



**pennsylvania**  
DEPARTMENT OF COMMUNITY  
& ECONOMIC DEVELOPMENT

# POLICE SUSTAINABILITY & COST ANALYSIS STUDY LOWER WINDSOR TOWNSHIP YORK COUNTY, PA

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Lower Windsor Township

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GCLGS

THE BASELINE ASSESSMENT

**LOWER WINDSOR  
TOWNSHIP POLICE  
DEPARTMENT  
OPERATES AS A HIGHLY  
EFFICIENT,  
APPROPRIATELY  
STAFFED, AND FISCALLY  
RESPONSIBLE AGENCY.**



**FINANCIALLY SUSTAINABLE:**

Operations cost less per resident than the Pennsylvania state average.



**OPTIMALLY STAFFED:**

Current personnel levels perfectly match the International Association of Chiefs of Police (IACP) requirements for a municipality of this size.



**STRATEGICALLY DEPLOYED:**

The current 10-hour shift scheduling model effectively matches police presence to peak community demand.

# Operational Footprint & Asset Configuration

A snapshot of current resources managed by Chief L. James Thomas serving Lower Windsor and East Prospect Borough.

## Personnel & Structure

10 Full-Time Sworn Officers, 2 Clerical Staff.



## Crime & Incident Volume (2024)

**2,650 Total Incidents**

Crime Rate: **59** per 1,000 persons

(46 Part 1 Crimes, 402 Part 2 Crimes)

## Fleet & Mobility



**9 Total Vehicles**

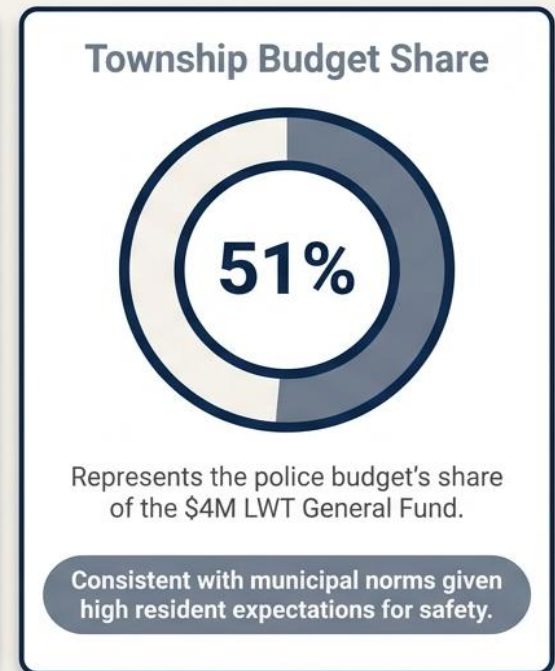
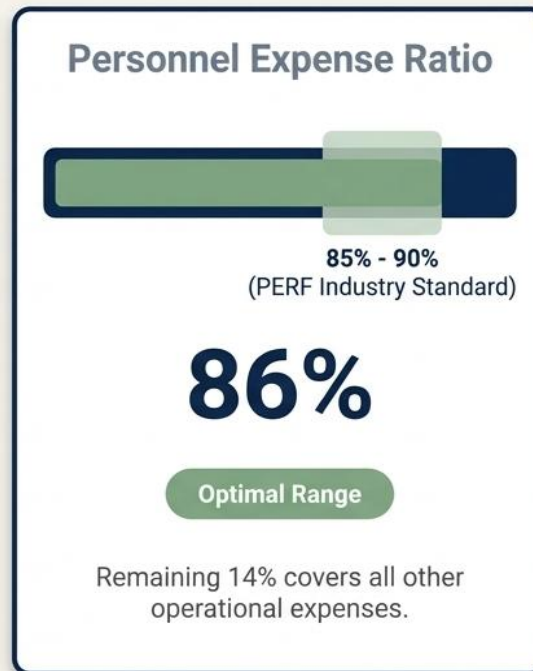
(Includes Chargers, Ford SUVs, F-150, and Hummer for extreme conditions).

## Strategic Revenue Offsets

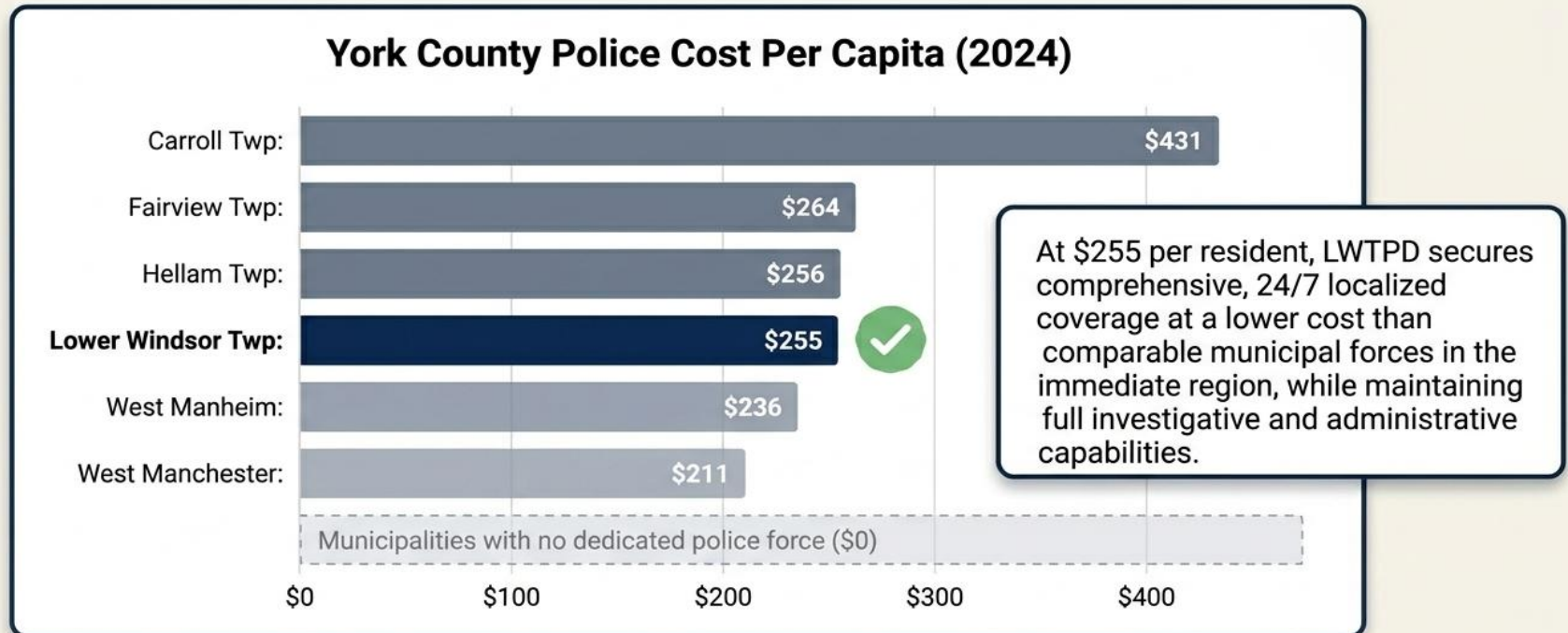
**\$91,454** (Wage reimbursement for School Resource Officer)

**\$63,048** (Contracted police services to East Prospect Borough)

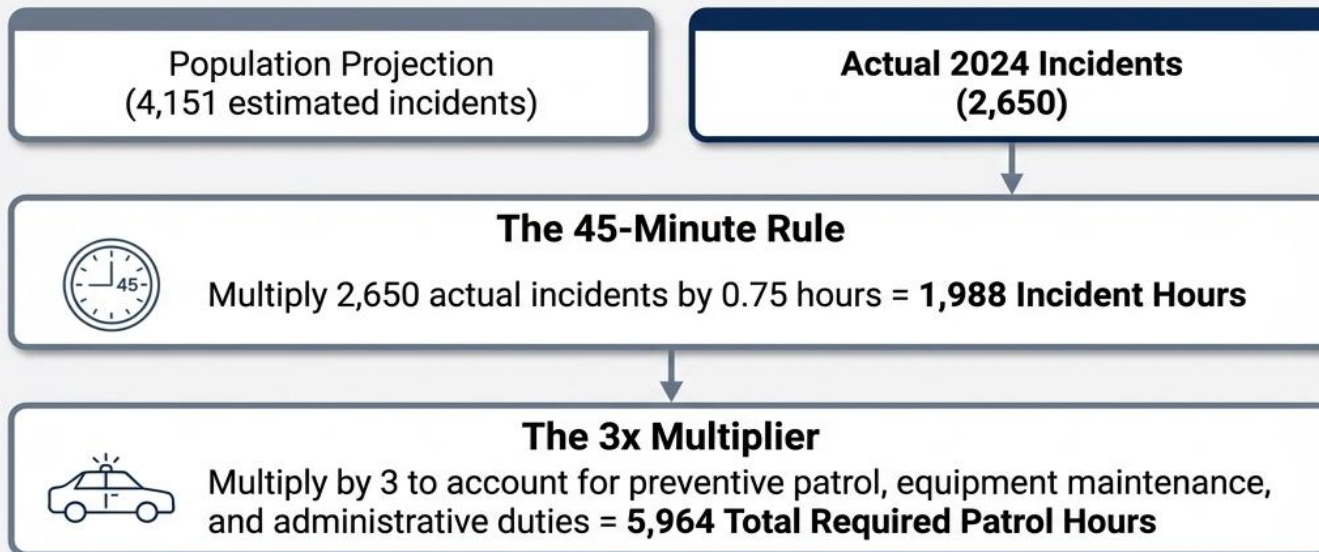
## The department's fiscal health indicators meet or exceed state and industry benchmarks.



## Lower Windsor Township delivers police services at a highly competitive regional rate.

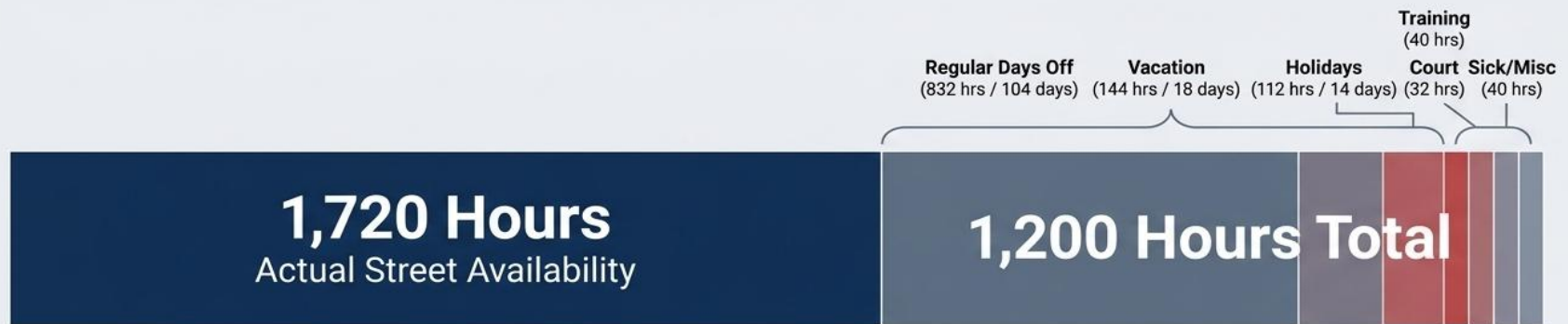


## The IACP staffing formula translates local incident volume into specific operational hours.



**To safely police Lower Windsor Township, the department must generate 5,964 hours of street-level patrol time annually.**

# Continuous patrol coverage requires 1.7 officers for every single seat in a cruiser.



## Dashboard Callout Card

**Math Equation: Total Required Unit Hours (2,920) ÷ Actual Available Hours (1,720) = The 1.7 Availability Factor.**

This is the mathematical reality of policing: holidays, mandatory court dates, required state training, and basic days off mean a single continuous patrol position requires 1.7 full-time officers.

# THE MATHEMATICS OF LOCAL DEMAND VALIDATE THE CURRENT 10-OFFICER DEPARTMENTAL HEADCOUNT.

## 6 Patrol Officers

Required by the 5,964 hours ÷ 1.7 availability factor

## 1 Additional Officer

Investigations/traffic

## 2 Leadership

1 Patrol Sergeant, 1 Chief of Police

## 1 School Resource Officer

offset by school wage reimbursement

Financial offset  
offset by  
school wage  
reimbursement

## 10 Sworn Officers

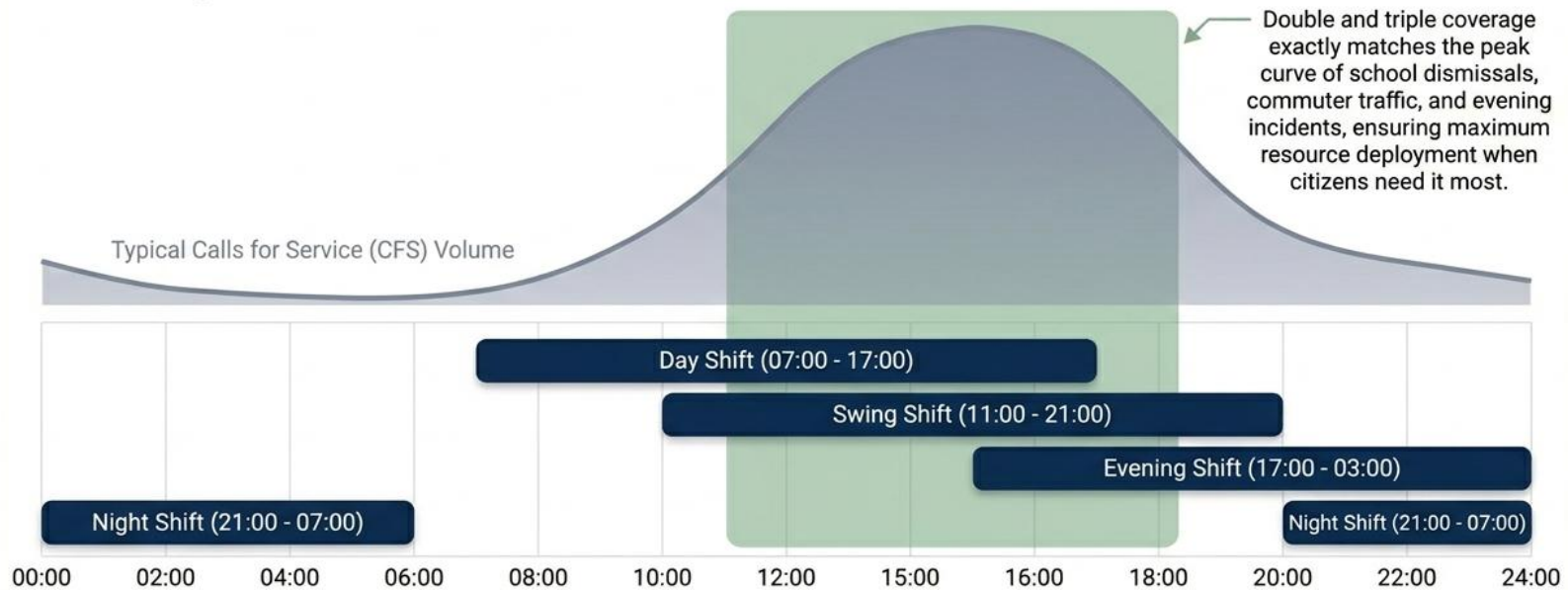
## The 10-hour shift model provides the optimal balance of coverage, supervision, and resource utilization.

Shift Model Diagnostic Matrix	Quality of Life	Supervision Efficiency	Demand Matching	Resource Silos
<b>8-Hour Model</b>	High burnout / Disrupted rotations	Diluted supervision	Fixed staffing misses peaks	High consecutive work days
<b>12-Hour Model</b>	Better days off / High fatigue	Consistent uniform coverage	Creates resource surpluses during low demand	High risk of isolated squads
<b>10-Hour Model (LWTPD Choice)</b>	Compressed workweek (4 on/3 off)	Supervisors consistently aligned to overlap shifts	Targeted double coverage during peak CFS hours	Reduces end-of-shift slowdown

For a department with 10 officers, 8-hour shifts dilute supervision, and 12-hour shifts create wasteful surpluses. The 10-hour model is the strategic sweet spot.

# Targeted shift overlaps are intentionally designed to catch peak afternoon and evening demand.

The Overlap Activation Curve



## Future optimization relies on integrating exact calls-for-service data into shift planning.

### Current State: Structural Deployment

Shifts currently overlap based on universally accepted high-demand hours (afternoons/evenings). It is highly effective but generalized.



### Future State: Data-Driven Refinement

Conducting a hyper-local Calls For Service (CFS) analysis to precisely map Lower Windsor's unique seasonal and day-of-week incident spikes.

### Action Plan Dashboard Card

**Recommendation:** Adhere to the 'Rule of 60'—allocate approximately 60% of sworn personnel to patrol, and limit their committed time to 60% of their availability. By running local CFS analytics, LWTPD can **micro-adjust** start times to ensure overlaps align perfectly with local anomalies (e.g., summer river recreation spikes).

# The Diagnostic Synthesis

LWTPD operates precisely at the intersection of fiscal responsibility and operational readiness.

## 1. Below Average Cost:

Delivering 24/7 localized service for only \$255 per capita.

## 2. Optimized Staffing:

Exacting the 10-person IACP requirement without excess.

## A Highly Sustainable Community Policing Model.

The department is neither cutting corners to save money, nor is it bloated. It is a carefully calibrated machine tailored to the specific demographics and geography of Lower Windsor Township.

## 3. Smart Scheduling:

Generating peak-hour overlaps without paying for additional officers.

# Final Assessment & Validation

Governor's Center for Local Government Services (GCLGS)

**Validation:** Lower Windsor Township Police Department provides professional, community-focused, and highly capable law enforcement services at a reasonable cost to taxpayers.

**Transparency:** Strong community initiatives (Crimewatch, Body Cameras, SRO presence) combined with disciplined organizational structure foster vital public trust.

**The Verdict:** The foundational mechanics of LWTPD are fundamentally sound, sustainable, and prepared for the future.

**Footnote:** This cost analysis is provided by the PA Department of Community and Economic Development (DCED) as a non-binding tool for informed municipal decision-making.

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