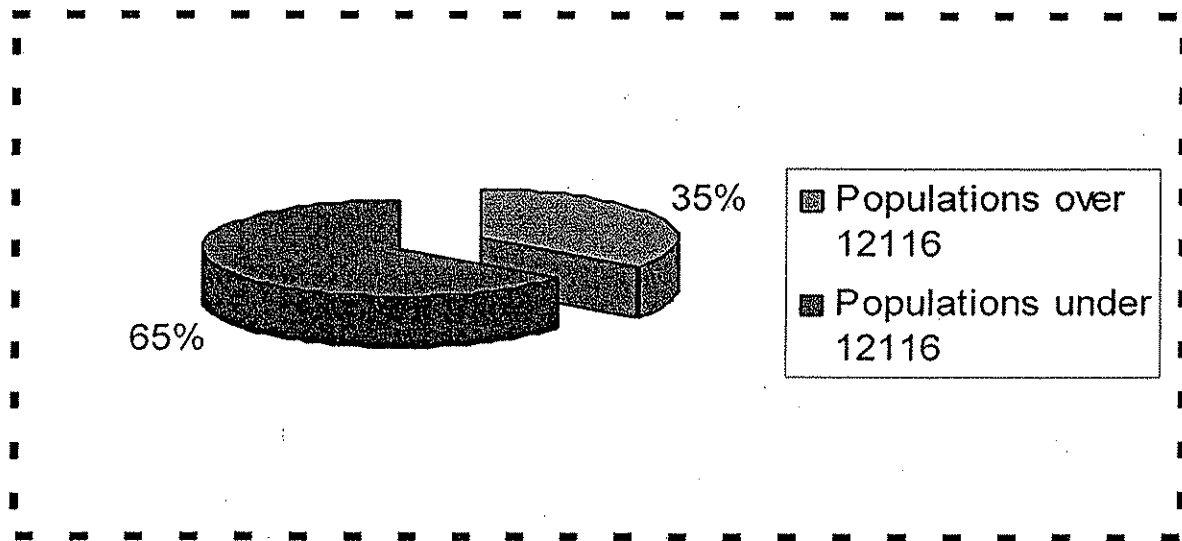
The "Rural" Universe   (2)

- ## Of the 367 Towns in the Rural Universe:

- ## 270 pay for their own police services.

- ## 12 pay a reduced amount.
  - The State pays for part time coverage

- ## **78 pay nothing.**

Why Do These Towns Get Rural Patrol?

- Some have never had their own police departments since the formation of the State Police in 1921.

- Others have chosen to disband their police departments unilaterally to reduce or eliminate local costs.

What is the Cost to the State?

- **$69,942,502 annually**.

  Prorated Share of Actual Cost For:

  - 19 Road Patrol Stations
  - 844 Troopers
  - Average Cost per Trooper $96,976

Note:

  - Station locations are historical and several are no longer appropriately situated for optimum police coverage.

  - Above costs are for FY03

What is the Local Cost of Local Police Service?

- For Towns with their own Police Departments and Populations of 12,115 and under:
  - $328 Million Statewide
  - Average Police Employee Cost $63,000

- For Towns with Full Time State Police Service and Populations of 12,115 and under:
  - $128,000 Statewide
  - Average Police Employee Cost $0

(See Attached Chart 1)

Equity Impact

- Municipal Tax Rates are significantly lower for most of these 97 towns than their neighboring towns.
    - (See Chart 2)

- Counties lose court revenues in these 97 towns.
    - State retains ticket revenues; towns retain court costs. County share of court revenue is eliminated

- Many of the 97 towns are ratable rich and can afford to support their own services.
    - (See Chart 3)

Equity Impact (2)

- **90 State Police Towns Share in Property Tax Relief Programs Despite Already Relatively Low Property Taxes**

  - **NJ Saver Rebate Program**
    - **($48 million in 2001)**
  - **State Aid to Municipalities**
    - **($62 million 2001)**
  - **Court Takeover Windfall**
    - **($6-9 million annually since 1997)**
  - **Payments in Lieu of Taxes**
  - **Extraordinary Municipal Aid**

Fiscal Impact

- **LPS Budget**
  - One Third of the LPS budget is reserved to provide local services to 90
  - municipalities

- **Overpaid General Police Officers**
  - Cost of a Rural Patrol Trooper - $97,000
  - Cost of the Average Local Police Employee -$62,700

- **Loss of State Accountability for $70 million**

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Personnel Impact

- 1/3 of SP personnel restricted to General Policing

- Specialized SP Functions are Understaffed

- Mission, Recruiting and Selection are Compromised

- Training and Professional Development are Compromised

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Public Safety Impact

- Community Policing Needs are not a Priority

- SP Resources are Diverted from Sensitive Security Missions

- SP Services to all Municipalities are Constricted

- SP Mission becomes Inconsistent and Unrealistic

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Recommendations

1. **Discontinue Part Time Service beginning in January 2006.**

   These towns already have police departments and can adjust local budgets accordingly.

2. **Beginning in January 2006, continue Full Time Service for any town with a municipal tax rate less than the county average municipal tax rate for the preceding fiscal year; <u>Recover the cost of this service through the attached Cost Recovery Formula.</u>**

   a. Phase this Cost Recovery over a three years.

   b. Towns are always free to explore other options.

3. **Beginning in January 2006, continue Full Time Service for any town with a municipal tax rate greater than the county average municipal tax rate for the preceding fiscal year; <u>Credit the cost of this service as State Aid to that Municipality.</u>**

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Municipal Options

- Continue Reimbursement Arrangement with the State Police

- Establish their own Police Department

- Contract with Neighboring Municipalities for Police Services

- Form Regional Policing Agency

- Form County Policing Agency in Cooperation with the Sheriff and the County Prosecutor

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Cost Recovery Elements

Equalized Valuation per Capita
- As a town's revenue-raising capacity increases their ability to support their own services also increases.

Population
- As population increases demands for service increase.

Area
- As coverage area increases responses to service become more costly.

Income per Capita
- As the income of its residents increases a towns ability to support services to those residents also increases.

How Can Cost be Recovered in a Fair and Equitable Manner?

- ## 1. Determine the **Fair Share** For Each Town

  - ### Rank each town from highest to lowest in each of the four Cost Recovery Elements
    - Population, Area, Income per Capita, Equalized Valuation per Capita

  - ### Average the rankings

  - ### Allocate shares
    - The highest ranking town receiving 73 shares and the lowest 1 share
      - (see Chart 4)

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How Can Cost be Recovered in a Fair and Equitable Manner? (2)

- **2. Determine the <u>Cost</u> for Each Town**

  - **Set the <u>share cost</u>**
    - divide State Police cost by the total number of shares

  - **Set the <u>town's cost</u>**
    - multiply the share cost by the number of their allocated shares.

      - (See Chart 5)

Public Safety Costs for
Towns ranked by
Population of 12115 or Under

Chart 1

12/5/02

	Police Coverage	Municipality	County	Population	Cost of Police Services	Sworn Police	Civilian	Total Police Employees	Cost per Employee
1	SP	Upper township	Cape May	12,115	0	0	0	0	-
2		New Providence borough	Union	11,907	1,877,056	25	6	31	60,550
3		Red Bank borough	Monmouth	11,844	3,123,000	38	10	48	65,063
4		Hasbrouck Heights borough	Bergen	11,662	3,030,000	32	2	34	89,118
5		Haddonfield borough	Camden	11,659	1,737,900	25	2	27	64,367
6		Somers Point city	Atlantic	11,614	1,410,063	27	6	33	42,729
7		Wallington borough	Bergen	11,583	1,625,000	26	1	27	60,185
8		Glen Rock borough	Bergen	11,546	1,999,909	20	3	23	86,953
9		Gloucester City city	Camden	11,484	1,972,704	29	3	32	61,647
10		East Hanover township	Morris	11,393	3,180,000	33	7	40	79,500
11		Bellmawr borough	Camden	11,262	1,499,221	25	6	31	48,362
12		West Caldwell township	Essex	11,233	2,369,100	30	2	32	74,034
13		Westwood borough	Bergen	10,999	2,166,750	28	4	32	67,711
14		West Paterson borough	Passaic	10,987	1,808,000	26	0	26	69,538
15		Freehold borough	Monmouth	10,976	2,197,006	29	8	37	59,379
16		River Edge borough	Bergen	10,946	2,356,579	22	5	27	87,281
17		Lincoln Park borough	Morris	10,930	2,160,741	25	2	27	80,027
18		Pine Hill borough	Camden	10,880	1,351,100	20	2	22	61,414
19		Little Falls township	Passaic	10,855	1,771,700	22	6	28	63,275
20		Ridgefield borough	Bergen	10,830	3,214,100	26	13	39	82,413
21		░░░░░░░░░░░░░	Hudson	10,807	?	23	4	27	-
22		Little Ferry borough	Bergen	10,800	2,402,688	27	5	32	75,084
23		Florence township	Burlington	10,746	2,087,924	24	6	30	69,597
24		░░░░░░░░░░░░░	Monmouth	10,732	?	24	6	30	-
25		Mount Holly township	Burlington	10,728	1,832,544	27	3	30	61,085
26		Pompton Lakes borough	Passaic	10,640	1,874,000	25	4	29	64,621
27		Waterford township	Camden	10,494	1,495,000	23	2	25	59,800
28		Lumberton township	Burlington	10,461	1,809,658	26	3	29	62,402
29		Franklin Lakes borough	Bergen	10,422	2,080,000	22	5	27	77,037
30		Hackettstown town	Warren	10,403	1,519,134	19	1	20	75,957
31	SP	Southampton township	Burlington	10,388	0	0	0	0	-
32	SP	Wantage township	Sussex	10,387	0	0	0	0	-
33		Beachwood borough	Ocean	10,375	1,169,254	18	2	20	58,463
34		Manville borough	Somerset	10,343	2,383,263	25	6	31	76,879
35		Woodbury city	Gloucester	10,307	1,898,100	27	3	30	63,270
36		Washington township	Mercer	10,275	1,561,730	24	6	30	52,058
37		Wanaque borough	Passaic	10,266	1,697,500	22	4	26	65,288
38		Bound Brook borough	Somerset	10,155	1,940,736	22	5	27	71,879
39		Hillsdale borough	Bergen	10,087	1,939,418	20	2	22	88,155
40		Chatham township	Morris	10,086	1,875,000	24	6	30	62,500
41		Totowa borough	Passaic	9,892	2,303,599	26	1	27	85,318
42	SP-PT	New Hanover township	Burlington	9,744	120,000	3	0	3	40,000
43		Burlington city	Burlington	9,736	2,748,441	31	4	35	78,527

Public Safety Costs for
Towns ranked by
Population of 12115 or Under

Chart 1

12/5/02

	Police Coverage	Municipality	County	Population	Cost of Police Services	Sworn Police	Civilian	Total Police Employees	Cost per Employee
44		Waldwick borough	Bergen	9,622	2,093,000	20	3	23	91,000
45		Maywood borough	Bergen	9,523	2,400,000	23	4	27	88,889
46		River Vale township	Bergen	9,449	1,726,092	21	2	23	75,047
47		Kinnelon borough	Morris	9,365	1,072,157	15	1	16	67,010
48		Pitman borough	Gloucester	9,331	912,808	14	1	15	60,854
49		Audubon borough	Camden	9,182	1,156,357	17	2	19	60,861
50	SP	Millstone township	Monmouth	8,970	0	0	0	0	-
51		Washington township	Bergen	8,938	2,119,067	23	0	23	92,133
52		Leonia borough	Bergen	8,914	2,132,390	20	7	27	78,977
53		Matawan borough	Monmouth	8,910	1,907,581	21	6	27	70,651
54	SP	Pittsgrove township	Salem	8,893	0	0	0	0	-
55		Florham Park borough	Morris	8,857	2,420,234	31	5	36	67,229
56		Harrison township	Gloucester	8,788	895,228	14	1	15	59,682
57		Long Hill township	Morris	8,777	2,179,333	29	7	36	60,537
58		East Rutherford borough	Bergen	8,716	2,300,000	33	4	37	62,162
59		Park Ridge borough	Bergen	8,708	1,665,442	18	1	19	87,655
60		Runnemede borough	Camden	8,533	1,054,020	20	2	22	47,910
61		Boonton town	Morris	8,496	1,653,750	25	5	30	55,125
62		Chatham borough	Morris	8,460	1,997,420	21	6	27	73,979
63		Closter borough	Bergen	8,383	2,028,927	19	4	23	88,214
64		Bordentown township	Burlington	8,380	1,600,976	27	8	35	45,742
65		Bedminster township	Somerset	8,302	1,399,744	16	1	17	82,338
66		West Long Branch borough	Monmouth	8,258	1,739,500	19	4	23	75,630
67		Byram township	Sussex	8,254	1,046,612	14	1	15	69,774
68		Haledon borough	Passaic	8,252	1,409,688	18	5	23	61,291
69		Bogota borough	Bergen	8,249	1,499,000	14	4	18	83,278
70		Newton town	Sussex	8,244	1,503,649	22	9	31	48,505
71		Margate City city	Atlantic	8,193	2,680,000	32	10	42	63,810
72		Oradell borough	Bergen	8,047	2,055,674	21	1	22	93,440
73		North Haledon borough	Passaic	7,920	1,363,078	16	5	21	64,908
74		░░░░░░░░░░░░	Middlesex	7,913	?	24	6	30	-
75		Riverside township	Burlington	7,911	1,014,466	13	0	13	78,036
76		Spotswood borough	Middlesex	7,880	1,620,869	18	4	22	73,676
77		░░░░░░░░░░░░	Burlington	7,864	?	13	1	14	
78		Cresskill borough	Bergen	7,746	2,076,000	21	5	26	79,846
79		Upper Saddle River borough	Bergen	7,741	1,884,400	18	5	23	81,930
80		Northfield city	Atlantic	7,725	1,675,000	25	2	27	62,037
81		Carneys Point township	Salem	7,684	1,443,500	21	5	26	55,519
82		░░░░░░░░░░░░	Bergen	7,677	?	29	1	30	-
83		Kenilworth borough	Union	7,675	1,904,138	29	1	30	63,471
84		Wood-Ridge borough	Bergen	7,644	1,855,000	21	3	24	77,292
85		Absecon city	Atlantic	7,638	1,814,000	26	7	33	54,970
86		Bloomingdale borough	Passaic	7,610	1,214,450	16	1	17	71,438

	Police Coverage	Municipality	County	Population	Cost of Police Services	Sworn Police	Civilian	Total Police Employees	Cost per Employee
87		Caldwell Borough	Essex	7,584	1,542,643	18	4	22	70,120
88		Keyport borough	Monmouth	7,568	1,765,000	19	6	25	70,600
89	SP	Upper Deerfield township	Cumberland	7,556	0	0	0	0	-
90		Haddon Heights borough	Camden	7,547	1,156,751	16	1	17	68,044
91	SP	Buena Vista township	Atlantic	7,436	8,000	0	0	0	-
92		Butler borough	Morris	7,420	1,407,150	17	1	18	78,175
93		North Caldwell Borough	Essex	7,375	1,339,294	14	4	18	74,405
94		North Hanover township	Burlington	7,347	390,000	8	1	9	43,333
95		Bernardsville borough	Somerset	7,345	1,507,800	17	7	27	55,844
96		Chester township	Morris	7,282	1,110,700	14	1	15	74,047
97	SP-PT	Plumsted township	Ocean	7,275	318,325	7	1	8	39,791
98		Glen Ridge Borough	Essex	7,271	1,901,942	27	7	34	55,939
99		Stratford borough	Camden	7,271	855,891	13	0	13	65,838
100		Westampton township	Burlington	7,217	1,408,000	22	3	25	56,320
101		Emerson borough	Bergen	7,197	1,692,037	18	3	21	80,573
102		▓▓▓▓▓▓▓▓	Union	7,174	?	21	1	22	-
103		Linwood city	Atlantic	7,172	1,347,596	20	4	24	56,150
104	SP	Tabernacle township	Burlington	7,170	0	0	0	0	-
105		Clayton borough	Gloucester	7,139	1,050,459	17	2	19	55,287
106		Rumson borough	Monmouth	7,137	1,332,569	17	5	22	60,571
107		Palmyra borough	Burlington	7,091	940,000	17	2	19	49,474
108		Barrington borough	Camden	7,084	967,633	15	1	16	60,477
109		Fairfield township	Essex	7,063	2,875,554	34	5	39	73,732
110		Montvale borough	Bergen	7,034	2,000,500	22	2	24	83,354
111		Milltown borough	Middlesex	7,000	1,062,810	15	3	18	59,045
112		Midland Park borough	Bergen	6,947	1,258,000	13	2	15	83,867
113	SP	Maurice River township	Cumberland	6,928	14,420	0	0	0	-
114		▓▓▓▓▓▓▓▓	Middlesex	6,823	?	15	4	19	-
115		Washington borough	Warren	6,712	949,090	11	1	12	79,091
116		Allendale borough	Bergen	6,699	1,572,163	14	5	19	82,745
117		Mansfield township	Warren	6,653	945,957	14	1	15	63,064
118		▓▓▓▓▓▓▓▓	Monmouth	6,649	?	14	4	18	-
119		Mountainside borough	Union	6,602	1,783,000	23	6	29	61,483
120	SP	Dennis township	Cape May	6,492	0	0	0	0	-
121		Rockaway borough	Morris	6,473	4,165,045	54	13	67	62,165
122	SP	Shamong township	Burlington	6,462	0	0	0	0	-
123		Ocean township	Ocean	6,450	828,000	16	7	23	36,000
124		Raritan borough	Somerset	6,338	1,401,000	18	5	23	60,913
125		Manasquan borough	Monmouth	6,310	1,808,702	18	6	24	75,363
126		Wharton borough	Morris	6,298	753,871	13	1	14	53,848
127	SP	Fairfield township	Cumberland	6,283	0	0	0	0	-
128		Washington township	Warren	6,248	0	11	1	12	-
129		Eastampton township	Burlington	6,202	1,060,528	16	1	17	62,384

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No Data Available for Shaded Towns

Public Safety Costs for
Towns ranked by
Population of 12115 or Under

Chart 1

12/5/02

	Police Coverage	Municipality	County	Population	Cost of Police Services	Sworn Police	Civilian	Total Police Employees	Cost per Employee
130		Hardyston township	Sussex	6,171	1,000,600	16	6	22	45,482
131		Little Silver borough	Monmouth	6,170	1,281,491	13	5	18	71,194
132		Paulsboro borough	Gloucester	6,160	1,250,423	19	6	25	50,017
133	SP	Union township	Hunterdon	6,160	0	0	0	0	-
134		Berlin borough	Camden	6,149	1,077,326	16	1	17	63,372
135		Belmar borough	Monmouth	6,045	1,736,000	20	7	27	64,296
136		Andover township	Sussex	6,033	889,672	11	5	16	55,605
137		Logan township	Gloucester	6,032	968,546	16	1	17	56,973
138		Jamesburg borough	Middlesex	6,025	834,294	12	5	17	49,076
139	SP-PT	Chesterfield township	Burlington	5,955	205,732	5	0	5	41,146
140		Fair Haven borough	Monmouth	5,937	1,170,000	13	4	17	68,824
141		Carlstadt borough	Bergen	5,917	3,180,000	30	4	34	93,529
142		Mullica township	Atlantic	5,912	808,417	14	1	15	53,894
143		Salem city	Salem	5,857	1,490,000	25	2	27	55,185
144	SP-PT	Lebanon township	Hunterdon	5,816	683,113	9	1	10	68,311
145		Oceanport borough	Monmouth	5,807	1,458,709	14	5	19	76,774
146		Prospect Park borough	Passaic	5,779	875,609	15	1	16	54,726
147		Lopatcong township	Warren	5,765	784,458	13	1	14	56,033
148		Norwood borough	Bergen	5,751	1,400,000	14	1	15	93,333
149		Blairstown township	Warren	5,747	530,000	8	1	9	58,889
150		Woodcliff Lake borough	Bergen	5,745	1,599,545	18	1	19	84,187
151		Green Brook township	Somerset	5,654	1,413,271	20	4	24	58,886
152		Watchung borough	Somerset	5,613	2,068,081	27	7	34	60,826
153	SP-PT	Independence township	Warren	5,603	396,899	7	1	8	49,612
154		Tewksbury township	Hunterdon	5,541	700,000	11	1	12	58,333
155		Rochelle Park township	Bergen	5,528	2,235,000	18	2	20	111,750
156		Old Tappan borough	Bergen	5,482	1,365,000	13	1	14	97,500
157		Wildwood city	Cape May	5,436	3,116,000	45	11	56	55,643
158		East Greenwich township	Gloucester	5,430	877,347	14	2	16	54,834
159	SP	Frankford township	Sussex	5,420	0	0	0	0	-
160		Mendham township	Morris	5,400	1,193,200	15	2	17	70,188
161		Englewood Cliffs borough	Bergen	5,322	2,856,588	27	1	28	102,021
162		Point Pleasant Beach borough	Ocean	5,314	2,205,611	24	8	32	68,925
163		Roseland borough	Essex	5,298	2,229,195	27	2	29	76,869
164		Berlin township	Camden	5,290	1,077,326	19	2	21	51,301
165	SP	Commercial township	Cumberland	5,259	10,000	0	0	0	-
166		Morris Plains borough	Morris	5,236	1,284,072	17	6	23	55,829
167		Spring Lake Heights borough	Monmouth	5,227	1,174,330	13	3	16	73,396
168		Neptune City borough	Monmouth	5,218	1,271,000	16	5	21	60,524
169		Hightstown borough	Mercer	5,216	1,107,000	15	5	20	55,350
170		Somerdale borough	Camden	5,192	775,979	13	1	14	55,427
171		Franklin borough	Sussex	5,160	965,000	14	1	15	64,333
172	SP-PT	Holland township	Hunterdon	5,124	412,000	6	1	7	58,857

Public Safety Costs for
Towns ranked by
Population of 12115 or Under

Chart 1

12/5/02

	Police Coverage	Municipality	County	Population	Cost of Police Services	Sworn Police	Civilian	Total Police Employees	Cost per Employee
173		▓▓▓▓▓▓▓▓▓	Monmouth	5,097	?	14	4	18	-
174		Mendham borough	Morris	5,097	857,514	10	1	11	77,956
175	SP-PT	Mansfield township	Burlington	5,090	546,073	9	0	9	60,675
176		Clementon borough	Camden	4,986	854,251	12	1	13	65,712
177	SP	Hampton township	Sussex	4,943	0	0	0	0	-
178		North Wildwood city	Cape May	4,935	2,450,000	30	7	37	66,216
179		Brielle borough	Monmouth	4,893	1,292,260	14	2	16	80,766
180		Penns Grove borough	Salem	4,886	1,124,178	15	5	20	56,209
181		Greenwich township	Gloucester	4,879	1,116,000	16	5	21	53,143
182		Demarest borough	Bergen	4,845	1,241,204	13	0	13	95,477
183		Bradley Beach borough	Monmouth	4,793	1,223,410	16	5	21	58,258
184		Harrington Park borough	Bergen	4,740	976,155	10	0	10	97,616
185		Atlantic Highlands borough	Monmouth	4,705	991,138	15	4	19	52,165
186	SP	Alexandria township	Hunterdon	4,698	0	0	0	0	-
187		Mount Arlington borough	Morris	4,663	664,500	11	1	12	55,375
188		Egg Harbor City city	Atlantic	4,545	808,940	14	6	20	40,447
189		Westville borough	Gloucester	4,500	569,244	9	1	10	56,924
190		Mount Ephraim borough	Camden	4,495	849,763	13	1	14	60,697
191		South Bound Brook borough	Somerset	4,492	875,000	12	1	13	67,308
192		Delaware township	Hunterdon	4,478	369,694	8	1	9	41,077
193		Northvale borough	Bergen	4,460	1,222,200	13	1	14	87,300
194	SP	East Amwell township	Hunterdon	4,455	0	0	0	0	-
195	SP	Hopewell township	Cumberland	4,434	0	0	0	0	-
196		Magnolia borough	Camden	4,409	657,354	11	1	12	54,779
197	SP-PT	Greenwich township	Warren	4,365	433,458	8	1	9	48,162
198		Boonton township	Morris	4,287	805,000	11	0	11	73,182
199	SP	Upper Freehold township	Monmouth	4,282	100	0	0	0	-
200	SP-PT	Stillwater township	Sussex	4,267	252,116	5	0	5	50,423
201		Mountain Lakes borough	Morris	4,256	1,178,095	14	4	18	65,450
202	SP	White township	Warren	4,245	100	0	0	0	-
203		Flemington borough	Hunterdon	4,200	795,000	14	1	15	53,000
204		Oaklyn borough	Camden	4,188	736,508	12	2	14	52,608
205		Medford Lakes borough	Burlington	4,173	670,155	9	1	10	67,015
206		Garwood borough	Union	4,153	1,253,000	16	2	18	69,611
207	SP	Hainesport township	Burlington	4,126	0	0	0	0	-
208		Ho-Ho-Kus borough	Bergen	4,060	1,359,150	15	0	15	90,610
209		Cape May city	Cape May	4,034	1,269,990	17	6	23	55,217
210		Wildwood Crest borough	Cape May	3,980	1,512,700	22	6	28	54,025
211		Bordentown city	Burlington	3,969	800,300	10	1	11	72,755
212	SP	Pilesgrove township	Salem	3,923	0	0	0	0	-
213	SP	▓▓▓▓▓▓▓▓▓	Warren	3,877	?	0	0	0	-
214		Buena borough	Atlantic	3,873	440,000	9	5	14	31,429
215		Lambertville city	Hunterdon	3,868	650,000	11	2	13	50,000

Sources: NJDCA
NJSP

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No Data Available for Shaded Towns

Public Safety Costs for
Towns ranked by
Population of 12115 or Under

Chart 1

12/5/02

	Police Coverage	Municipality	County	Population	Cost of Police Services	Sworn Police	Civilian	Total Police Employees	Cost per Employee
216	SP	Bethlehem township	Hunterdon	3,820	0	0	0	0	-
217		Merchantville borough	Camden	3,801	911,600	15	1	16	56,975
218	SP	Kingwood township	Hunterdon	3,782	0	0	0	0	-
219		High Bridge borough	Hunterdon	3,776	472,011	6	0	6	78,668
220		Mine Hill township	Morris	3,679	310,000	8	1	9	34,444
221		South Toms River borough	Ocean	3,634	523,925	11	1	12	43,660
222		Monmouth Beach borough	Monmouth	3,595	825,000	10	1	11	75,000
223		Shrewsbury borough	Monmouth	3,590	1,272,625	15	5	20	63,631
224		Stanhope borough	Sussex	3,584	503,800	7	1	8	62,975
225		Spring Lake borough	Monmouth	3,567	1,350,261	14	3	17	79,427
226		Tuckerton borough	Ocean	3,517	482,700	11	0	11	43,882
227		Elk township	Gloucester	3,514	560,000	9	1	10	56,000
228	SP	Upper Pittsgrove township	Salem	3,468	0	0	0	0	-
229		Pohatcong township	Warren	3,416	660,000	9	1	10	66,000
230	SP	Montague township	Sussex	3,412	0	0	0	0	-
231		Haworth borough	Bergen	3,390	963,697	11	1	12	80,308
232		Long Beach township	Ocean	3,329	2,520,200	38	11	49	51,433
233		Delanco township	Burlington	3,237	542,125	8	1	9	60,236
234		Cranbury township	Middlesex	3,227	1,204,829	14	1	15	80,322
235	SP-PT	Springfield township	Burlington	3,227	378,000	9	1	10	37,800
236	SP	Green township	Sussex	3,220	0	0	0	0	-
237		National Park borough	Gloucester	3,205	306,000	6	1	7	43,714
238		Saddle River borough	Bergen	3,201	1,841,800	18	5	23	80,078
239		Harding township	Morris	3,180	1,135,000	14	1	15	75,667
240		Seaside Heights borough	Ocean	3,155	2,098,000	22	6	28	74,929
241		Woodstown borough	Salem	3,136	481,000	8	1	9	53,444
242		Hamburg borough	Sussex	3,105	515,000	7	1	8	64,375
243		Woolwich township	Gloucester	3,032	610,000	11	1	12	50,833
244	SP-PT	Franklin township	Hunterdon	2,990	340,000	6	0	6	56,667
245		Woodbury Heights borough	Gloucester	2,988	445,000	7	1	8	55,625
246	SP	Knowlton township	Warren	2,977	0	0	0	0	-
247	SP	Deerfield township	Cumberland	2,927	0	0	0	0	-
248	SP	Fredon township	Sussex	2,860	0	0	0	0	-
249		Sea Isle City city	Cape May	2,835	1,939,960	21	7	28	69,284
250		Woodlynne borough	Camden	2,796	530,000	9	1	10	53,000
251	SP	Quinton township	Salem	2,786	0	0	0	0	-
252	SP	Alloway township	Salem	2,774	0	0	0	0	-
253	SP-PT	Belvidere town	Warren	2,771	405,000	6	0	6	67,500
254	SP	Franklin township	Warren	2,768	5,000	0	0	0	-
255	SP	Liberty township	Warren	2,765	0	0	0	0	-
256		Riverton borough	Burlington	2,759	420,148	7	1	8	52,519
257		Moonachie borough	Bergen	2,754	1,511,888	17	3	20	75,594
258	SP	Harmony township	Warren	2,729	0	0	0	0	-

Public Safety Costs for
Towns ranked by
Population of 12115 or Under

Chart 1

12/5/02

	Police Coverage	Municipality	County	Population	Cost of Police Services	Sworn Police	Civilian	Total Police Employees	Cost per Employee
259	SP	Lawrence township	Cumberland	2,721	0	0	0	0	-
260	SP	Woodbine borough	Cape May	2,716	0	0	0	0	-
261	SP-PT	Pennington borough	Mercer	2,696	375,000	6	1	7	53,571
262		▒▒▒▒▒▒▒▒▒	Camden	2,692	?	7	1	8	-
263		Lavallette borough	Ocean	2,665	1,146,856	12	3	15	76,457
264		Beverly city	Burlington	2,661	450,103	7	2	9	50,011
265		Ogdensburg borough	Sussex	2,638	386,250	7	0	7	55,179
266		Clinton town	Hunterdon	2,632	657,649	8	0	8	82,206
267		Netcong borough	Morris	2,580	534,044	9	2	11	48,549
268		Lakehurst borough	Ocean	2,522	597,500	10	2	12	49,792
269		Riverdale borough	Morris	2,498	1,175,000	15	5	20	58,750
270	SP-PT	Alpha borough	Warren	2,482	241,000	3	0	3	80,333
271		Gibbsboro borough	Camden	2,435	160,000	9	1	10	16,000
272		Peapack and Gladstone borough	Somerset	2,433	567,369	8	1	9	63,041
273	SP-PT	South Harrison township	Gloucester	2,417	207,000	4	1	5	41,400
274	SP-PT	West Amwell township	Hunterdon	2,383	398,620	5	1	6	66,437
275		East Newark borough	Hudson	2,377	450,000	8	0	8	56,250
276		Brooklawn borough	Camden	2,354	412,500	7	0	7	58,929
277		Wenonah borough	Gloucester	2,317	284,000	6	0	6	47,333
278		Oxford township	Warren	2,307	283,000	4	1	5	56,600
279	SP	Lafayette township	Sussex	2,300	100	0	0	0	-
280		Seaside Park borough	Ocean	2,263	1,019,614	12	4	16	63,726
281	SP	Weymouth township	Atlantic	2,257	0	0	0	0	-
282		▒▒▒▒▒▒▒▒▒	Bergen	2,249	?	18	2	20	-
283		Avon-by-the-Sea borough	Monmouth	2,244	873,500	12	0	12	72,792
284		Alpine borough	Bergen	2,183	1,237,842	13	0	13	95,219
285		Essex Fells Borough	Essex	2,162	1,018,737	12	4	16	63,671
286		Sea Girt borough	Monmouth	2,148	1,138,000	12	4	16	71,125
287	SP	Sussex borough	Sussex	2,145	21,834	0	0	0	-
288		Avalon borough	Cape May	2,143	1,634,655	20	8	28	58,381
289	SP	Frelinghuysen township	Warren	2,083	0	0	0	0	-
290		Ocean Gate borough	Ocean	2,076	259,554	7	1	8	32,444
291		Swedesboro borough	Gloucester	2,055	305,000	8	2	10	30,500
292		Hopewell borough	Mercer	2,035	267,954	0	0	0	-
293	SP	Folsom borough	Atlantic	1,972	0	0	0	0	-
294		Laurel Springs borough	Camden	1,970	287,755	7	0	7	41,108
295		Pine Beach borough	Ocean	1,950	370,650	6	1	7	52,950
296	SP	Glen Gardner borough	Hunterdon	1,902	0	0	0	0	-
297	SP	Hope township	Warren	1,891	0	0	0	0	-
298		Allentown borough	Monmouth	1,882	341,390	5	0	5	68,278
299		Lower Alloways Creek township	Salem	1,851	980,000	12	5	17	57,647
300		Helmetta borough	Middlesex	1,825	225,000	4	0	4	56,250
301	SP	Sandyston township	Sussex	1,825	0	0	0	0	-

Public Safety Costs for
Towns ranked by
Population of 12115 or Under

Chart 1

12/5/02

	Police Coverage	Municipality	County	Population	Cost of Police Services	Sworn Police	Civilian	Total Police Employees	Cost per Employee
302		Sea Bright borough	Monmouth	1,818	971,900	11	1	12	80,992
303		▓▓▓▓▓▓▓▓▓▓▓▓▓▓	Monmouth	1,806	?	10	0	10	-
304	SP	Oldmans township	Salem	1,798	0	0	0	0	-
305	SP-PT	Englishtown borough	Monmouth	1,764	163,200	8	0	8	20,400
306		Island Heights borough	Ocean	1,751	214,250	2	1	3	71,417
307		Chester borough	Morris	1,635	563,033	8	1	9	62,559
308	SP	Downe township	Cumberland	1,631	3,650	0	0	0	-
309		Newfield borough	Gloucester	1,616	247,000	7	0	7	35,286
310	SP	Farmingdale borough	Monmouth	1,587	40,000	0	0	0	-
311	SP	Estell Manor city	Atlantic	1,585	5,252	0	0	0	-
312	SP	Mannington township	Salem	1,559	0	0	0	0	-
313	SP	▓▓▓▓▓▓▓▓▓▓▓▓▓▓	Hunterdon	1,546	?	0	0	0	-
314	SP	Victory Gardens borough	Morris	1,546	0	0	0	0	-
315		Chesilhurst borough	Camden	1,520	329,360	10	1	11	29,942
316		Winfield township	Union	1,514	425,000	9	0	9	47,222
317	SP	Bass River township	Burlington	1,510	0	0	0	0	-
318		Frenchtown borough	Hunterdon	1,488	152,000	3	0	3	50,667
319	SP	Hardwick township	Warren	1,464	0	0	0	0	-
320		Surf City borough	Ocean	1,442	668,000	9	0	9	74,222
321	SP	Eagleswood township	Ocean	1,441	1,676	0	0	0	-
322	SP	Stow Creek township	Cumberland	1,429	0	0	0	0	-
323		Ship Bottom borough	Ocean	1,384	789,000	9	1	10	78,900
324	SP-PT	Elmer borough	Salem	1,384	77,482	1	0	1	77,482
325		Beach Haven borough	Ocean	1,278	1,132,237	12	6	18	62,902
326		Bay Head borough	Ocean	1,238	622,940	8	1	9	69,216
327	SP-PT	Pemberton borough	Burlington	1,210	164,100	4	1	5	32,820
328	SP-PT	Milford borough	Hunterdon	1,195	11,200	0	0	0	-
329	SP	Woodland township	Burlington	1,170	0	0	0	0	-
330		Stone Harbor borough	Cape May	1,128	1,387,272	18	6	24	57,803
331		Audubon Park borough	Camden	1,102	182,593	5	0	5	36,519
332	SP	Shrewsbury township	Monmouth	1,098	0	0	0	0	-
333		West Cape May borough	Cape May	1,095	3,600	8	0	8	450
334		Elsinboro township	Salem	1,092	4,120	0	0	0	-
335		Deal borough	Monmouth	1,070	1,205,000	16	4	20	60,250
336	SP-PT	Lebanon borough	Hunterdon	1,065	125,000	0	0	0	.
337	SP-PT	Califon borough	Hunterdon	1,055	89,315	2	0	2	44,658
338		Longport borough	Atlantic	1,054	1,005,578	15	4	19	52,925
339	SP	Port Republic city	Atlantic	1,037	0	0	0	0	-
340		Hi-Nella borough	Camden	1,029	120,047	2	1	3	40,016
341	SP	Roosevelt borough	Monmouth	933	0	0	0	0	-
342		Interlaken borough	Monmouth	900	333,365	5	0	5	66,673
343	SP	Bloomsbury borough	Hunterdon	886	0	0	0	0	-
344		Far Hills borough	Somerset	859	448,775	5	0	5	89,755

Public Safety Costs for
Towns ranked by
Population of 12115 or Under

Chart 1

12/5/02

	Police Coverage	Municipality	County	Population	Cost of Police Services	Sworn Police	Civilian	Total Police Employees	Cost per Employee
345	SP	Greenwich township	Cumberland	847	0	0	0	0	-
346	SP	Branchville borough	Sussex	845	0	0	0	0	-
347		Barnegat Light borough	Ocean	764	2,236,473	0	0	0	-
348	SP-PT	Wrightstown borough	Burlington	748	0	0	0	0	-
349		Allenhurst borough	Monmouth	718	740,000	9	4	13	56,923
350	SP	Rocky Hill borough	Somerset	662	7,806	0	0	0	
351	SP	Andover borough	Sussex	658	4,662	0	0	0	-
352	SP	Washington township	Burlington	621	0	0	0	0	-
353	SP	Stockton borough	Hunterdon	560	3,845	0	0	0	-
354	SP	Shiloh borough	Cumberland	534	2,000	0	0	0	-
355	SP-PT	Fieldsboro borough	Burlington	522	28,797	0	0	0	-
356	SP	Corbin City city	Atlantic	468	225	0	0	0	-
357		West Wildwood borough	Cape May	448	188,976	5	0	5	37,795
358		Mantoloking borough	Ocean	423	593,542	7	1	8	74,193
359	SP	Millstone borough	Somerset	410	0	0	0	0	-
360		Rockleigh borough	Bergen	391	775	0	0	0	-
361		Harvey Cedars borough	Ocean	359	580,000	8	0	8	72,500
362		Loch Arbour village	Monmouth	280	156,000	0	0	0	-
363		Cape May Point borough	Cape May	241	168,000	0	0	0	-
364	SP	Walpack township	Sussex	41	0	0	0	0	-
365		▓▓▓▓▓▓▓▓▓▓▓	Camden	24	?	0	0	0	-
366		Pine Valley borough	Camden	20	193,500	4	0	4	48,375
367		▓▓▓▓▓▓▓▓▓▓▓	Bergen	18	?	0	0	0	-
		Totals			328,185,872			5,228	
		Average Cost						62,775	
		367 Municipalities below 12,115 population (64% of all Municipalities)			1,864,994				
		Percentage of State Population in these Municipalities			22%				

LEG DIST	MUNICIPALITY	COUNTY	STATUS	TYPE OF TOWN - DCA	1999 EQ. PROP TAX - MUN. GOVT.
8	FOLSOM BORO	ATLANTIC		R	0.32
1	BUENA VISTA TWP.	ATLANTIC		R	0.29
2	PORT REPUBLIC CITY	ATLANTIC		R	0.21
2	ESTELL MANOR CITY	ATLANTIC		R	0.16
2	WEYMOUTH TWP.	ATLANTIC		R	0.10
2	CORBIN CITY	ATLANTIC		R	0.08
	COUNTY AVERAGE				1.03
9	WOODLAND TWP.	BURLINGTON		R	0.35
8	HAINESPORT TWP.	BURLINGTON		SUB	0.26
9	BASS RIVER TWP.	BURLINGTON		R	0.21
9	TABERNACLE TWP.	BURLINGTON		R	0.13
8	SOUTHHAMPTON TWP.	BURLINGTON		R	0.09
9	WASHINGTON TWP.	BURLINGTON		R	0.04
8	SHAMONG TWP.	BURLINGTON		R	0.00
	COUNTY AVERAGE				0.43
1	WOODBINE BORO	CAPE MAY		RC	0.37
1	DENNIS TWP.	CAPE MAY		R	0.15
1	UPPER TWP.	CAPE MAY		R	0.00
	COUNTY AVERAGE				0.58
3	LAWRENCE TWP.	CUMBERLAND		R	0.51
3	COMMERCIAL TWP.	CUMBERLAND		RC	0.47
3	SHILOH BORO	CUMBERLAND		R	0.32
1	MAURICE RIVER TWP.	CUMBERLAND		R	0.31
3	FAIRFIELD TWP.	CUMBERLAND		R	0.22
3	DOWNE TWP.	CUMBERLAND		R	0.18
3	GREENWICH TWP.	CUMBERLAND		R	0.15
3	HOPEWELL TWP.	CUMBERLAND		SUB	0.07
3	DEERFIELD TWP.	CUMBERLAND		R	0.02
3	STOW CREEK TWP.	CUMBERLAND		R	0.00
3	UPPER DEERFIELD TWP.	CUMBERLAND		R	0.00
	COUNTY AVERAGE				0.61
24	HAMPTON BORO	HUNTERDON		RC	
24	GLEN GARDNER BORO	HUNTERDON		R	0.41
23	BLOOMSBURY TWP.	HUNTERDON		RC	
23	STOCKTON BORO	HUNTERDON		RC	0.10
23	EAST AMWELL TWP.	HUNTERDON		R	0.22
23	BETHLEHEM TWP.	HUNTERDON		R	0.16
23	ALEXANDRIA TWP.	HUNTERDON		R	0.15
23	KINGWOOD TWP.	HUNTERDON		R	0.08
23	UNION TWP.	HUNTERDON		R	0.01
	COUNTY AVERAGE				0.27
12	SHREWSBURY TWP.	MONMOUTH		SUB	
30	ROOSEVELT BORO	MONMOUTH		SUB	0.67

*Shaded Rates Exceed
the County Average*

12	FARMINGDALE BORO	MONMOUTH		RC	0.19
30	UPPER FREEHOLD TWP.	MONMOUTH		R	0.18
30	MILLSTONE TWP.	MONMOUTH		R	0.13
	COUNTY AVERAGE				0.50
25	VICTORY GARDENS	MORRIS		SUB	0.55
	COUNTY AVERAGE				0.48
9	EAGLESWOOD TWP.	OCEAN		R	0.45
	COUNTY AVERAGE				0.50
3	QUINTON TWP.	SALEM		R	0.20
3	OLDMANS TWP,	SALEM		R	0.19
3	PITTSGROVE TWP.	SALEM		R	0.11
3	MANNINGTON TWP.	SALEM		R	0.09
3	ALLOWAY TWP.	SALEM		R	0.06
3	UPPER PITTSGROVE TWP.	SALEM		R	0.04
3	PILESGROVE TWP.	SALEM		R	0.00
	COUNTY AVERAGE				0.20
16	ROCKY HILL BORO	SOMERSET		SUB	0.50
16	MILLSTONE BORO	SOMERSET		SUB	0.30
	COUNTY AVERAGE				0.36
24	GREEN TWP.	SUSSEX		R	0.45
24	HAMPTON TWP.	SUSSEX		R	0.38
24	SUSSEX BORO	SUSSEX		RC	0.36
24	FREDON TWP.	SUSSEX		R	0.35
24	WANTAGE TWP.	SUSSEX		R	0.28
24	ANDOVER BORO	SUSSEX		RC	0.24
24	MONTAGUE TWP.	SUSSEX		R	0.24
24	SANDYSTON TWP.	SUSSEX		R	0.21
24	FRANKFORD TWP.	SUSSEX		R	0.19
24	BRANCHVILLE BORO	SUSSEX		RC	0.00
24	LAFAYETTE TWP.	SUSSEX		R	0.00
24	WALPACK TWP.	SUSSEX		R	0.00
	COUNTY AVERAGE				0.50
23	KNOWLTON TWP.	WARREN		R	0.18
23	HOPE TWP.	WARREN		R	0.15
23	HARDWICK TWP.	WARREN		R	0.14
23	ALLAMUCHY TWP.	WARREN		R	0.13
23	HARMONY TWP.	WARREN		R	0.09
23	FRANKLIN TWP.	WARREN		R	0.08
23	FRELINGHUYSEN TWP.	WARREN		R	0.03
23	LIBERTY TWP.	WARREN		R	0.03
23	WHITE TWP.	WARREN		R	0.00
	COUNTY AVERAGE				0.33

	MUNICIPALITY		COUNTY	Total Equalized Property Valuation 2001
1	MILLSTONE TWP.		MONMOUTH	1,032,380,979
2	UPPER TWP.		CAPE MAY	940,616,231
3	WANTAGE TWP		SUSSEX	672,994,689
4	SOUTHHAMPTON TWP.		BURLINGTON	618,106,050
5	LABANON TWP	PT	HUNTERDON	589,392,591
6	UNION TWP.		HUNTERDON	562,736,628
7	HOLLAND TWP	PT	HUNTERDON	483,561,297
8	MANSFIELD TWP	PT	BURLINGTON	474,998,778
9	ALEXANDRIA TWP.		HUNTERDON	457,290,796
10	FRANKFORD TWP.		SUSSEX	447,584,352
11	EAST AMWELL TWP.		HUNTERDON	447,172,273
12	UPPER FREEHOLD TWP.		MONMOUTH	443,321,777
13	DENNIS TWP.		CAPE MAY	438,352,230
14	TABERNACLE TWP.		BURLINGTON	430,756,146
15	HARMONY TWP.		WARREN	426,690,797
16	PLUMSTED TWP	PT	OCEAN	426,359,688
17	GREENWICH TWP	PT	WARREN	422,568,874
18	BETHLEHEM TWP.		HUNTERDON	422,354,211
19	SHAMONG TWP.		BURLINGTON	411,991,554
20	WHITE TWP.		WARREN	396,341,996
21	PITTSGROVE TWP		SALEM	396,247,618
22	FRANKLIN TWP	PT	HUNTERDON	387,126,031
23	INDEPENDENCE TWP	PT	WARREN	376,692,388
24	HAMPTON TWP.		SUSSEX	372,263,547
25	ALLAMUCHY TWP		WARREN	366,645,927
26	UPPER DEERFIELD TWP.		CUMBERLAND	358,167,538
27	KINGWOOD TWP.		HUNTERDON	340,209,099
28	HAINESPORT TWP.		BURLINGTON	310,446,452
29	PENNINGTON BORO	PT	MERCER	303,520,193
30	BUENA VISTA TWP.		ATLANTIC	290,918,644
31	STILLWATER TWP	PT	SUSSEX	286,615,442
32	GREEN TWP.		SUSSEX	274,933,827
33	WEST AMWELL TWP	PT	HUNTERDON	267,419,116
34	FREDON TWP.		SUSSEX	252,074,032
35	CHESTERFIELD TWP	PT	BURLINGTON	251,488,482
36	SPRINGFIELD TWP	PT	BURLINGTON	249,925,867
37	PILESGROVE TWP		SALEM	248,235,970
38	LAFAYETTE TWP.		SUSSEX	234,766,352
39	FRANKLIN TWP.		WARREN	230,735,583
40	KNOWLTON TWP.		WARREN	209,162,605
41	MONTAGUE TWP.		SUSSEX	205,894,801
42	HOPEWELL TWP.		CUMBERLAND	202,093,636
43	LIBERTY TWP.		WARREN	187,414,695
44	UPPER PITTSGROVE TWP		SALEM	178,644,479
45	FRELINGHUYSEN TWP.		WARREN	174,949,724
46	ALLOWAY TWP		SALEM	174,620,808
47	SOUTH HARRISON TWP	PT	GLOUCESTER	168,108,012
48	FAIRFIELD TWP.		CUMBERLAND	155,597,354
49	MAURICE RIVER TWP.		CUMBERLAND	153,552,649

50	BELVIDERE TOWN	PT	WARREN	153,180,311
51	HOPE TWP.		WARREN	148,564,157
52	LEBANON BORO	PT	HUNTERDON	141,292,491
53	SANDYSTON TWP.		SUSSEX	136,341,981
54	COMMERCIAL TWP.		CUMBERLAND	135,871,687
55	MANNINGTON TWP		SALEM	135,779,423
56	OLDMANS TWP		SALEM	135,513,110
57	ALPHA BORO	PT	WARREN	129,877,256
58	HARDWICK TWP.		WARREN	126,420,821
59	DEERFIELD TWP.		CUMBERLAND	126,344,101
60	QUINTON TWP		SALEM	117,515,135
61	GLEN GARDNER BORO		HUNTERDON	115,274,433
62	ENGLISHTOWN BORO	PT	MONMOUTH	109,374,056
63	LAWRENCE TWP.		CUMBERLAND	108,113,816
64	ESTELL MANOR CITY		ATLANTIC	101,717,306
65	WEYMOUTH TWP.		ATLANTIC	99,422,230
66	BRANCHVILLE BORO		SUSSEX	98,969,878
67	FOLSOM BORO		ATLANTIC	98,142,584
68	EAGLESWOOD TWP.		OCEAN	97,183,456
69	CALIFON BORO	PT	HUNTERDON	92,794,072
70	WOODLAND TWP.		BURLINGTON	88,945,121
71	MILFORD BORO	PT	HUNTERDON	88,739,174
72	SUSSEX BORO		SUSSEX	84,818,132
73	DOWNE TWP.		CUMBERLAND	84,795,475
74	FARMINGDALE BORO		MONMOUTH	79,630,399
75	BASS RIVER TWP.		BURLINGTON	76,427,716
76	ROCKY HILL BORO		SOMERSET	76,089,746
77	HAMPTON BORO		HUNTERDON	74,182,545
78	PORT REPUBLIC CITY		ATLANTIC	72,906,452
79	ELMER BORO	PT	SALEM	67,212,241
80	WOODBINE BORO		CAPE MAY	66,490,804
81	BLOOMSBURY TWP.		HUNTERDON	65,249,211
82	STOW CREEK TWP.		CUMBERLAND	62,388,219
83	VICTORY GARDENS		MORRIS	54,065,379
84	WASHINGTON TWP.		BURLINGTON	51,677,204
85	STOCKTON BORO		HUNTERDON	48,864,975
86	ANDOVER BORO		SUSSEX	48,366,879
87	ROOSEVELT BORO		MONMOUTH	44,875,448
88	GREENWICH TWP.		CUMBERLAND	43,953,805
89	NEW HANOVER TWP	PT	BURLINGTON	43,122,771
90	PEMBERTON BORO	PT	BURLINGTON	40,427,694
91	SHREWSBURY TWP.		MONMOUTH	34,023,545
92	MILLSTONE BORO		SOMERSET	32,966,705
93	FIELDSBORO BORO	PT	BURLINGTON	29,836,842
94	WRIGHTSTOWN BORO	PT	BURLINGTON	25,251,946
95	CORBIN CITY		ATLANTIC	24,630,398
96	SHILOH BORO		CUMBERLAND	17,824,486
97	WALPACK TWP.		SUSSEX	2,568,331
	TOTAL FOR 97 TOWNS			22,092,066,755

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DEPARTMENT OF LAW AND PUBLIC SAFETY
DIVISION OF STATE POLICE
RURAL PATROL STATION COST SCHEDULE

	# of Trps	Salary & Cost	Oil/Clothing/Incentives	Subtotal	Total Enlisted Costs (1.125)	Fringe Costs	Overhead	Total Operating Costs	Adjust % Cover	Prorated Station Cost	Full Time Coverage	Total Cost/Town Full 100% Coverage	Cost/Town Pro-coverage
TROOP A													
Bridgeton	55	$3,875,376	$718,740	$4,594,116	$5,805,171	$425,959	$6,231,130	100%	$6,231,130	7	$890,161.43	
Buena Vista	40	$2,933,467	$522,720	$3,456,187	$4,372,895	$326,905	$4,699,800	100%	$4,699,800	5	$939,960.09	$469,980.04
Port Norris	37	$2,668,803	$483,516	$3,152,319	$3,986,320	$360,658	$4,346,978	100%	$4,346,978	5	$869,395.59	
Woodbine	39	$2,810,114	$509,652	$3,319,766	$4,197,927	$342,396	$4,540,323	100%	$4,540,323	3	$1,513,440.88	
Woodstown	37	$2,691,326	$483,516	$3,174,842	$4,015,881	$307,941	$4,323,822	100%	$4,323,822	7	$617,688.91	$308,844.46
	208	$14,979,086	$2,718,144	$17,697,230	$22,378,194	$1,763,859	$24,142,053		$24,142,053			
TROOP B													
Hope	34	$2,476,038	$444,312	$2,920,350	$3,694,112	$421,548	$4,115,660	80%	$3,292,528	6	$548,754.65	
Netcong	43	$3,096,450	$561,924	$3,658,374	$4,626,015	$279,280	$4,905,295	10%	$490,529	1	$490,529.46	
Perryville	40	$2,901,356	$522,720	$3,424,076	$4,330,750	$262,615	$4,593,365	80%	$3,674,692	7.5	$489,958.91	$244,979.45
Somerville	53	$3,815,057	$692,604	$4,507,661	$5,699,866	$311,232	$6,011,098	10%	$601,110	1	$601,109.83	
Sussex	48	$3,405,720	$627,264	$4,032,984	$5,097,272	$618,663	$5,715,935	100%	$5,715,935	12.5	$457,274.76	$228,637.38
Washington	33	$2,433,435	$431,244	$2,864,679	$3,625,127	$236,082	$3,861,209	100%	$3,861,209	5	$772,241.89	$386,120.94
	251	$18,128,056	$3,280,068	$21,408,124	$27,073,142	$2,129,420	$29,202,562		$17,636,003			
TROOP C													
Allenwood	37	$2,709,101	$483,516	$3,192,617	$4,039,211	$421,548	$4,460,759	40%	$1,784,304	2	$892,151.81	
Bordentown	50	$3,578,692	$653,400	$4,232,092	$5,350,433	$270,825	$5,621,258	60%	$3,372,755	3	$1,124,251.65	$562,125.83
Hamilton	56	$4,036,186	$731,808	$4,767,994	$6,029,302	$260,723	$6,290,025	100%	$6,290,025	4	$1,572,506.28	
Kingwood	36	$2,653,991	$470,448	$3,124,439	$3,953,811	$339,921	$4,293,732	100%	$4,293,732	6.5	$660,574.18	$330,287.09
Red Lion	49	$3,507,348	$640,332	$4,147,680	$5,243,726	$319,063	$5,562,789	100%	$5,562,789	4.5	$1,236,175.39	$618,087.69
Tuckerton	37	$2,774,784	$483,516	$3,258,300	$4,125,420	$319,063	$4,444,483	100%	$4,444,483	4	$1,111,120.75	
	265	$19,260,102	$3,463,020	$22,723,122	$28,741,904	$1,931,143	$30,673,047		$25,748,088			
TOTALS	724	$52,367,244	$9,461,232	$61,828,476	$78,193,240	$5,824,422	$84,017,662		$67,526,144			

	Municipality	County	DCA Type	Income Per Capita - 2000 Census	Inc/PC Rank	Population - 2000 Census	Population Rank	Area	Area Rank	EVPC	EVPC Rank	Aggregate Score	Net Score	Aggregate Rank	Number of Prorated Shares
1	MILLSTONE TWP.	MONMOUTH	R	37,285	3	8,970	4	37.38	23	104,268	3	33	8.25	1	73
2	UPPER TWP.	CAPE MAY	R	27,498	21	12,115	1	65.70	7	73,001	18	47	11.75	2	72
3	UPPER FREEHOLD TWP.	MONMOUTH	R	29,387	15	4,282	20	47.45	12	82,777	9	56	14.00	3	71
4	ALEXANDRIA TWP.	HUNTERDON	R	34,622	6	4,698	17	28.20	32	86,797	6	61	15.25	4	70
5	EAST AMWELL TWP.	HUNTERDON	R	37,187	4	4,455	18	28.10	33	79,272	11	66	16.50	5	69
6	SHAMONG TWP.	BURLINGTON	R	30,934	9	6,462	11	46.61	13	58,207	36	69	17.25	6	68
7	BETHLEHEM TWP.	HUNTERDON	R	35,298	5	3,820	25	20.60	41	91,703	4	75	18.75	7	67
8	ALLAMUCHY TWP	WARREN	R	43,552	2	3,877	24	20.30	42	81,589	10	78	19.50	8	66
9	KINGWOOD TWP.	HUNTERDON	R	30,219	12	3,782	26	35.60	25	74,637	15	78	19.50	9	65
10	TABERNACLE TWP.	BURLINGTON	R	27,874	20	7,170	8	47.64	11	51,467	47	86	21.50	10	64
11	SOUTHAMPTON TWP.	BURLINGTON	R	26,977	24	10,388	2	43.31	17	53,691	44	87	21.75	11	63
12	UNION TWP.	HUNTERDON	R	29,535	14	6,161	13	18.10	48	75,598	13	88	22.00	12	62
13	FRANKFORD TWP.	SUSSEX	R	25,051	31	5,420	14	34.70	26	74,210	17	88	22.00	13	61
14	WANTAGE TWP	SUSSEX	R	22,488	44	10,387	3	68.15	6	56,620	40	93	23.25	14	60
15	WHITE TWP.	WARREN	R	24,783	33	4,245	21	27.35	34	86,396	7	95	23.75	15	59
16	PILESGROVE TWP	SALEM	R	27,400	22	3,923	23	37.40	22	61,315	32	99	24.75	16	58
17	DENNIS TWP.	CAPE MAY	R	21,455	50	6,492	10	65.10	8	58,213	35	103	25.75	17	57
18	HARMONY TWP.	WARREN	R	25,776	28	2,729	37	23.97	39	138,075	1	105	26.25	18	56
19	HAMPTON TWP.	SUSSEX	R	25,353	30	4,943	16	24.95	37	69,738	22	105	26.25	19	55
20	LAFAYETTE TWP.	SUSSEX	R	30,491	11	2,300	40	18.70	47	86,215	8	106	26.50	20	54
21	FRELINGHUYSEN TWP.	WARREN	R	28,792	16	2,083	43	23.60	40	75,632	12	111	27.75	21	53
22	GREEN TWP.	SUSSEX	R	34,127	7	3,220	29	15.80	53	68,240	23	112	28.00	22	52
23	FRANKLIN TWP.	WARREN	R	27,224	23	2,768	35	24.10	38	72,317	19	115	28.75	23	51
24	FREDON TWP.	SUSSEX	R	31,430	8	2,860	32	18.00	49	67,258	28	117	29.25	24	50
25	PITTSGROVE TWP	SALEM	R	21,624	49	8,893	5	46.50	14	42,788	55	123	30.75	25	49
26	HAINSPORT TWP.	BURLINGTON	SUB	28,091	18	4,126	22	6.58	60	67,801	24	124	31.00	26	48
27	SANDYSTON TWP.	SUSSEX	R	23,854	38	1,825	47	41.40	19	69,855	21	125	31.25	27	47
28	KNOWLTON TWP.	WARREN	R	24,631	35	2,977	30	26.00	35	67,581	26	126	31.50	28	46
29	MONTAGUE TWP.	SUSSEX	R	20,676	53	3,412	28	45.20	16	62,921	31	128	32.00	29	45
30	HOPE TWP.	WARREN	R	27,902	19	1,891	46	18.90	45	70,079	20	130	32.50	30	44
31	ANDOVER BORO	SUSSEX	RC	25,914	27	658	67	104.00	2	57,670	38	134	33.50	31	43
32	HARDWICK TWP.	WARREN	R	30,038	13	1,464	56	17.80	50	74,348	16	135	33.75	32	42
33	MANNINGTON TWP	SALEM	R	24,262	37	1,559	52	38.10	21	67,631	25	135	33.75	33	41
34	ROCKY HILL BORO	SOMERSET	SUB	48,357	1	662	66	0.60	67	89,329	5	139	34.75	34	40
35	UPPER PITTSGROVE TWP	SALEM	R	21,732	47	3,464	27	40.10	20	53,244	45	139	34.75	35	39
36	ALLOWAY TWP	SALEM	R	22,935	40	2,774	34	34.35	27	54,084	42	143	35.75	36	38

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	Municipality	County	Legis. Dist	DCA Type	Number of Prorated Shares	15 million Cost Allocation	10 million Cost Allocation	Percent of County Ave. EQTR - Muni	Reimbursement	State Aid
1	MILLSTONE TWP.	MONMOUTH	30	R	73	405,405.50	270,270.09	26.0%	270,270.09	
2	UPPER TWP.	CAPE MAY	1	R	72	399,852.00	266,567.76	0.0%	266,567.76	
3	UPPER FREEHOLD TWP.	MONMOUTH	30	R	71	394,298.50	262,865.43	36.0%	255,460.77	
4	ALEXANDRIA TWP.	HUNTERDON	23	R	70	388,745.00	259,163.10	55.6%		229544.46
5	EAST AMWELL TWP.	HUNTERDON	23	R	69	383,191.50	255,460.77	81.5%		207330.48
6	SHAMONG TWP.	BURLINGTON	8	R	68	377,638.00	251,758.44	0.0%	225,842.13	
7	BETHLEHEM TWP.	HUNTERDON	23	R	67	372,084.50	248,056.11	59.3%		177711.84
8	ALLAMUCHY TWP	WARREN	23	R	66	366,531.00	244,353.78	39.4%	170,307.18	
9	KINGWOOD TWP.	HUNTERDON	23	R	65	360,977.50	240,651.45	29.6%	199,925.82	
10	TABERNACLE TWP.	BURLINGTON	9	R	64	355,424.00	236,949.12	30.2%	218,437.47	
11	SOUTHHAMPTON TWP.	BURLINGTON	8	R	63	349,870.50	233,246.79	20.9%	233,246.79	
12	UNION TWP.	HUNTERDON	23	R	62	344,317.00	229,544.46	3.7%	192,521.16	
13	FRANKFORD TWP.	SUSSEX	24	R	61	338,763.50	225,842.13	38.0%	248,056.11	
14	WANTAGE TWP	SUSSEX	24	R	60	333,210.00	222,139.80	56.0%		262865.43
15	WHITE TWP.	WARREN	23	R	59	327,656.50	218,437.47	0.0%	244,353.78	
16	PILESGROVE TWP	SALEM	3	R	58	322,103.00	214,735.14	0.0%	196,223.49	
17	DENNIS TWP.	CAPE MAY	1	R	57	316,549.50	211,032.81	25.9%	259,163.10	
18	HARMONY TWP.	WARREN	23	R	56	310,996.00	207,330.48	27.3%	214,735.14	
19	HAMPTON TWP.	SUSSEX	24	R	55	305,442.50	203,628.15	76.0%		222139.8
20	LAFAYETTE TWP.	SUSSEX	24	R	54	299,889.00	199,925.82	0.0%	162,902.52	
21	FRELINGHUYSEN TWP.	WARREN	23	R	53	294,335.50	196,223.49	9.1%	166,604.85	
22	GREEN TWP.	SUSSEX	24	R	52	288,782.00	192,521.16	90.6%		144390.87
23	FRANKLIN TWP.	WARREN	23	R	51	283,228.50	188,818.83	24.2%	174,009.51	
24	FREDON TWP.	SUSSEX	24	R	50	277,675.00	185,116.50	70.0%		140688.54
25	PITTSGROVE TWP	SALEM	3	R	49	272,121.50	181,414.17	55.0%		236949.12
26	HAINSPORT TWP.	BURLINGTON	8	SUB	48	266,568.00	177,711.84	60.5%		159200.19

final cost charts.xls

4/28/2005

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OFFICE OF COUNTER-TERRORISM

ACCOMPLISHMENTS

Information Sharing & Outreach

- Founding member of the Northeast Regional Homeland Security Advisors Compact. Comprised of ten member states that meet quarterly to share intelligence, best practices, and funding initiatives.

- Developed and launched 6 secure Web sites: Law Enforcement, Critical Infrastructure, Mayors & Government Related Representatives, Education, Best Management Practices (BMP), and Fire & Emergency Services. In addition, OCT processed user applications and requests for over 550 members for its secure Critical Infrastructure Web site, launched in 2003; and 1,250 members for its secure Law Enforcement Web site, also launched in 2003.

- Implemented a database for the Counter-Terrorism Communicator alert system for notifications of important alerts and emergency information. The Communicator automatically generates callout/notification based on predefined incident scenarios, contacting individuals through multiple modalities, including cellular and land-line telephones, analog/digital pagers and e-mail. It delivers incident-specific information or instruction, confirms message receipt, and documents notification, resulting in the generation of comprehensive reports The system is set up to notify all OCT Staff, County Critical Infrastructure Coordinators, County Counter Terrorism Coordinators, Critical Infrastructure sector representatives and chairs, OCT Law Enforcement Advisory Committee and senior NJ governmental officials.

- Participated in the training of all twenty-one Counter Prosecutor Offices on the Statewide Intelligence Management System (SIMS) – a system used for county and municipal police to report leads regarding potential terrorist activity. In addition, created a tutorial CD-ROM to facilitate the training of the Leads database, and did extensive outreach to NJ law enforcement officials to educate them about the functionality and benefits of SIMS. As a result, since September 2003, 7,500 Leads have been entered into SIMS.

- Enhanced the Critical Asset Tracking System (CATS) database, a centralized database that tracks, maintains, collects and analyzes data relevant to sites within the State that have been identified as Critical or Significant, to include Best Management Practices and Buffer Zone Protection Plans. Integrated CATS with the New Jersey State Portal Web site to allow greater access for our law enforcement partners, and updated CATS to reflect office business processes. Working on customization of CATS to include the use of both Assessor Field,

Risk Analysis and a Best Management Practices Checklist tool.

- Worked with a consortium of individuals from the Department of Law and Public Safety and the Office of Information Technology to develop a cyber-terrorism strategy for the State of New Jersey in compliance with best management practices.
- Participated in the NJ Regional Test Bed Pilot project with the Department of Homeland Security to test and develop several regional information technology systems, such as: Site Profiler, Area Securities Operations Command and Control (ASOCC), Homeland Security Information Network (HSIN), etc.

- Participated as a representative on the Department of Homeland Security (DHS) law enforcement working group for the Homeland Security Information Network (HSIN) initiative.

Training Initiatives

- Designed and delivered thirteen Basic Counter-Terrorism Intelligence and Awareness Training Courses for Law Enforcement (Level I) personnel in which law enforcement officers from over 430 law enforcement agencies were trained. To date, approximately 1900 law enforcement officers have been trained. This course meets the requirements of AG Directive 2004-03 relative to mandatory Counter-Terrorism training. Five additional Level 1 courses are scheduled for 2005.

- Designed and delivered one Level II Counter-Terrorism and Awareness Training. Three additional Level II courses are also scheduled for 2005.

- Designed and delivered seven Counter-Terrorism "Train the Trainer" Workshops, in which 223 law enforcement trainers participated. To date, six such workshops have been held whereby 222 instructors have been trained. Those 222 instructors have trained more than 6500 law enforcement officers on counter-terrorism awareness, also meeting the requirements of AG Directive 2004-03. Three additional courses are scheduled for 2005.

- Office of Counter-Terrorism/New Jersey State Police/New Jersey Institute of Technology (NJIT) Counter-Terrorism Awareness E-learning (2004): The Office of Counter-Terrorism partnered with the New Jersey State Police and the New Jersey Institute of Technology (NJIT) and developed a Counter-Terrorism Awareness Course for law enforcement officers in a distance learning format (via the web). Sixty-six (66) New Jersey State Police officers participated in the beta test of this project, completed August 2004. This course is being modified for virtual academy rollout to all law enforcement officers scheduled for Summer 2005.

- Designed and/or cooperatively sponsored an additional twelve specialized counter-terrorism training courses, including 4 Suicide Bomber Workshops; a Terrorism Briefing Workshop; 4 Behavior Assessment Screening System (BASS) Training courses; 1 Background to Terrorism training course; 1 Terrorism

- Awareness, Incident Command System, and Patrol Response to Critical Incidents Course.

- Participated in the Terrorism Intelligence Seminars for New Jersey State Police (2002). All New Jersey State Police officers have been trained in two (2) eight hour Introduction to Terrorism and Cultural Awareness Seminars. Staff of the New Jersey Office of Counter-Terrorism were an integral part of that training. Over 4800 enlisted New Jersey State Police were trained at each of the one-day seminars.

- Developed Counter-Terrorism Performance Objectives and Lesson Plans which were approved by the New Jersey Police Training Commission so that beginning January 2004, all New Jersey Basic Police Recruit Classes will have Counter-Terrorism included as part of the Basic Police Recruit Class training curriculum.

- Developed and presented two Counter-Terrorism International Symposiums for over 1100 law enforcement and government officials. Speakers included distinguished terrorism experts including: Dr. Bernard Lewis, Brian Jenkins, Dr. Rohan Gunanratna, and Dr. Daniel Pipes.

- Developed and presented a Domestic Terrorism Summit, in coordination with the New Jersey Association for Biomedical Research, for law enforcement and pharmaceutical company representatives to provide awareness and cooperation among both groups.

- Developed a Fire Inspectors Awareness course, which was rolled out as a pilot course in April 2005, to the Division of Fire Safety Inspectors. Over 40 fire inspectors were trained during this one day course.

- Cooperatively sponsored a Trucks and Terrorism Seminar along with the Federal Department of Transportation in which 195 law enforcement officers were trained

- Delivered and/or assisted in the delivery of ten Critical Infrastructure/Best Management Practices Workshops, including a Buffer Zone Protection Plan Workshop, a Federal Law Enforcement Training Center (FLETC) Critical Infrastructure Protection Training program, 2 Best Management Practice Workshops, and 2 Enhanced Threat and Risk Assessment Training Courses.

- In conjunction with the Department of Homeland Security, Office of Domestic

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Preparedness facilitated the delivery of two Soft Target Awareness Training Courses with 6 different topics of interest such as, schools, casinos, places of worship, malls, shopping centers, large buildings and hotels. 670 people participated in these training courses With two additional courses planned for 2005.

- Working to create a terrorism awareness presentation specifically geared to the private sector.

Critical Infrastructure Protection

- In accordance with Homeland Security Presidential Directive-7 (Protection of Critical Infrastructure), completed Buffer Zone Protection Plans (BZPP's) for approximately 55 Critical Infrastructure sites that included the hazardous chemical, petroleum refining, large public gathering, water treatment and commercial building sectors. Coordinated and hosted the second DHS-led Buffer Zone Protection Plan Table-Top Exercise at a chemical site in New Jersey.

- Utilizing DHS guidelines for National Asset designation, as well as State criteria, dramatically expanded the identification of Critical Infrastructure and key asset sites statewide. This effort supported numerous programs within the state, including the Buffer Zone Protection Plans, the state's Security Best Management Practices (BMP's) and the State Homeland Security Grant Program.

- Coordinated and participated in an exhaustive survey launched by TSA and DHS to assess the critical components of the New Jersey Chemical Coast Rail Corridor in the northeast.

- In conjunction with local law enforcement and the entire gaming community, conducted a detailed assessment of the Atlantic City Casino industry as part of the Buffer Zone Protection Plan program.

- Prepared, coordinated and implemented procedures and equipment acquisition for County and local law enforcement during the July/August 2004 "Orange" alert level to protect the targeted Newark Prudential site.

- Prepared, coordinated and implemented combined county and local law enforcement visits to 18 identified financial sites during the "Orange" alert level to implement and complete a "Critical Infrastructure Facility Vulnerability Module."

- Prepared, coordinated and implemented combined county and local law enforcement visits to implement and complete the "Critical Infrastructure Facility Vulnerability Module" identifying 11 targeted schools in two counties.

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- Prepared, coordinated and implemented combined county and local law enforcement visits to implement the "Critical Infrastructure Facility Vulnerability Module" identifying over 100 schools in 21 counties.

- Initiated the structure for "County Critical Infrastructure Coordinators" (CCIC). This statewide county asset will coordinate, identify and record all countywide critical infrastructures. The CCIC will work under the direction of OCT. The CCIC will work with the County Counter-Terrorism Coordinator and local law enforcement agencies.

- Established an Advisory Council consisting of regular Chief of Police representatives to provide them with information covering local law enforcement matters.

- Participated in delivering the Longshoreman's Association Security Awareness Training. The Office of Counter-Terrorism staff participated in an initiative facilitated by the NY Shipping Association and the International Longshoreman's Association on security theat detection and recognition aspects at the ports. (3,500) Longshoremen were trained at 35 sessions from January - May 2004.

- Prepared and disseminated a weekly "IAC Newsletter" to electronic subscribers in the public and private sector, consisting of open source news blurbs and web links to articles of interest to private sector infrastructure.

Intelligence

- Hired a new Assistant Director of Intelligence who reorganized the Program into two sections – Collections and Analysis - in order to ensure that the Program is fully engaged in all aspects of the intelligence cycle. The Collections Unit is responsible for ensuring that the Office obtains all of the information necessary to fully assess the terrorist threat to New Jersey. The Analysis Unit is responsible for analyzing all sources of information in order to better target our investigative resources. All Intelligence Program personnel are working closely with OCT investigators to support ongoing investigations.

- Engaged in a significant hiring effort over the past several months, reviewing close to 200 resumes and interviewing close to 40 analyst candidates. We have recruited at Georgetown University, Harvard University, John Hopkins University, and Tufts Fletcher School of Law and Diplomacy, for individuals with Masters' degrees in subject matter germane to the study of terrorism. We will soon have ten analysts on board as a result of this hiring effort.

- Produced written intelligence products, including several "Intelligence Reports" on topics such as the terrorist threats to schools, casinos, and the 2004 US elections, and the threat from terrorist use of VBIEDs (Vehicle Borne Improvised Explosive Devices) and chemical weapons. Published "Advisories" and "Bulletins" in order to convey time-sensitive information to state and local law enforcement and the private sector on topics such as the Usama Bin Laden and Zawahiri audio and videotapes. Published a weekly product called "Infoshare" which assesses current events related to terrorism and contains information on upcoming training opportunities.

- Prepared and delivered comprehensive threat briefings to the Attorney General, the Domestic Security Preparedness Task Force, the Infrastructure Advisory Committee, NJ County Counter-Terrorism Coordinators and County Critical Infrastructure Coordinators, the Board of Public Utilities, state and local law enforcement groups, school officials, and private sector groups. Also, briefed Task Force principals regularly on specific topics of interest.

- Prepared and delivered presentations at OCT training sessions on topics such as the history of terrorism, pre-incident indicators, and the current terrorist threat.

- Prepared and delivered weekly NJN data casts to a select group of private sector recipients on the terrorist threat and other terrorism related topics.

- Worked on finalizing plans for new OCT office facility in Hamilton, NJ, to include the building a Sensitive Compartmented Information Facility (SCIF). The SCIF will be a facility with extraordinary security features which will allow OCT to collect and analyze all sources of terrorist threat information.

- Produced comprehensive products detailing the priorities, mission and structure of the office, current threat, and level of investigative activity for the Attorney General, Governor, Secretary of Homeland Security, and other high-ranking DHS officials.

- Established liaison relationships with the NYPD Intelligence Bureau and, the DHS and other federal law enforcement and intelligence entities to ensure necessary information sharing.

Operations

- Activation of the OCT toll-free tip line (866-4 SAFE NJ): The Office of Counter-Terrorism successfully implemented a toll-free telephone line for law enforcement and the general public to use to report suspicious activity that may be linked to terrorist activity. The line is answered 24/7 and all tips and

leads are actively pursued by members of the Counter-Terrorism Bureau. The telephone number has been displayed on variable message sign boards maintained by the Department of Transportation during special periods including the heightened alert in August 2004.

- Migration of Legacy Tips/Leads into the Statewide Intelligence Management System (SIMS): The Office of Counter-Terrorism successfully migrated several thousand tips and leads from a legacy database into the live SIMS database. During the post 9/11 era several thousand tips and leads were pursued and placed into a homegrown database, prior to the development of the Tip/Leads portion of SIMS. A cooperative effort was undertaken with the vendor and staff at OCT and by mid-year all legacy information was in the SIMS database. Additionally, approximately four hundred leads furnished by the Federal Bureau of Investigation were entered into SIMS. These two steps have made SIMS a real-time up to date data-set and allow for a "one-stop shopping" approach for conducting inquiries regarding historical intelligence information.

- Prudential Insurance Company Threat: During August of 2004, the Prudential Insurance Company facility in Newark, N.J. was identified by the FBI as being at greater risk of a terrorist event. This information led to an increase in the threat level for the financial sector which required enhanced security at the facility. It also required more resources be applied to investigating all tips/leads related to the financial sector. Additionally, CTB personnel researched all previous tips/leads that had been processed regarding any suspicious activity at this facility and forwarded this information to the FBI. During this period of increased threat, CTB personnel worked cooperatively with local, county, and federal law enforcement agencies in an unprecedented spirit of cooperation.

- Prepared, coordinated and implemented a plan for Newark Liberty and Atlantic City International Airport to help protect it from the threat of surface-to-air missiles.

- Directed planning and implementation of special personnel deployments for Operation Liberty Shield's 24-hour-a-day, seven-day-a-week protection details for selected critical infrastructure sites at the start of the war with Iraq.

- Briefings on the specifics of current investigations are available upon request due to the sensitivity of these matters.

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OFFICE OF COUNTER-TERRORISM

GOALS 2006

Critical Infrastructure Protection

1) **Critical Infrastructure Protection (CIP) Section:**
   The Critical Infrastructure Protection Section of the Office of Counter-Terrorism works in concert with the Domestic Security Preparedness Task Force's Infrastructure Advisory Committee and Task Force staff assigned to the Office of the Attorney General. Together, potential critical infrastructure sites have been identified, vulnerabilities have been assessed, target hardening counter-measures have been recommended, innovative partnerships have been formed, and information regarding suspicious activity has been reported and/or shared. In addition, key private sector industries have been identified and security "best management practices" (BMP) have been recommended, with former Governor McGreevey directing the Task Force to implement a Zero Tolerance Policy for implementation of Best Management Practices at Critical Infrastructure Sites. OCT received federal funds from the Office of Domestic Preparedness (ODP) in federal FY 04 which allowed for the hiring of one FTE to support the BMP initiative.

   In addition, OCT works in concert with the Department of Homeland Security (DHS) and the NJSP Critical Infrastructure Protection Unit on the development of Buffer Zone Protection Plans (BZPP). This is an ongoing initiative with hundreds of more Critical Infrastructure sites to be added in New Jersey alone as DHS continues to refine their national assessment criteria. Working closely with key public and private sector entities, we will continue to ensure that appropriate protective measures are implemented to secure New Jersey from terrorist threats or attacks.

2) Continue the BZPP operation to assure maximum possible accomplishments within the limitations of resources available. Completing of Tier 1 categories of Financial, Transportation, and Trauma Centers. This includes continuing the introduction of selected technology into daily Critical Infrastructure Protection Unit operations (office and field) to enhance efficiencies and speed of information collection, assessment, and dissemination. In conjunction with above, continuing vulnerability assessments on key critical sites, i.e. schools, etc. throughout the State of New Jersey.

3) Develop and foster outstanding professional relationships with the private sectors re protection of their critical infrastructures. This will include providing focused "Threat" briefs and conducting selected site visits by senior CIP staff.

4) Establish and assure delivery of an effective training curriculum that will provide necessary skills and knowledge to designated personnel regarding their Critical Infrastructure Protection (CIP) duties. Primary training audiences will include all 21 County Critical Infrastructure Coordinators, selected employees of State agencies with BMP oversight responsibilities, appropriate private sector personnel responsible for security of CI facilities, Law Enforcement personnel charged with supporting OCT-CIP Unit's work, and OCT-CIP Unit staff. Focused topic areas will be Vulnerability and Security Assessments, Best Management Practices (BMP) Auditing, Buffer Zone Protection Planning, Security Systems/Technology/Design, and migration of data from these activities into appropriate OCT databases, i.e. CATS and Site Profiler. All training will be integrated into the NJ-OCT Master Training Plan.

Operations

1) Operations Section:
The Investigations Staff of OCT currently consists of one Deputy Chief State Investigator assigned to the Philadelphia Joint Terrorism Task Force; one Supervising State Investigator assigned to the Newark Joint Terrorism Task Force; and one Supervising State Investigator, along with 6 State Investigators. In addition there are three Leads Intake Specialists assigned to that unit, but reporting to NJSP personnel. The remaining Investigations staff are assigned to OCT from the NJSP, and consist of both enlisted and civilian personnel. OCT has committed the resources needed with current funds to hire two additional State Investigators.

Intelligence

1) The Intelligence Program has been recruiting intelligence analysts from Harvard, Princeton, Georgetown, Johns Hopkins Universities, and Tufts Fletcher School of Law and Diplomacy. The Intelligence Program will complete hiring of the appropriate analytical staff to continue to effectively and efficiently assess the terrorist threat to the state of New Jersey. This threat analysis drives OCT's investigations and otherwise assists the Office's Director, state and local law enforcement, and other public and private sector officials in targeting scarce homeland security resources.

2) The Intelligence Program will stand up a 24/7 Counter Terrorism Intelligence Center staffed by analysts and the necessary technical specialists with Top Secret clearances. This center, housed alongside the Office's Sensitive Compartmented Information Facility (SCIF), will serve all local, county, state, federal, and regional law enforcement agencies and first responders on issues regarding Terrorism. This initiative will ensure OCT's access to all sources of information regarding the terrorist threat, thereby making OCT a full member of the US Intelligence Community.

3) The Intelligence Program is seeking to establish analytical capability within each of the twenty-one County Prosecutor Offices.

Administration/Information Technology

1) **Administrative Program (Information Technology Section) Expansion*:**
With the impending move to the Hamilton facility, which includes a Terrorism 24/7 Counter-Terrorism Intelligence Center, a Sensitive Compartmented Information Facility, and network, OCT will develop an information technology section in Administration. Personnel will work directly for the Network Administrator hired by FY 04 ODP federal funds to support the OPs Center, SCIF, and network. The critical Asset Tracking System (CATS) is a database created to maintain pertinent information relating to critical infrastructure sites, including all facility, sector, security, target hardening, hazmat, critical products, GPS coordinates, and contact information. CATS is used in conjunction with the OCT Communicator! System as well as in conjunction with the Secure Web Portal Sites.

2) Enhancing the Critical Asset Tracking System (CATS) to be used as a statewide database capturing all pertinent information in relation to critical infrastructure within the State of New Jersey, to include best practices and buffer zone protection plans. The system also contains all pertinent contact information on sites and individuals, both private sector and law enforcement. Integration of the system with the New Jersey State Portal web site to allow greater access. Continue the integration with GIS capabilities, as well as Site Profiler software to verify site info collected during site visits. The Site Profiler Assessor and Risk Analysis Tools are products that are being customized for use by the Office in order to interact with the CATS database, and to give the Office more ways to be able to analyze risk and target information for our Critical Facilities within the State of New Jersey.

3) Increase the functionality of the Statewide Intelligence Management System (SIMS) by focusing on the development and enhancement of the analytical capabilities of SIMS; assist in the identification, recruitment, and/or training of county intelligence analysts; and assist local municipalities with TIPS/LEADS access issues.

4) Develop a five-year Strategic Plan for the Office of Counter-Terrorism to ensure that the citizens of New Jersey are prepared and protected to the greatest extent possible and that appropriate redundant activities are coordinated so as to minimize any unnecessary duplication of effort and inefficient use of resources.

Training

1) **Training Section:**
   The training staff of OCT currently consists of four full-time employees, one of which is federally funded by FY03 ODP funds. There are thousands of New Jersey law enforcement officers who still need Basic level Counter-Terrorism Training and continuous updates, as well as state agency personnel, security officials, fire safety personnel and private industry sector-specific personnel in need of varying types and levels of counter-terrorism training

2) Deliver the Level I and Level II Counter-Terrorism Intelligence & Awareness Training for State and Municipal Law Enforcement Officers in an effort to continue to educate as many police officers as possible in counter-terrorism as mandated by Attorney General Directive: 2004-3. The delivery platforms will include classroom seminars, Train-The-Trainer Workshops, and online through the Virtual Academy.

3) Expand the role of the Training Unit to include sponsoring and coordinating courses for the County Critical Infrastructure Coordinators to ensure they become a functioning entity in New Jersey. This will be accomplished through the coordinated efforts of the Training Unit, Critical Infrastructure, and the Law Enforcement Unit. This will be accomplished by assessing the needs and requirements, developing topic specific courses, researching training offered by other agencies, and sponsoring pertinent courses.

4) Develop and deliver basic and advanced level counter-terrorism awareness seminars for the public and private sectors, including the 3rd Counter-Terrorism International Symposium.

5) Continue with the delivery of the Fire Inspectors Awareness Course with the goal of training all local fire safety inspectors in the State of New Jersey.

Currently the Office of Counter-Terrorism receives funding from receipts derived from the agency surcharge on vehicle rentals pursuant to section 54 of P.L. 2002, c.34 (C.App.A:9-78), not to exceed $7,200,000 (revenue source) as well as $1.4 million in Direct State Services for a total of $8.6 million dollars in state funds.

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