PA | **pennsylvania**
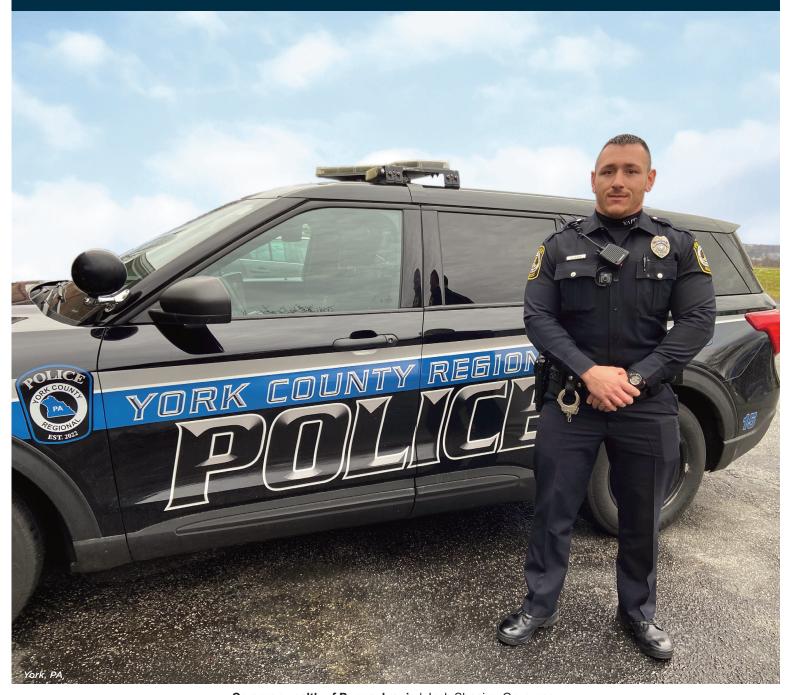GOVERNOR'S CENTER FOR
LOCAL GOVERNMENT SERVICES

REGIONAL POLICE GUIDE

Strengthening Police Services

York, PA

REGIONAL POLICE GUIDE

Pennsylvania has more police departments than any other state in the country, and many are too small to provide a full range of police services. In fact, eighty-three percent of the municipal police departments have less than ten officers.

The concept of regional policing is gaining favor among municipal leaders who are faced with stagnant or declining sources of revenue. Currently, there are 35+ regional police departments representing 125+ municipalities. Most regional police departments were created to strengthen existing police services in the areas of administration, supervision, training, investigation, patrol and specialty services.

This document is for communities that have completed the Regional Police Study process and are ready to take the next steps to establish a regional police department. It has been created based on the experiences of recently-formed organizations as well as peer consultants that have completed regional police studies or have served as a police chief in a regional organization.

Every completed regional study is different because every community's has unique needs and circumstances. Therefore, every step in this document may not be necessary for all communities.

SAMPLE DOCUMENTS

Enclosed at the end of this guide are sample documents for your project leaders to use for their efforts. Remember, DCED created these documents as a general guide. Your community should use this guidance to create the necessary documents based on your own parameters.

LEGAL REVIEW

DCED recommends that each community consult with their solicitor as needed, and always for areas that require a contractual agreement. When legal matters are identified, the peer consultant will assist the community with understanding the issue and communicating with their legal representatives.

IMPLEMENTATION

A timeline for the creating a regional police department often varies greatly from community to community. DCED recommends that the participants establish a realistic timeline that can be adjusted as items are completed. Additionally, DCED strongly recommends that each participating community understand their motivation and measure their own sincerity for the implementation of a regional police department.

STEPS TO ESTABLISH A REGIONAL POLICE DEPARTMENT

Pocono Summit, PA

Cheswick, PA

Steps 1-3 must each be completed before the next task can begin. Steps 4-7 can be worked on concurrently. Details for each step, including key items, are included in the following pages.

STEP 1
Create a group of elected officials to serve as the commission/committee

STEP 2
Create an Inter-Municipal Cooperation Agreement (IMCA)

STEP 3
Review of the budget included in the Regional Police Study

STEP 4
Establish a professional organizational culture and expectations

STEP 5
Establish or acquire identifier items

STEP 6
Identify administrative and internal items

STEP 7
Forecast a realistic operational start date once above tasks are accomplished

DETAILED STEPS TO ESTABLISH A REGIONAL POLICE DEPARTMENT

STEP 1

Create a group of elected officials from each of the identified communities to serve as the commission/committee for the formation of a regional police department. A sample resolution is provided for each community to use for their participation.

This must be completed before moving onto Step 2.

STEP 2

Create an Inter-Municipal Cooperation Agreement (IMCA). The IMCA is a contractual document that each community should have reviewed by their legal representative. A sample IMCA is provided for each community to use.

Key Issues:
- Configuration of the Public Safety Commissioners (PSC)
- Term lengths
  — PSC
  — IMCA
- Governing rules for the police organization
- Scope of Authority – Police Department
- Scope of Authority – PSC
- Cost and revenue distribution schedule
- Meeting schedule
- Consider a manager liaison position
- Each community must adopt an ordinance and/or resolution establishing the participation in the ICMA.

This must be completed before moving onto Step 3.

STEP 3

Conduct a thorough review of the budget that was included in the Regional Police Study. Review economic factors, time elapsed since the completion of the study, and other factors in the study.

Key Issues:
- Pre-merger expenses; e.g., legal, actuarial, etc.
- Consolidation of pension plans
- Consolidation of collective bargaining agreements
- Executive search consultation services
- Pre-merger personnel expenses; e.g., existing law suit, etc.
- Pre-merger equipment and capital expenses; e.g., existing loans, etc.
- Start-up expenses
- Grant solicitations

This should be completed before moving onto Step 4.

STEP 4

DCED highly recommends establishing a professional organizational culture and expectations from the very outset. Police organizations with a clear vision and mission statements, core values, and a current and legally defensible policy manual will have the best outcomes.

Key Issues:
- Identify the chief of police or selection process
- Consider Pennsylvania Law Enforcement Accreditation Commission (PLEAC) at www.pachiefs.org/pcpa-accreditation-program or Commission on Accreditation for Law Enforcement Agencies (CALEA) www.calea.org
- Adopt mandatory policy standards (e.g., de-escalation)
- Consider a town hall meeting to inform and engage the public
- Meet with other regional police departments to understand issues
- Meet with county district attorney's office, other allied law enforcement, etc.
- Meet with current personnel; be transparent, but clear about expectations of professionalism and cooperation

Steps 4 through 7 can be worked on concurrently after the chief of police is hired.

Nazareth, PA

STEP 5

Commence steps to establish or acquire the following identifier items:

Key Items:
- E.I.N. – Employee Identification Number
- O.R.I. – Originating Agency Identification
- AOPC – Administrative Office of Pennsylvania Courts
- MPOETC – Municipal Police Officers Education and Training Commission
- D.E.S. – Police Department call-sign identifier
- S.A.M. – System for Award Management number
- DUNS Number – Data Universal Numbering System
- Bank account
- Property and liability insurance
- PSC's solicitor

Doylestown, PA

Stevens, PA

STEP 6

Identify administrative and internal items to be completed:

Key Items:
- Name and professionally brand the organization
- Select uniforms and vehicle design
- Establish the headquarters and precincts
- Oath of Office
  — PSC
  — Sworn personnel
  — Identification cards
- Merging of Records Management System
- Equipment inventory
- Operations schedule
- Employment onboarding or offboarding
  — Recruitment, retention and promotional procedures
  — Act 57 items
  — Personnel file audit and storage
  — Change of Status tracking forms
  — Disclosure of internal issues
  — Investigation of complaints
- Cohesion trainings
  — Policy
  — Boundaries
  — Special issues
  — Use of Force systems
- Create an organizational chart
- Establish the chain of command (communication procedure)
- Establish leave request procedures
- Establish a purchasing procedure
- Community relations
  — Social media presence
  — Press release procedure
  — Quarterly reporting
  — Crime rates
  — Evidence-based policing practice
- Budget analysis
  — Revenue tracking
  — Ongoing line-item review and analysis
  — Future budget development process and schedule

STEP 7

As the above tasks are accomplished, forecast a realistic operational start date. The organization should be established and functioning to complete the administrative tasks while working towards the operations.

Key Items:
- Consider a public inauguration and swearing in ceremony

RESOLUTION #1
Appointments to the Regional Police Development Committee

BOROUGH/TOWNSHIP OF _____

_____ **COUNTY, PENNSYLVANIA**

RESOLUTION # _____

A resolution of the Council/Board of the Borough/Township of _____ **in** _____ **County, Pennsylvania appointing:**

_____ **and** _____

To serve as members on the "Regional Police Development Committee"

- -

WHEREAS, the Borough/Township of _____ participated in a study prepared by the Pennsylvania Department of Community and Economic Development (DCED), the Governor's Center for Local Government Services (GCLGS), to determine the feasibility of creating a regional police department to serve the Borough/Township of _____, AND

WHEREAS, the participating municipalities express their desire to form a Regional Police Commission to commence with the creation of a Regional Police Department, **AND**

WHEREAS, each of the participating municipalities propose to later appoint elected representatives to serve on the "Regional Police Commission" that will include member(s) of the Borough Council/Township Board,

NOW, THEREFORE, BE IT RESOLVED, by the Council of the Borough of _____ or the Board of the Township of _____, hereby appoints the following persons to serve on the **"Regional Police Development Committee"** composed of representatives of the participating municipalities.

_____ and _____
_____ and _____
_____ and _____

from the Borough/Township of _____ as municipal representatives to the **"Regional Police Development Committee"**.

Enacted this _____ **day of** _____ **20** ____.

ATTEST:

_____ and _____
Borough/Township Secretary   Borough/Township Chairperson

RESOLUTION #2
Appointments to the Regional Police Commission

BOROUGH/TOWNSHIP OF _____

_____ **COUNTY, PENNSYLVANIA**

RESOLUTION # _____

A resolution of the Council/Board of the Borough/Township of _____ in

_____ County, Pennsylvania appointing:

_____ and _____

To serve as members of the REGIONAL POLICE COMMISSION

- -

WHEREAS, the Borough/Township of _____ participated in a study prepared by the Pennsylvania Department of Community and Economic Development (DCED), the Governor's Center for Local Government Services (GCLGS), to determine the feasibility of creating a regional police department to serve the Borough/Township of _____, AND

WHEREAS, the participating municipalities express their desire to form a regional police commission to commence with the creation of a regional police department, **AND**

WHEREAS, each of the participating municipalities propose to appoint a primary and secondary representative to serve on the regional police commission that is to include a member of the Borough/Township council or board,

NOW, THEREFORE, BE IT RESOLVED, by the Council of the Borough of _____ (or the Board of the Township of _____), hereby appoints the following two elected officials to serve on the regional police commission composed of representatives of the participating municipalities.

_____ and _____

from the Borough/Township of _____ as municipal representatives to the regional police commission.

Enacted this _____ day of _____ 20 ____.

ATTEST:

_____ and _____
Borough/Township Secretary   Borough/Township Chairperson
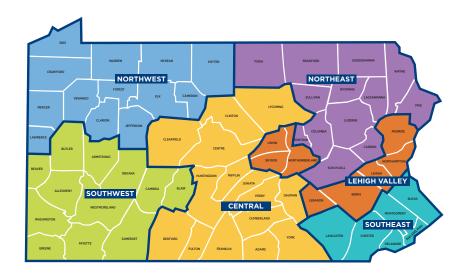
GOVERNOR'S CENTER FOR LOCAL GOVERNMENT SERVICES

The Governor's Center for Local Government Services provides technical and financial assistance to support police regionalization efforts to enhance administrative and operational procedures.

Technical & Financial Assistance

The Governor's Center for Local Government Services (GCLGS) provides technical and financial assistance to municipal police departments interested in regionalization. Grant funding is available through DCED's Municipal Assistance Program (MAP). Assistance from the GCLGS may include, but is not limited to, in-depth management studies to determine whether police consolidation is feasible. Contact an office near you to get started.

GOVERNOR'S CENTER FOR LOCAL GOVERNMENT SERVICES
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400 North Street, 4th Floor
Harrisburg, PA 17120-0225

Tel: 1.888.223.6837
Email: ra-dcedclgs@pa.gov

Southeast Regional Office
110 North 8th Street, Suite 505
Philadelphia, PA 19107-2471
215.560.5830

Northeast Regional Office
2 North Main Street
Pittston, PA 18640
570.963.4571

Central Regional Office
Commonwealth Keystone Building
400 North Street, 4th Floor
Harrisburg, PA 17120-0225
888.223.6837

Northwest Regional Office
100 State Street, Suite 205
Erie, PA 16507
814.871.4241

Southwest Regional Office
301 Fifth Avenue, Suite 250
Pittsburgh, PA 15222
412.565.5199

Lehigh Valley Regional Office
Commonwealth Keystone Building
400 North Street, 4th Floor
Harrisburg, PA 17120-0225
717.877.8481

PENNSYLVANIA COMMISSION ON CRIME & DELINQUENCY

Regional Police Assistance Grant Program

- For availability of current PCCD grant opportunities, please visit:
  https://www.pccd.pa.gov/Funding/Pages/Active-Funding-Announcements.aspx.

- To receive email notifications about PCCD grant opportunities as they become available, visit: portal.pccd.pa.gov.

pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

10/21/2022

Commonwealth Keystone Building | 400 North Street, 4th Floor | Harrisburg, PA 17120-0225 | 1.888.223.6837 | **dced.pa.gov**