

TAB 3A
EVALUATION OF SERVICE DELIVERY ALTERNATIVES
POLICE SERVICES

EVALUATION OF POTENTIAL FOR SHARED SERVICES: POLICE, COMMUNICATIONS				
Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Purpose to be Accomplished				
Potential for cost savings			X	<ul style="list-style-type: none"> • Consolidating dispatch into a single East Moline – Moline – Rock Island system would generate little if any personnel cost savings. The potential for reduced staffing is limited because a consolidated system would almost double the communications workload. The communications center would need a dedicated full-time call taker position to handle the current incoming calls for service load plus the Rock Island load. A dedicated Rock Island dispatcher would also be necessary to manage the dispatch and information needs of Rock Island officers. Each additional round-the-clock position would require approximately six more FTEs (the ratio of FTEs to a single round-the-clock position is 5-6 to 1 taking into account days off, vacation, sick, training, and other leaves and absences) per position for a total of 12 additional positions. There are currently 12 telecommunications positions in the Rock Island PD. • Rock Island would be required to replace all of its car based and portable radios since their current 400MHz and 100MHz radios will not work with the Moline 800 MHz system. Rock Island is nearing the end of the life

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, COMMUNICATIONS**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
				<p>cycle of its current system and will need to replace it soon. Replacement costs are uncertain since conventional systems (non-800 MHz trunked systems) are considered to be old technology. However, car based and portable radios for conventional systems can be acquired from a variety of vendors, encouraging price competition. Car based and portable radios for an 800 trunked system must come from the same vendor as does the base station installation since 800 systems have proprietary designs.</p> <ul style="list-style-type: none"> • Although a shared system may result in some cost saving since Rock Island could forego replacement of some equipment a second, back-up, system would still need to be maintained. Currently, because both Moline and Rock Island are equipped to handle incoming 911 emergency telephone calls, they act as back-ups to each other. • Some additional towers would probably be necessary to ensure full and complete coverage in Rock Island. Additional consoles would be needed in the Moline dispatch center. • Both systems use the same computer aided dispatch system software. A joint system would reduce software licensing and maintenance fees.
Potential for efficiency and/or effectiveness			X	<ul style="list-style-type: none"> • Efficiency and/or effectiveness would be gained if one party to the consolidation were substantially smaller than the other such that maintaining its own dispatch system is inefficient. Effectiveness is enhanced if there is a substantial amount of cross jurisdictional dispatch workload, either because officers from one jurisdiction need to operate in the adjoining jurisdiction. In this instance both jurisdictions have similar

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, COMMUNICATIONS**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
				<p>call for service workload. Although, the west side of Moline is quite busy, most of that workload is, at least for now, confined to the city of Moline. The adjoining east side of Rock Island is not as active and Moline's west active areas do not unduly spill over into Rock Island such that there is a constant need for Moline unit to Rock Island unit communication. Also, due to the recent installation of a new piece of equipment in the Rock Island dispatch center, Moline car to Rock Island car direct communication can be accomplished when necessary.</p> <ul style="list-style-type: none"> • One advantage of an 800 trunked system is the ease of grouping and dynamic regrouping of talk groups to deal with special events and unusual operations. This flexibility, now available to the Moline PD, would be gained by the Rock Island PD.
Potential for expanded customer service			X	<ul style="list-style-type: none"> • When a resident call the police for service, they want a prompt response from someone who will be knowledgeable about their problem. There are no indications that joining Rock Island with Moline for dispatching and communication would enhance this.
Basis for Shared Services				
History of shared services		X		<ul style="list-style-type: none"> • The two jurisdictions now have the ability for direct Moline car to Rock Island car communication. They share information such as when an officer from one jurisdiction follows someone into the other city. Officers in one city are notified when a pursuit starts in the other city and is likely to cross over the border. The systems act as back-ups for each other.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, COMMUNICATIONS**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Community support			X	<ul style="list-style-type: none"> Unknown -- Residents of the cities would probably be swayed by what they have heard of the success, or problems, with the consolidation of Moline and East Moline dispatch operations.
Commonality of approach to service		X		<ul style="list-style-type: none"> The dispatch operations of both jurisdiction perform the same primary functions of answering residents' calls for service, matching the service request with a police response and monitoring officers to enhance their safety. However, as with Moline and East Moline, dispatch priorities may differ over responses to such services as non-emergency lock-outs, private property accidents, etc. The Moline-East Moline operation answers the administrative telephones of the two departments around the clock. Rock Island has front desk personnel answer administrative lines. Rock Island dispatch personnel have data entry responsibility for some citations and field contact forms.
Geographical efficiency			X	<ul style="list-style-type: none"> Currently, all of the dispatchers in the Moline center rotate through the three positions—East Moline Police, Moline Police, and Fire/EMS. Because they are cross-trained and know the geography of both Moline and East Moline there is little difficulty due to lack of geographic familiarity. The addition of Rock Island to a combined operation would require either geographic specialization, which would limit flexibility in assignment, or that all personnel acquire a much broader geographic knowledge. Although the system supports--through the computer geofiles and the automated mapping system--decision making by dispatchers, detailed

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, COMMUNICATIONS**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
				knowledge of neighborhoods, street networks, and possible hazardous locations is of immense value.
Organizational structural efficiency		X		<ul style="list-style-type: none"> • A combined dispatch operation might allow the creation of formal working supervisor positions that could enhance accountability. • In the Moline center, the 12 Moline employees and the 9 East Moline employees each have separate bargaining units. Adding a third bargaining unit by adding Rock Island would make personnel administration very difficult. • Decisions would need to be made about the organizational home of a combined center and about the chain of command.
Potential Approach to Shared Service				
Departmental Merger			X	<ul style="list-style-type: none"> • This singular service would not warrant departmental merger.
Functional Mergers of Units			X	<ul style="list-style-type: none"> • A combined center would be possible, although a number of operational difficulties would have to be overcome.
Contract Services			X	<ul style="list-style-type: none"> • This option would solve some operational problems but the city buying the services would be concerned about getting an appropriate level of service and priority. • Another aspect of shared communications would be for Rock Island to contract with Moline for mobile data service in Rock Island's patrol cars. Currently, other area departments use Moline as the base for mobile data services. This will become an even more viable alternative as the Moline mobile data system stabilizes.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, COMMUNICATIONS**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Distribution of Services	X			<ul style="list-style-type: none"> This alternative bears closer investigation from a cost standpoint. Rock Island could continue as an independent dispatch operation but as a node or satellite operation to the Moline center. There would be less need for Rock Island to buy new base station equipment. Cost savings may well result since Rock Island would not have to buy a complete replacement system. Instead, the Moline system could be expanded and re-configured. The CAD software could be configured so that the two systems would remain functionally separate but technically one. The two systems could still back each other up.
Implementation Priority				
		X		<ul style="list-style-type: none"> Rock Island will soon need to replace its communication system. An alternative that should be carefully considered is for Rock Island to become part of the Moline system technically while maintaining a functionally separate dispatch center.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, IN-SERVICE AND SPECIALIZED TRAINING**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Purpose to be Accomplished				
Potential for cost savings			X	<ul style="list-style-type: none"> Both agencies strive to provide substantial in-service and specialized training for their employees. In 2002 Moline provided 1,873.5 hours of such training. Rock Island has underway a comprehensive training needs assessment. Sharing in-service and specialized training resources could offer some modest cost savings through economies of scale.
Potential for efficiency and/or effectiveness	X			<ul style="list-style-type: none"> If both agencies were to conduct annual parallel training needs assessments, they could prepare a joint training calendar. Such a calendar could be organized much like a college course catalog with courses offered throughout the year in time blocks of four to eight hours. During a sign up period employees would register for courses that were: 1. mandatory for their job title and position; 2. assigned by their immediate supervisor to enhance their job skills and knowledge; and 3. elective to meet their interests and career development aspirations. Some course might have pre-requisites based on assignment (investigations, for example). Most instructors would be from qualified instructors within the departments. Some instructors could be secured from the state's mobile field training section. Others could be outside instructors with costs split between the two departments based on the ratio of enrollees. By sharing such a calendar, topics that may not have enough support from a single department would have a large enough enrollment to be offered

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, IN-SERVICE AND SPECIALIZED TRAINING**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
				<ul style="list-style-type: none"> under the shared approach. Course offerings would not need to be restricted to week days during normal business hours. Under this approach, some courses could be offered on midnights or weekends to lessen the impact on staffing and overtime.
Potential for expanded customer service		X		<ul style="list-style-type: none"> A well trained, knowledgeable police force is an asset to the community it serves. Enhancing in-service and specialized training will provide a higher caliber work force to serve Moline and Rock Island.
Basis for Shared Services				
History of shared services		X		<ul style="list-style-type: none"> The department currently shared some training resources. Moline has certified tactical unit trainers. Rock Island has expertise in hazardous materials training, Rock Island shares Moline's firearm ranges for weapons qualification.
Community support			X	<ul style="list-style-type: none"> Unknown
Commonality of approach to service		X		<ul style="list-style-type: none"> Both departments want to provide a high level of in-service and specialized training to provide employees with the skills and updated knowledge to perform at high levels.
Geographical efficiency			X	<ul style="list-style-type: none"> This is not a concern

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, IN-SERVICE AND SPECIALIZED TRAINING**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Organizational structural efficiency		X		<ul style="list-style-type: none"> Neither department has a full time training unit. A shared service, college catalog approach could be monitored and administered by the resources each department currently devotes to training planning and oversight.
Potential Approach to Shared Service				
Departmental Merger			X	<ul style="list-style-type: none"> These limited functions would not warrant departmental merger.
Functional Mergers of Units		X		<ul style="list-style-type: none"> Rather than merging the two functions, the most feasible sharing arrangement is coordination and cooperation achieved through parallel training needs assessments and joint construction of the training calendar.
Contract Services			X	<ul style="list-style-type: none"> A coordinated and cooperative approach to sharing training resources would result in a higher degree of benefit than for one department to contract with the other.
Distribution of Services		X		<ul style="list-style-type: none"> A through training needs assessment would identify for each department priority areas for additional training. Some course offerings may have more enrollees from one department than the other because of its special needs.
Implementation Priority				
		X		<ul style="list-style-type: none"> Training needs assessments of both departments and exploration of creating a joint calendar/catalog may offer improved levels and quality of training for both agencies. Duplication may be avoided and areas of joint training needs better served.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, CRIMINALISTICS (EVIDENCE PROCESSING)**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Purpose to be Accomplished				
Potential for cost savings			X	<ul style="list-style-type: none"> • Rock Island has a full time criminalist who specializes in crime scene processing and analysis of evidence. Moline relies on the state police for such services with waiting times that may extend to multiple hours if the local state police expert is occupied elsewhere. This waiting requires that officers stand by the crime scene to keep it secure until the state police arrive. Waiting time is wasted time. • No precise measurement of time spent waiting for state police service by Moline officers is possible since the time is part of the time on scene for cases where a criminalist is requested. Such waiting time is not independently tracked. • All of the Rock Island criminalist's time is consumed by Rock Island cases.
Potential for efficiency and/or effectiveness		X		<ul style="list-style-type: none"> • A shared crime scene processing and evidence analysis function may help solve more crimes and lead to faster case processing. Space in Moline's new building could be dedicated for a crime lab to be shared by both agencies. Both the Rock Island criminalist and a newly added or converted Moline position could share equipment, expertise and call out responsibilities.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, CRIMINALISTICS (EVIDENCE PROCESSING)**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Potential for expanded customer service		X		<ul style="list-style-type: none"> If more cases can be solved more quickly due to enhanced evidence collection and processing, victims will hold the police in higher regard. Also, Moline can more effectively use the officer time now consumed by officers protecting crime scenes until the state police expert arrives.
Basis for Shared Services				
History of shared services		X		<ul style="list-style-type: none"> When available, Rock Island will “loan” their criminalist to Rock Island. However, the Rock Island workload precludes this from happening often. Consequently, since the down times of the criminalist are unpredictable as are the times when Moline needs service, Moline relies on the state police. The state police will furnish their local expert or back-ups who must travel farther distances.
Community support			X	<ul style="list-style-type: none"> Unknown
Commonality of approach to service	X			<ul style="list-style-type: none"> Both departments desire to have a high level of expertise to collect, process, and use physical evidence to solve cases and help in prosecutions.
Geographical efficiency			X	<ul style="list-style-type: none"> Location of a crime lab for the use of both departments in the planned new Moline police building would create some inconvenience for Rock Island personnel.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, CRIMINALISTICS (EVIDENCE PROCESSING)**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Organizational structural efficiency		X		<ul style="list-style-type: none"> Creating a joint use lab, staffed by personnel from both agencies, has the potential for improving efficiency. For Moline, having a dedicated position as part of the investigations divisions could make investigations more efficient.
Potential Approach to Shared Service				
Departmental Merger			X	<ul style="list-style-type: none"> This singular service would not warrant departmental merger.
Functional Mergers of Units			X	<ul style="list-style-type: none"> Rather than merging units, a joint use facility could improve effectiveness.
Contract Services		X		<ul style="list-style-type: none"> The departments should investigate the feasibility of Moline building and equipping a crime lab in its new building with Rock Island providing the personnel to staff it. An in-kind contract might be established.
Distribution of Services		X		<ul style="list-style-type: none"> Both departments should study solved crimes to determine how frequently physical evidence is vital to solution and/or securing a conviction. A determination should be made of the types of cases that most often benefit from physical evidence for solution and prosecution. Estimates might then be made of the number of unsolved cases that might have been cleared if more resources were available for prompt evidence collection and processing.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, CRIMINALISTICS (EVIDENCE PROCESSING)**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Implementation Priority				
		X		<ul style="list-style-type: none"> As Moline completes its planning for its new building, the two police agencies should explore how criminalistics might become a shared service. Access to better space and advance equipment could enhance this function for Rock Island; access to Both agencies should examine solved cases to Level of priority is readily available personnel with the requisite expertise would benefit Moline.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, PATROL SERVICES**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Purpose to be Accomplished				
Potential for cost savings			X	<ul style="list-style-type: none"> Neither personnel savings nor equipment savings are likely. Neither department has a surplus of patrol officers. Sharing patrol officers across the jurisdictions would diminish the response capabilities of both cities and could increase the time needed to respond to high priority incidents.
Potential for efficiency and/or effectiveness			X	<ul style="list-style-type: none"> Sharing first line supervisors or watch commanders would be difficult because of differences from city to city in local problems and priorities, standards of conduct, performance expectations, union rules, and disciplinary and grievance systems.
Potential for expanded customer service			X	<ul style="list-style-type: none"> Improved or expanded service through sharing patrol services is unlikely.
Basis for Shared Services				
History of shared services		X		<ul style="list-style-type: none"> Through Illinois law each city's officers have police powers in the adjoining jurisdiction. The two departments will provide assistance to the other when requested. Officers will sometimes take enforcement actions in the other jurisdiction and inform the other department. On some operations the two patrol forces will cooperate, providing support.
Community support			X	<ul style="list-style-type: none"> Unknown

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, PATROL SERVICES**

Criteria	Potential			Implementation Considerations																																										
	High	Medium	Low																																											
Commonality of approach to service		X		<ul style="list-style-type: none"> Both agencies strive to provide prompt response to citizen requests for service and work with their communities to solve crime and disorder problems. Moline uses specialist community policing officers while Rock Island takes a more generalist approach. Moline has traffic specialists while Rock Island again takes a generalist approach. Approaches to service vary since the demographics of the two cities, the land use, the road networks and the crime and disorder problems vary. Rock Island has disorder issues around the entertainment district while Moline must deal with the traffic and commercial theft problems generated by the regional mall. Moline needs bilingual officers to communicate effectively with its Latino minority while Rock Island must be sensitive to the concerns and issues important to its African American minority. The types of work also vary between the two agencies. The top ten calls categories for each jurisdiction are shown in the table below: <table border="1"> <thead> <tr> <th></th> <th>Rock Island CALL_TYPE</th> <th>CNT</th> <th></th> <th>Moline CALL_TYPE</th> <th>CNT</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Unknown 911 Call</td> <td>3260</td> <td>1</td> <td>Accident Property Damage</td> <td>3019</td> </tr> <tr> <td>2</td> <td>Domestic</td> <td>2839</td> <td>2</td> <td>Domestic Disturbance</td> <td>2795</td> </tr> <tr> <td>3</td> <td>Alarm</td> <td>1792</td> <td>3</td> <td>Investigate 911</td> <td>2365</td> </tr> <tr> <td>4</td> <td>Remove Subject</td> <td>1655</td> <td>4</td> <td>Alarm</td> <td>2185</td> </tr> <tr> <td>5</td> <td>Theft</td> <td>1397</td> <td>5</td> <td>Animal Complaint</td> <td>1894</td> </tr> <tr> <td>6</td> <td>Fight</td> <td>1391</td> <td>6</td> <td>Assist Motorist</td> <td>1772</td> </tr> </tbody> </table>		Rock Island CALL_TYPE	CNT		Moline CALL_TYPE	CNT	1	Unknown 911 Call	3260	1	Accident Property Damage	3019	2	Domestic	2839	2	Domestic Disturbance	2795	3	Alarm	1792	3	Investigate 911	2365	4	Remove Subject	1655	4	Alarm	2185	5	Theft	1397	5	Animal Complaint	1894	6	Fight	1391	6	Assist Motorist	1772
	Rock Island CALL_TYPE	CNT		Moline CALL_TYPE	CNT																																									
1	Unknown 911 Call	3260	1	Accident Property Damage	3019																																									
2	Domestic	2839	2	Domestic Disturbance	2795																																									
3	Alarm	1792	3	Investigate 911	2365																																									
4	Remove Subject	1655	4	Alarm	2185																																									
5	Theft	1397	5	Animal Complaint	1894																																									
6	Fight	1391	6	Assist Motorist	1772																																									

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, PATROL SERVICES**

Criteria	Potential			Implementation Considerations						
	High	Medium	Low							
				7	Disturbance	1379	7	Juvenile Complaint	1731	
				8	Animal Complaint	1291	8	Theft	1573	
				9	Juvenile Complaint	1180	9	Assist Citizen	1559	
				10	Battery	1176	10	Disturbance	1362	
				<p>Rock Island has higher levels of “Remove Subject,” “Fight,” and “Battery,” calls that take longer to deal with and calls that are high in potential danger. Moline has higher levels of calls for “Accident Property Damage,” “Assist Motorist,” and “Assist Citizen,” that are usually less dangerous, The second two call types require less time to handle.</p>						
Geographical efficiency			X	<ul style="list-style-type: none"> One of the hallmarks of community policing is assigning officers for longer periods of time to the same geographical areas so they get to know the people and conditions in their assigned area. It is also important that the people in an area get to know and trust their assigned officers. Sharing officers between the two cities runs the risk of diminishing the knowledge officers have of their assigned area as they need to work in unfamiliar areas. 						
Organizational structural efficiency			X	<ul style="list-style-type: none"> Because of the differences in written directives and administrative systems and procedures little structural efficiency would be gained. 						
Potential Approach to Shared Service										
Departmental Merger			X	<ul style="list-style-type: none"> Departmental merger would have little benefit because of the geographic areas to be covered and minimal patrol personnel to meet current needs. 						

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, PATROL SERVICES**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Functional Mergers of Units			X	<ul style="list-style-type: none"> • A functional merger at the line level would be difficult without substantial changes in administrative systems.
Contract Services			X	<ul style="list-style-type: none"> • Neither department has current surplus patrol resources to be able to furnish contract patrol services. • Rock Island patrol officers respond about 37,000 times per year; Moline officers about 45,000 times per year. This translates to 22,000 hours of time spent on calls for service annually for Rock Island and about 28,000 hours per year for Moline calls for service. • A common measure of how patrol time is used in cities similar to Rock Island and Moline is that about 1/3 or 33% should be spent on calls for service, leaving time for self-initiated activity, community policing and problem solving, administrative actions, and patrol. In Rock Island, about 30% of available patrol time is consumed by calls for service; in Moline about 35%. Both of these meet the common measure of use of calls for service time. • Reduction in the total patrol force would likely result in less time available for the other vital elements of patrol work other than calls for service response.
Distribution of Services			X	<ul style="list-style-type: none"> • The most logical possible distribution of patrol services would be if a problem neighborhood straddled the border between the two cities and it served as a single patrol area for both agencies so that response and enforcement activities were seamless between the two agencies. No such area currently exists.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, PATROL SERVICES**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Implementation Priority				
			X	<ul style="list-style-type: none"> At this time there are no discernable cost, efficiency, or effectiveness benefits apparent from an increase in shared patrol services.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, INVESTIGATIONS**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Purpose to be Accomplished				
Potential for cost savings		X		<ul style="list-style-type: none"> A model exists for shared investigations in the form of the area investigative task forces that the two departments currently participate in: the Metropolitan Enforcement Group (MEG) primarily organized to address illegal drug problems, and the Gang Task Force. One rationale behind these task forces is that solving these crime problems means taking a perspective that offenses and offenders take little notice of jurisdictional boundaries. Forming a joint task force that combines all of the investigators from both departments might offer cost savings through a reduction in supervisors and managers. Four sergeants, one lieutenant and one captain could manage a task force of 34 investigators. This would free up one captain's position, and one sergeant's position.
Potential for efficiency and/or effectiveness		X		<ul style="list-style-type: none"> Centralizing an investigative operation makes sense when crime problems are more regional than local. If this is the case, crime solution is enhanced with a pooling of knowledge about offenders and m.o.'s on a regional or bi-city basis. However, many crimes are local with local solutions. The needed information to solve them comes from officers and investigators who share knowledge about people in neighborhoods. One indicator of the possible distribution of offenses in the area comes from a sample month, July 2003, of all arrests, citations, and ordinance violation summons issued by the Moline PD. There were a total of 915 such episodes were recorded.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, INVESTIGATIONS**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
				Of these 423 (46%) people listed Moline as their residence, 14% listed East Moline and another 14% listed Rock Island. With the bulk of these offenders coming from Moline, it would seem that local knowledge remains important for many crimes.
Potential for expanded customer service		X		<ul style="list-style-type: none"> Victims generally just want their crime solved and the offender brought to justice. They seldom care who solves it. A shared investigative model in which clearances increased because of shared information and pooled detectives may increase clearances and provide expanded customer service.
Basis for Shared Services				
History of shared services	X			<ul style="list-style-type: none"> The investigative units now share information frequently on an informal basis and in monthly formal meetings. Because both departments are part of the county-wide records management systems they can access each others automated crime reports to look for patterns and suspects.
Community support			X	<ul style="list-style-type: none"> Unknown
Commonality of approach to service	X			<ul style="list-style-type: none"> Both departments approach investigations in a similar manner. Both use an informal case management system to assign cases with a likelihood of being solved. Moline may work more commercial fraud cases because of the higher number of commercial enterprises in the jurisdiction and Rock Island may work more crimes against persons since they have a somewhat higher prevalence of violent crime.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, INVESTIGATIONS**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Geographical efficiency			X	<ul style="list-style-type: none"> The primary geographical aspect is related to the issues of regional versus local crimes and where offenders come from. One area that would probably not benefit from increased sharing is juvenile crime and offenders. Most of these are local. Both DARE officers and school liaison officers work closely with their respective juvenile detectives. Sharing them would also be difficult since each city is part of a different school system.
Organizational structural efficiency		X		<ul style="list-style-type: none"> The regional task force approach might be used with rotating command for non-juvenile investigations.
Potential Approach to Shared Service				
Departmental Merger			X	<ul style="list-style-type: none"> Departmental merger would not significantly impact work load or performance efficiency.
Functional Mergers of Units		X		<ul style="list-style-type: none"> Creating a task force to share investigative resources between the two cities might result in better information sharing and in an increase in crime solution for those crime that occur in one jurisdiction but which are committed by an offender from the other jurisdiction. The bulk of offenders, however seem to be from the jurisdiction in which the offense takes place.
Contract Services			X	<ul style="list-style-type: none"> The departments already share information. No apparent benefit would be gained through contracting investigations.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, INVESTIGATIONS**

Criteria	Potential			Implementation Considerations
	High	Medium	Low	
Distribution of Services			X	<ul style="list-style-type: none"> In effect, this now occurs. For serious crime, ad hoc task forces composed of detectives from several jurisdictions are set up. When an offender is discovered to be responsible for offenses in both cities, the cases are combined so that only one investigator carries the case for prosecution avoiding redundancy.
Implementation Priority				
			X	<ul style="list-style-type: none"> The potential for cost savings for more formally shared investigative resources appears slight. Some effectiveness might be gained through increased information sharing on a formal basis if a closer examination of offending patterns demonstrates that more clearances would likely result because Moline residents commit high numbers of crimes in Rock Island and vice versa.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, TACTICAL TEAMS**

Criteria	Priority			Implementation Considerations
	High	Medium	Low	
Purpose to be Accomplished				
Potential for cost savings			X	<ul style="list-style-type: none"> Both agencies maintain tactical teams for special operations such as barricaded subjects, hostage takers, and high risk warrant service and premise entry. These teams operate on a call-out basis, with officers having tactical team responsibility as collateral duties. Each department must have a sufficient number of tactically trained officers so that enough can be mustered when they are needed. Teams that are activated less frequently should have twice monthly training sessions. Teams that are in use frequently, and who fully debrief actual operations as part of training, still should have at least monthly training sessions. A joint tactical team could reduce the number of officers that need to be trained since fewer officers would need to be tactically qualified. Equipment needs and cost would be reduced with fewer people qualified as tactical team members.
Potential for efficiency and/or effectiveness			X	<ul style="list-style-type: none"> The Rock Island team is used frequently for high risk warrant service. The Moline team is needed less frequently but may be needed when the Rock Island team is already in operation. A joint team would reduce the capability of handling especially large or simultaneous events. Differences in compensation and employee contracts may be an issue.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, TACTICAL TEAMS**

Criteria	Priority			Implementation Considerations
	High	Medium	Low	
Potential for expanded customer service			X	<ul style="list-style-type: none"> Although reducing the two teams into a single team may offer some cost savings, it would serve to reduce the resources available.
Basis for Shared Services				
History of shared services		X		<ul style="list-style-type: none"> When needed, the teams share equipment. Also they have worked together in recent regional training exercises to prepare for security and terrorist response.
Community support			X	<ul style="list-style-type: none"> Unknown
Commonality of approach to service		X		<ul style="list-style-type: none"> Both teams operate according to the same fundamental principals since both receive training from the same source. Moline has qualified tactical trainers and has trained the Rock Island team. Because the Rock Island team operates more frequently than does the Moline team, they may have acquired an operational style that is different from that of Moline. Any such differences would need to be resolve in a joint team.
Geographical efficiency			X	<ul style="list-style-type: none"> Depending on the on-duty distribution of tactical team members, and their residences, response times needed to assemble the team could increase.
Organizational structural efficiency				<ul style="list-style-type: none"> A joint team would be subject to negotiations over command and control issues.

**EVALUATION OF POTENTIAL FOR SHARED SERVICES:
POLICE, TACTICAL TEAMS**

Criteria	Priority			Implementation Considerations
	High	Medium	Low	
Potential Approach to Shared Service				
Departmental Merger			X	<ul style="list-style-type: none"> This singular service would not warrant departmental merger.
Functional Mergers of Units		X		<ul style="list-style-type: none"> Services could be shared by creating a single team that would provide service to both cities. Another alternative that may be considered would be to create a regional approach to tactical services. In this model, area teams would train together to common standards with common equipment. This would increase the number of trained personnel available should concurrent episodes need tactical services.
Contract Services			X	<ul style="list-style-type: none"> Few jurisdictions contract for tactical team services. Those agencies without their own teams get the needed resources through mutual aid agreements.
Distribution of Services			X	<ul style="list-style-type: none"> Under current operations, Rock Island uses its tactical team more frequently than Moline uses theirs. A shared team might come to be viewed as benefiting Rock Island more than Moline.
Implementation Priority				
			X	<ul style="list-style-type: none"> Other than some modest cost safety sharing a single tactical teams seems to have little value over current separate operations.

EVALUATION OF SERVICE DELIVERY ALTERNATIVES

Other Police Areas To Consider

Two additional areas that might be considered for increased sharing, although not rising to the level of the areas considered above, are promotional testing and enhanced disaster planning and training.

- **Promotional Testing** – Both departments have an interest in using assessment centers and validated tests from outside vendors as part of their promotional processes. However, the promotional cycles, vacancies, and lists do not coincide. The departments should examine their respective promotional processes to determine when they might share the expense of outside resources.
- **Disaster Planning and Training** – The two departments now participate in regional disaster preparedness training events. They should explore closer cooperation that may involve one department taking responsibility for establishing expertise in one critical area and the other department taking on another area. Trainers could then be shared and the combined expertise could become greater than a single department could afford given the expense of training and certification.