

REGIONAL POLICE SERVICES IN PENNSYLVANIA

A MANUAL FOR LOCAL GOVERNMENT OFFICIALS

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I. Introduction

History of Municipal Police Consolidation

The thought of consolidating municipal police departments as an alternative to solving many administrative and operational problems has been considered for many years in the state and nation. On the surface, the concept appears especially appropriate for the Commonwealth of Pennsylvania since there are more than 1,100 municipal police departments in the state. This is an exceptional number when compared to most other larger states which operate with 300 to 400.

Today more than ever before, there is a real and compelling need to examine the effectiveness and efficiency of any local governments ability to sustain small police agencies. This becomes a critical element of good governmental practices in the face of increased public expectations and scrutiny of the police and the rising costs of police service provision. In the larger view there are often questions concerning ability to maintain best organization practices, provide current technology, recruitment and staffing concerns, risk management, unfunded liabilities, and the impactful cost of post-employment benefits for retired or vested police employees. Many communities have determined there is a benefit to police consolidation and have formed regional police service agencies to deliver professional, full contained police services within a framework of accountability, transparency, and cost effectiveness.

Although the concept was present and operational in many parts of the country many years earlier, the consolidation of local police services was a major recommendation of the President's Commission on Law Enforcement and Administration of Justice 1967 report *The Challenge of Crime in a Free Society*.

In 1973, the National Advisory Commission on Criminal Justice Standards and Goals recommended the consolidation of police departments of less than 10 full-time sworn officers. Two years later, in December 1975, Pennsylvania adopted as one of its many standards and goals for the improvement of police services in the Commonwealth, Standard 6.4 which deals with police consolidation. Standard 6.4, states in part "where appropriate to do so, police departments should consolidate for improved efficiency or effectiveness, but in no case should an individual department member lose salary or status as a result of such consolidation." The standard further indicates in its text that every local government and every local police department should study the possibilities of combined and contract police services and, where appropriate, implement such services.

On December 18, 2014, President Barack Obama issued an Executive Order appointing an 11-member task force on 21st century policing to respond to a number of serious incidents between law enforcement and the communities they serve and protect. The President wanted a quick but thorough response that would begin the process of healing and restore community trust. This initiative included the following recommendations containing many aspects that are potentially problematic to the small police agency to achieve and sustain without the benefits of consolidation.

- 1. Change the culture of policing** - Guardians versus warriors: The final report calls for law enforcement to protect the dignity and human rights of all, to be the protectors and champions of the Constitution. This rethinking of the role of police in a democracy requires leadership and commitment across law enforcement organizations to ensure internal and external policies, practices, and procedures that guide individual officers and make organizations more accountable to the communities they serve.
- 2. Embrace community policing** - Community policing is a philosophy as well as a way of doing business. The commitment to work with communities to tackle the immediate and longer-term causes of crime through joint problem solving reduces crime and improves quality of life. It also makes officers safer and increases the likelihood of individuals to abide by the law.

3. **Ensure fair and impartial policing** – Procedural justice is based on four principles: (1) treating people with dignity and respect, (2) giving individuals “voice” during encounters, (3) being neutral and transparent in decision making, and (4) conveying trustworthy motives. In addition to practicing procedural justice, understanding the negative impact of explicit and implicit bias on police-community relations, and then taking constructive actions to train officers and the community on how to recognize and mitigate are key factors.
4. **Build community capital** – Trust and legitimacy grow from positive interactions based on more than just enforcement interactions. Law enforcement agencies can achieve trust and legitimacy by establishing a positive presence at community activities and events, participating in proactive problem solving, and ensuring that communities have a voice and seat at the table working with officers.
5. **Pay attention to officer wellness and safety** – Law enforcement officers face all kinds of threats and stresses that have a direct impact on their safety and well-being. Ensure that officers have access to the tools that will keep them safe, such as bulletproof vests and tactical first aid kits and training. Promote officer wellness through physical, social, and mental health support.
6. **Technology** – New and emerging technology is changing the way we police. It improves efficiency and transparency but also raises privacy concerns and has a significant price tag. Body-worn cameras less than lethal use of force technologies, communication, and social media all require a legal and pragmatic review of policies, practices, and procedures. These policies, practices, and procedures should be developed with input from the community and constitutional scholars.

This initiative was further reenforced by the events of 2020 and beyond with demands for police reform, civil unrest, agency compliance with reform legislation and facing the many challenges from the COVID pandemic.

Without regard to the support for police consolidation just discussed, elected officials in Pennsylvania are seriously considering this approach to solving many of the problems associated with providing municipal police services. Continuously rising costs and increasing complexity force municipal officials to consider other methods of providing police services at a higher level of efficiency. A reduction in funding at the federal and state level has placed additional pressure on elected officials to scrutinize all the services they provide, including law enforcement. As of March 2007, there are 33 regional police agencies in Pennsylvania, most of them developed in the past 10 years. Listings of those agencies and participating municipalities are included in the appendix.

When municipal leaders and citizens alike are asked to describe a “ regional police department” the resultant answers and definitions will vary widely. This is an expected outcome. After all, the distribution of regional police agencies varies throughout the Commonwealth and respondents are likely to revert into an anecdotal understanding of what “ regional policing” really means. This lack of understanding is not limited to civilians but is often transferrable to members of the law enforcement community.

Alternative Methods of Providing Police Services

Traditional Method. Police services may be provided in political subdivisions in the Commonwealth in several ways. In most of the 2,562 political subdivisions, the municipality establishes its police department, staffs, and equips it, and gives it the legal responsibility for providing police services and law enforcement. This would be considered the classical or traditional method.

Centralized Support Services/Decentralized Patrol. Centralization of support services provides for consolidating records, communications, investigations, recruitment, and other personnel functions, but leaves the patrol and traffic functions to individual political subdivisions. There are many examples of centralized support services in Pennsylvania in the form of countywide communications systems and regional records systems. This method could be considered a hybrid of the traditional method and consolidated police services. In most instances, this method cannot be given serious consideration as a cost reducing method since support services do not relate directly to the patrol force, which is the costliest police function.

Contracted Police Services. Contracting police services is the most common method of regionalized police service in the state. Police services are provided by *Community A* to *Community B* for a mutually agreed upon dollar amount based upon certain cost factors. This method often develops when a political subdivision that provides no police services realizes the need and negotiates a contract or agreement with a neighboring community to provide police services. At other times, municipalities have chosen to abolish their existing police departments and purchase police services from another police department. This method will be addressed in greater detail in later sections of this manual.

Consolidated Police Services. Consolidation of police services requires the abolishment of political subdivision boundaries for police services and the unification of existing police departments into one regional police department. The distinctive characteristic of this method of policing is the operation of the police department outside the direct control of any one single municipality. The police department is responsible to a policy board or police commission consisting of primarily elected officials from each participating municipality. This board appoints the chief, evaluates the chief's performance, sets policies, and adopts the budget. This is the method of municipal policing that this manual is primarily intended to address.

Consolidation Issues

Historically intergovernmental cooperation in municipal policing is less likely to achieve than other areas of municipal services. Cooperative agreements in solid waste disposal, sewage treatment, recreation, water services, purchasing and other services are commonplace throughout Pennsylvania. In most instances, the complete consolidation of the service takes place after single attempt to consolidate these functions. The typical approach to consolidation of police services has had a mix of outcomes following recommendations provided in the DCED sponsored study. This means that some municipalities and the leadership of municipalities have taken an approach that while change may be both necessary and perhaps inevitable. The acceptance of change based upon uncertainty and perhaps not fully understood questions or concepts may be too difficult to support. History has shown that members of consolidated agencies have discussed and studied the issues of consolidation many times before taking the necessary steps to form a regional or consolidated agency or have moved forward with reduced member municipalities from the number provided in the original study.

The President's Commission on Law Enforcement and Administration of Justice *Task Force Report on Police* states "The political and social pressures linked to the desire for local self-government offer the most significant barrier to the coordination and consolidation of police services."

The desire for local self-government is a potential barrier to police consolidation, but there is some question as to it being the most significant. The Department of Community and Economic Development's (DCED), Governor's Center for Local Government Services, through its police consulting services program, has been continuously involved in the issues of police consolidation since 1972. The department's efforts concerning formation of consolidated police services have identified areas that must be addressed by entities considering consolidation of police service. While local concerns may vary, there are concerns that are almost always present. Police officers involved or affected are often unconvinced that they will not suffer some personal loss or diminished opportunity as a result of the merger. Citizens may be unsure of what will actually result. Well informed and engaged citizens ultimately understand that regional police departments are self-governing and that taking the community's name off their police cars, changing the location of police headquarters, or changing the telephone numbers do not make the police units alien or unresponsive to the communities the agencies serve.

Legal Authority For Police Consolidation

Section 5 of Article IX of the Constitution of the Commonwealth of Pennsylvania serves as a legal and constitutional basis for consolidation of police services in the state. Section 5 of Article IX states as follows:

A municipality by act of its governing body may, or upon being required by initiative and referendum in the area affected shall, cooperate or agree in the exercise of any function, power, or responsibility with, or delegate or transfer any function, power, or responsibility to, one or more other governmental units including other municipalities or districts, the federal government, any other state or its governmental units, or any newly created governmental unit.

Act 180 as passed by the General Assembly and signed into law by the Governor on July 12, 1972, served as the enabling legislation that makes cooperation and consolidation of public services in the Commonwealth a legal process. Act 180 is now a part of The Pennsylvania Consolidate Statutes Title 53, Sections 2301 through Section 2315 enacted by the State Legislature in 1996.

Contained in the Act are the provisions for initiating the cooperation and identification of the necessary contents of the agreement. Consolidated Statutes Title 53, Intergovernmental Cooperation, is included in the appendix of this manual.

Section 1202, Clauses 34 and 35 of the Borough Code; Section 1502, Clauses LIII and LIV of the First-Class Township Code; and Section 1507, 1903, and 1904 of the Second-Class Township Code also bestow authority upon municipal governments to enter into agreements for the purpose of intergovernmental cooperation. Section 1911 of the Second-Class Township Code additionally authorizes and provides for the policing of portions of townships and defines the procedure for doing so. This authority makes it possible for Second Class Townships to enter into agreements to police only certain areas where, because of a higher density of population or a higher property value (business district), policing is necessary.

Advantages of Police Consolidation or Regional Police Services

There are several specific advantages to police consolidation which may or may not result depending upon the administrative policy established for the operation of the police department, the existing geographic and social conditions of the area, the organization and structure of the newly created police department and the procedures used in implementation. Basically, the advantages are the following:

Improvement in the Strategic Planning Function. The typical regional police agency is driven by data analysis, cost control and planning for the future. Strategic planning provides the tools and steps required to examine the efficiency of an agency's product delivery systems. Regional police agencies have an obligation to their service population, and without such planning, agencies risk failing to meet the needs of their customers.

Improved Police Management and Supervision. Because of limitations in time and personnel, police chiefs in smaller police departments often function in the capacity of a patrol officer and are unable to devote the necessary effort to developing sound management systems. Therefore, developing and implementing procedures which would result in maximum productivity and return of the tax dollar spent are often placed in the background. Experience has shown that increased efficiency in police department management has been a positive result from regional police programs.

Improvement in the Uniformity and Consistency of Police Enforcement. Policy, regulations, and local law governing police practices and performance often vary greatly from community to community. The implementation of a consolidated or regional police department requires the establishment of uniform policies and regulations covering administrative and field operations. For example, the policy of high-speed pursuits is made uniform through the service area.

Improvements in the Coordination of Law Enforcement Services. It is not uncommon within any given area of Pennsylvania for five or six police officers to be investigating a series of criminal offenses all committed by the same person when the investigation could be handled by one officer. They must do so simply because the

offenses are committed in different political subdivisions. It is also not uncommon for each of those five or six municipal police departments to maintain their own radio dispatch systems, records system, and other support services when one would be sufficient. Consolidation improves coordination of police efforts.

Improvement in the Distribution and Deployment of Police Personnel. Police personnel should be assigned to duty according to the highs and lows of police activity. If forty percent of the crime and police activity occurs during a particular period of time each day (on average), forty percent of the police patrol force should be working during that time. In a police department employing five police officers, little more can be accomplished than simply placing one officer on duty each shift of the day. Therefore, in an area where there are five or six small police departments with the need to have at least one officer on duty at all times, five or six officers may be patrolling an area that could be adequately covered by one or two during that time of the day. Merging of police departments through consolidation results in a better use of police personnel.

Improved Career Enhancement Opportunities for Police Officers. The larger police departments resulting from police consolidation provide greater opportunities for police officers to receive a wider range of training and opportunities to specialize in such areas as criminal investigation, youth services, traffic enforcement and crime prevention activities. The potential for advancement and higher salaries is also greater in consolidated departments

Improved Recruitment Opportunities for Police Officers. Regional police agencies often provide a greater attraction for the very competitive process of attracting, recruiting, selection and hiring of qualified personnel. In many cases the demographic and geographic diversity that a regional police department jurisdiction typically provides is key to career minded officers seeking more opportunity than small jurisdictions usually present.

Improvement in Training and Personnel Efficiency. Providing proper and necessary police training can be very difficult in smaller police departments. Sending an officer to police training sessions often means not providing police patrol during certain periods of the day. Therefore, exposure to necessary training often does not occur. Properly trained police officers are much more efficient in their work and a higher quality police service result. Consolidating police services opens the door to improving training and efficiency.

Reduced Costs. The cost of providing police services is lower in communities served by consolidated police departments. Nine of the ten consolidated departments reported operating at an average twenty-four percent lower cost when compared to nearby traditional police departments serving communities comparable to those served by the consolidated department. Generally, lower costs result from the need for fewer officers, fewer vehicles, fewer ranking positions, and fewer police headquarters facilities.

Improved Police Management Results in Increased Effectiveness and Cost Control. The increased participatory fiscal management of regional police organizations results in detailed analytics for cost control strategies in alignment with agency and municipal strategic planning.

Municipal Autonomy in Design of the Regional Police Governing Body by Charter Agreement. Successful regional police agencies are dependent upon their governing body identified as the "Regional Police Commission" designed to govern and conduct the business oversight of the agency. In short, the accountability and communications flow must be established by a formalized mechanism. This can be accomplished in a variety of ways that are driven by the participating community governing bodies and expectations. In most circumstances this occurs by the appointment of an elected official(s) or community member(s) from the participating municipalities who would serve as a liaison for the municipality, these commission members usually hold voting rights in the decisions related to the normal governmental administration. In some cases, there is also a designation of a member of the police department to attend the regular meetings of the governing body of the recipient community or prearranged regular meetings between the elected officials and the police chief.

Improved Communication Between Municipal Management and the Regional Police Executive Results in Increased Transparency, Accountability and Cooperation Among Municipal Stakeholders in Implementation of Solutions to Common Problems. The structure of regional police departments creates opportunities for “out of the box” communication between municipal managers and the regional police executive. This results in greater understandings of needs inside and outside of the police agency. This means that in some instances specialized training and resources of the police agency members can be used applied to identification and implementation of solutions that are beneficial to all key stakeholders. Many times, at little or no cost.

Negative Factors Involved in Police Consolidation

Arguments against consolidation of municipal police service are basically the same, regardless of the manner in which the police department is developed or the geographic conditions and social makeup of the area.

Loss of Local Nonenforcement Services. Police officers in Pennsylvania and elsewhere in the country perform many duties which cannot really be considered police functions but are often very much a part of the job of a police officer in the community. Collecting monies from parking meters, delivering messages and communications for other municipal officials, raising, and lowering the flag, running errands, and issuing licenses and permits are some of them. Consequently, when police consolidation takes place, these services are usually discontinued as a waste of police resources, and the municipality must look for other ways of performing them. However, most municipalities soon find performing them with nonuniformed employees to be more cost effective and often ask the question of why sworn police resources were ever used for this taking to begin with? Experience has shown that in many instances the answer is simply “that is the way we have always done it”. This may have been an effective solution in the past. When examined the lens of increased scrutiny of effective municipal police resource utilization, this is an opportunity to re-divert police resources to core police functions and enjoy the benefits of appropriate cost-controlled resource management.

Loss of Local Control. In the traditional law enforcement situation where the municipality creates and maintains its own police department, the entire governing body is often directly involved in the day-to-day operations of the police department. Public safety or police committees often exist which establish policy, oversee budgeting, and control finances. In some municipalities, a member of the governing body is designated as a Police Commissioner and is delegated the responsibility of overseeing the operation of the police department. In boroughs, this responsibility, by state law is placed upon the mayor. In consolidated or regional police departments, the municipality appoints one or more of its elected officials to a Regional Police Board or Police Commission which is responsible for the effective operation of the police department. The municipality’s representative(s) are its liaison to the police department through which all communications flow. Each community’s control over the police department is diluted by the necessity to get general agreement on policies and finances. While some may view this as a potential loss of local control, others may view this from the perspective of increased strength gained by municipal governmental cooperation and input into shared decision, budget, and cooperation of governmental stakeholders in a positive forward-looking manner, free from the negative constraints of local politics on police services delivery.

Loss of Citizen Contact. Consolidating police departments often means a transfer of personnel from one jurisdiction to another because of a need to reestablish patrol zones and districts. Therefore, sometimes an attitude develops that the citizens of a participating municipality will not have as close a relationship with the police department. However, community experience suggests the opposite and more officers means more opportunity for positive police/citizen contacts as police officers become acquainted with the area. This outcome is identical to the introduction of any new officer on any police department to adjust to a new patrol zone.

II. Preliminary Feasibility Considerations

Once it has been decided that there may be something to be gained through consolidated or regional police service, it will be necessary to determine if the existing conditions make attempting it feasible. (Although determining the practicality of consolidated police services is difficult, there are several basic areas which can be reviewed by elected officials that serve as indicators of whether or not it will work). Gathering the information needed to assess conditions in each of these areas can be time consuming, particularly when one is unsure of just what information is necessary. Included in the appendix of this manual is a *Law Enforcement Survey Questionnaire* which is designed to develop statistical information about the municipality and its police department. This survey form may be completed by each municipality to serve as a database to determine feasibility. The information will also be useful in developing a plan for consolidation should a positive determination be made.

General Conditions

Existing Intergovernmental Cooperation. One of the best indicators of whether or not a consolidated or regional police department will be accepted within a certain area is the degree to which government cooperation has occurred in the past. If recreation, public works, or other municipal services have been consolidated, it is very possible that the concept has proven itself. However, school systems should not be included since their consolidation was mandated by state law. Also, the fact that consolidated services are not present should not always be received negatively since the need to consolidate other services may not have existed.

Geographic Conditions. In most areas of the Commonwealth, the geographic conditions will not present a problem and will not have to be considered. In limited situations, however, rivers, mountains, and the location of one municipality relative to another represent particular problems. Areas which are accessible by only one highway (or where it is necessary because of terrain to skirt large areas) make patrol difficult. Patrolling through municipalities which are not participants in the consolidated department is legally permissible although it is not desirable. If such conditions do exist, the ability to effectively patrol and respond to incidents and requests for service should be the measure used to determine whether to proceed.

Demographic Characteristics. Areas which are homogeneous in nature adapt more easily to consolidated police services. Policing needs and situations which are the same from community to community require little adjustment on the part of the police department. On the other hand, it is most difficult for a police department that has always serviced a residential community to suddenly become responsible for policing an industrial or commercial complex having a high volume of nonresident traffic. The adjustment will eventually take place, but at a slower rate. Vast differences in age of residents, income levels and social climate also require different methods and procedures in policing.

Police Service Considerations

Qualitative Situational Analysis of Existing Police Department(s). An external analysis of police agencies provides a baseline for both capabilities and potential needs of the consolidated police department. One of the unavoidable truths in police service delivery is that not every police agency delivers high quality police services as a high functioning organization. Policy deficiency, substandard equipment, outdated technology, lack of leadership and supervision and other negative impacts combine to create a basis for necessary change. This needs assessment provides insight into many factors and objectives that must be considered as the consolidation process moves forward into a high function police agency.

Adaptability of Police Department Operating Conditions. Major differences among existing police departments in fringe benefits and working conditions present obstacles to consolidation of police services. Excessive differences make it difficult to compromise and arrive at a personnel package that is acceptable to all communities.

Attitude of Police Officials. The success or failure of an effort to consolidate police departments may well depend upon the attitudes of the police officers affected by the consolidation. There will be those strongly in favor of the move and others who will be strongly opposed. Most officers will probably keep an open mind and want answers to many questions before they decide. In considering a consolidated police department, a percentage of the policing staff will obviously feel that the service they are presently receiving meets both community and agency expectations at a reasonable cost, while others will not. This presents an opportunity for key stakeholders to illustrate the advantages of consolidated or regional police service delivery related to quality, expertise, and full-service aspects of the regional police agency. Experience has shown that the decision to consolidate police services is not always driven by fiscal concerns and is in fact an emotionally based community response that must be addressed by effectively conveying information as to the structure, capability, and governance of the new police entity to all members of the potentially affected police agencies to be consolidated. There are techniques available to minimize potential obstacles to consolidation. First and foremost, open, and relentless communication between all stakeholders to eliminate any misconceptions of what police consolidation really means is key to success. Existing police staff should be kept informed and involved in the process, and what the consolidation study recommends and the path forward for implementation. One suggested technique to achieve greater understanding by existing police agency staff is to visit other regional police departments and compare the infrastructure, agency specialization, management, applied technology, staffing, supervision, officer training and professionalism from both a qualitative and quantitative perspective.

In some communities, police officers are able to influence a large number of people, including elected officials. People tend to be more attentive to the opinions of police officers since they are the group most affected by the move. The elected officials of an area considering a consolidated police department have an obligation to deal with the issues raised by police officers in an objective fashion. They must answer the questions relating to what will occur when the consolidation takes place. If the plan is sound, it will most likely be supported by the majority of police officers. Appendix B of this manual includes examples of the types of questions most often raised by police officers, elected officials, and the citizens of the community.

Sustainability of Existing Police Department Operating Costs. Consideration of the potential long-term fiscal impacts of maintaining the individual police agency headquarters infrastructure, technology, staffing, vehicle purchase, upfitting of vehicles with specialized equipment, annual minimum municipal obligations (MMO) pension, training, benefits, professional liability insurance, casualty insurance, and other post-employment benefit costs. Venues across the Commonwealth have experienced both cost containment and smoothing of these cost impacts by consolidation.

Public Opinion

Experience has shown that the citizens of any community basically want a police service that:

- Provides an atmosphere of personal safety and protection of property with a reasonable expectation of police intervention when a problem arises.
- An expectation that police will respond rapidly to any requests for police services.
- When a crime is committed, the expectation that the police will respond and institute a process of recording, investigating, and solving the criminal offense.

Most importantly, past experience has shown that the citizens of any community have a high level of desire to be kept informed of the process associated with consolidation. This need is real and the manner in which municipal officials address this issue is key to the success or failure of the process. For police service, most citizens of the political subdivisions of the Commonwealth are willing to pay a reasonable price in the form of taxes. In considering a consolidated police department, a percentage of the citizens of the community will obviously feel that the degree of service they are presently receiving meets their expectations at a reasonable cost, while others will not. This presents an opportunity for key stakeholders to illustrate the advantages of consolidated or regional police service delivery related to quality, expertise, and full-service aspects of the regional police agency. Experience has shown that the decision to consolidate police services is not always driven by fiscal concerns and is in fact an emotionally based community response that must be addressed by effectively conveying information as to the structure, capability, and governance of the new police entity.

Some elected officials feel they know how the majority of their constituents feel about consolidation while others are of the opinion that they were elected to represent the citizens and it is their judgment that is important. Regardless of the attitude of the elected officials representing a community considering regional police service, it is important to know the opinions of the citizens. Some attempt should be made to assess that opinion specifically as it relates to the cost and efficiency of existing police service as opposed to a consolidated police department.

Depending upon how they are handled, public opinion surveys can be costly and involved or relatively simple and inexpensive. The most important factor, of course, is assuring that the questions used actually measure what is intended. Civic organizations and other community groups are sometimes willing to conduct such surveys as community projects. Schools may also be willing to assist and, depending upon the area, colleges and universities are sometimes willing to conduct such surveys for the student learning experience involved. These methods of assessing public opinion are usually inexpensive or free. On the other hand, hiring a consulting agency to conduct the survey can be expensive.

Another option available to access the attitude of the citizens, though limited to a yes or no response, is the placing of the question on the election ballot. This procedure as it relates to police consolidation is covered in Pennsylvania Consolidated Statutes Title 53, Intergovernmental Cooperation, which is included in the appendix.

It is necessary that the elected officials considering consolidation have an *accurate* assessment of public opinion and not be overly influenced by those who have a direct interest. Elected officials in authority positions who stand to lose that authority through the abolishment of the police department often are very vocal, as are police chiefs in the same situation. Other persons who have strong feelings against consolidation, as well as those who strongly favor it, can also be adamant in their positions.

III. Basic Steps for Assessing Feasibility and Developing Plan

Appointment of a Regional Police Study Committee

The first step of any process to determine the feasibility of and to develop a plan for a consolidated or regional police department should be to establish the oversight unit. This is accomplished by each municipal governing body appointing one or more of its members to a Regional Police Study Committee. Other persons, including persons from business, industry, government, or other citizens may also be appointed to the committee, but at least one elected official should represent each government. This tends to give official sanction to the work of the committee and permits easier access to the police and municipal information that will be needed by the committee.

The basic tasks of the committee are normally to: (1) determine the specific procedure to be used in undertaking the study; (2) gather the data and information that will be necessary from each municipality and its police department (if one exists); (3) analyze the data and information and from that analysis determine the feasibility of regional police service and what method of regional policing (centralized support services, contract or purchase of services, or consolidation of police departments) would be most appropriate; and (4) establish the procedure and timetable for implementation.

The Regional Police Study Committee serves in the capacity of an advisory board and participating municipalities are not bound by the findings or recommendations of the committee. Committee members should elect a chairperson and any other officers they find appropriate from their membership. The committee may seek the assistance and advice of persons knowledgeable in various aspects of regional police services. The assistance of the DCED's Governor's Center for Local Government Services is available upon request. The committee may also choose to review the operation of an existing regional police department to gain an understanding of how it works on a firsthand basis.

The study committee should seek to build community consensus by opening their process to the public and seeking the maximum possible coverage in the local media. Questions about a regional police proposal should be heard and the answers made available to the public at large.

Determining Study Procedure

The mechanics of how the study will be conducted, as well as the timing of the work and its completion, are extremely important to the study's success. The committee should seek answers to the following:

1. How will we proceed with the information gathering process?
2. In addition to the information secured through the use of the Governor's Center for Local Government Services questionnaire (see Appendix A), what other information will be necessary?
3. Will a public opinion survey be necessary and, if so, how will we conduct it?
4. Will it be necessary to seek advice or assistance from other than local sources?
5. Will it be profitable to visit an existing regional police department?
6. Will our study completion timetable coincide with municipal budget preparation to allow for its implementation before financial data becomes stale?
7. Will public hearings be necessary and, if so, when?
8. How do we keep the public informed of our progress?
9. How will we present our findings and recommendations to the municipal governments involved and what will we expect from them in response?

Gathering Data and Information

It is usually necessary to secure information and data from four different sources: the municipality, the police department, local agencies associated with the police department and other sources not associated with the municipal government or its police department. The types of information which should be secured from each of the sources are as follows:

Municipality

1. The population of the municipality including a breakdown of the number of residents under eighteen years of age and the number over sixty-five years.
2. The size of the municipality in square miles.
3. The total miles of roads and highways.
4. The total operating costs of the municipal government and its police department for each of the past three years.
5. A complete breakdown of the current budget to operate the police department including any hidden costs such as insurance on the officers, fringe benefits, vehicle operations, and costs to maintain the police facility. The breakdown should exclude nonpolice-related items such as traffic signal purchases and maintenance of parking meters which are often found in police operating budgets.
6. The name, rank, dates of employment, police training certification number, salary, and fringe benefit costs for all police employees.
7. Contents of the current police department labor agreement.
8. The tax rate in mills and the assessment ratio.
9. Market value of real property.
10. Revenue from taxes and other sources.

Police Department

1. A two-year history of the amount of crime and police activity (incidents) in the community.
2. A two-year history of traffic accidents and enforcement.
3. The deployment and assignment of full and part-time sworn police personnel.
4. The assignments, hours of work, salaries, and fringe benefits of full and part-time civilian personnel.
5. Degree of and specific areas of cooperation with neighboring police personnel.
6. Training level of police personnel.
7. Methods of recruiting, selecting, and promoting police personnel.
8. Number of vehicles, amount, and conditions of other equipment.
9. Operations and personnel administration procedure.

Local Agencies Associated with the Police Department

District magistrates, district attorney(s), county probation and juvenile officials, the local substation of the Pennsylvania State Police and neighboring police departments not a part of the study area may be contacted to gather information, understand law enforcement procedures, or obtain opinions.

Other Sources

Local statistics and information on population, employment, economic conditions, income levels, and land area often may be secured from county or city planning agencies. Additional information on crime and crime trends can be secured from the Bureau of Research and Development, Pennsylvania State Police.

Historical municipal financial information may be secured from the Governor's Center for Local Government Service.

Each elected official appointed to the committee to represent a municipality should serve as liaison to their community and be responsible for securing the necessary information. Appropriate notification should be given to police and other government officials if interviews are to be conducted or a commitment of time will be necessary on their part.

Analyzing Data and Determining Feasibility

This is probably the most difficult function of the committee and little guidance can be offered in the precise procedure to follow to reach conclusions. It is extremely important, however, that the committee is exposed to all the information that is available so that sound decisions may be made. Basically, the committee must decide whether or not intergovernmental cooperation and a change in the present system of policing would benefit the represented municipalities and their citizens. If so, what type of change would bring the most benefit, and what would those benefits be.

Establishing the Procedure and Timetable for Implementation

After a decision is made concerning the type of regional police program that will be recommended, the framework for the program and a timetable for implementation must be developed. Depending upon what is recommended, this may be relatively easy or extremely complex. The remainder of this manual will be devoted to the mechanics of developing a regional or consolidated police program.

IV. Developing an Intermunicipal Police Contract or Purchase of Service Agreement

Again, contracted police services are the method of regional policing where one municipality sells or provides police services to another municipality according to the terms of a written agreement. Basically, in accepting this method, the purchasing community agrees to accept the supplying community's police department as its own without any *direct* control over its internal operating procedures. The purchasing community has no say in who is hired for positions or the manner of filling positions. It has no say in the assignment of personnel, salary levels, rank structure or police equipment. It *does* have say, however, in the manner of policing within its own municipal boundaries, the amount of policing, and the times during which police officers will be deployed, all of which should be defined in the agreement that is developed.

Specifically, the agreement should cover the following areas.

- The types of service that will be provided by the supplying department, defined as patrol, investigative, administrative, or other.
- The amount of service to be provided, defined in ways such as eight hours per day, sixty hours per week or one unit of full-time coverage.
- Provisions for the transfer of policing authority to the supplier's police personnel.
- Provisions for a liaison between the community and the supplier police department.
- An explanation of liability.
- Duration of the agreement and procedure for its termination.

Define the Level of Police Service and Determine the Cost

A clear definition should be made of the kind of service to be provided. For example, we normally look at patrolling, investigating complaints and answering requests for services as accepted everyday police functions. However, directing traffic at the annual county fair may not be, and if the purchasing community wants this service, it should be defined. A negotiated agreement for twenty-four-hour patrol coverage means that there will be at least one patrol unit on duty at all times patrolling within the boundaries of the purchasing municipality. On the other hand, the manner in which eight hours a day or sixty hours a week would be provided needs clarification.

Determining costs to the recipient community requires a thorough analysis of the current operating cost and the amount of service provided by the supplier department. Current cost of operating is established by adding all direct and indirect costs and eliminating those items that relate to only the municipality, such as school crossing guards or parking meter enforcement. Once the actual operating cost is established, the total hours of police service must be determined.

Most police departments maintain an accurate record of the actual duty time of their personnel. If accurate records are not available, an estimate of the annual hours of service must be made. An officer working a forty-hour week works 2,080 hours annually (40 hours x 52 weeks = 2,080 hours). Subtract from the figure the amount of off duty time as in the following example.

TABLE 1

Types of Leave Available	Total Hours Available
Total Hours Available	2,080
Less 15 Vacation Days (120 Hours)	1,960
Less 12 Holidays (96 Hours)	1,864
Less 10 Sick Days (80 Hours)	1,784
Less 5 Training Days (40 Hours)	1,744
Less 2 Other Days (Personal, Funeral 16)	1,728
TOTAL ANNUAL HOURS	1,728

Once the per officer annual hours are established either from actual records or from an estimate as in the example, the total hours worked by all sworn personnel is divided into the total operating cost and a cost per hour of service is determined. The cost per hour is the basis for determining other methods of assessing cost. For example, if the recipient community desires the level of service of *one officer full-time*, the per hour cost is multiplied by 168 hours or the number of hours in a week then multiplied by the 52 weeks in a year. If the recipient community desires only 60 hours of patrol per week, the hourly rate is multiplied by the sixty hours and the result of that calculation multiplied by the 52 weeks in the year.

Other methods of arriving at cost assessment are covered in later sections of this manual and may be appropriate for contract regional police service depending upon the area and communities involved. The *Police Protection Unit* concept which is currently used in the Northern York County Regional Police Program can be applied as well.

Define the Means to Assure Delivery of Desired Level of Police Service

The key to assurance of delivery of police services to each of the municipalities who are a part of the consolidated agency is the tracking of service delivery by the regional police entity. This may take on many forms and is driven by the methodology utilized by the department for the distribution of costs. This means that compilation of service metrics must be both measurable and transferable for reporting and both historic and comparative analysis. No matter what form of this tracking tool, it is the basis for transparency and providing a proof to the participating municipalities of delivery of police services commensurate with the purchase agreement.

Developing the Agreement

The legal agreement should contain language which grants authority to the officers and members of the supplier police department to enforce the law and provide police services within the recipient community. Also included should be a definition of how the recipient community will make its concerns on policing policy known to the police department. In short, the communications flow must be established. This can be accomplished by the appointment of an elected official who would serve as a liaison, the designation of a member of the police department to attend the regular meetings of the governing body of the recipient community or prearranged regular meetings between the elected officials and the police chief.

Liability clauses should be included which protect the recipient community from liability for sick and injured officers or for salaries and other compensation, and the supplier agency from liability for any action or inaction relating to the providing of police services. The agreement should contain language reopening cost

negotiations. The agreement should also provide the mechanics which would allow either community to terminate the agreement after due notice to the other. An example of a working agreement for contracted police service is included in the appendix.

Police Pensions - 3 Purchase of Service Agreement

When one municipality contracts with another for police services, the municipality providing the service maintains the police pension fund. In 1996, The State Legislature amended Act 600, the Municipal Police Pension Law, to specifically address regional police departments. That includes the transfer of police credits. The summary of Act 600 and the Amendment, addressing regional police issues, will be addressed in greater detail in later sections of this manual.

V. Developing a Consolidated Police Department

The merging of two or more existing municipal police departments is a major undertaking and involves many complex issues. This section of the manual addresses all the known concerns of police consolidation and explains in detail methods of dealing with them.

Oversight of the Consolidated Police Department

Initially, determining the proper method of managing a regional police department is difficult. It is easy to see how difficult it would be if each member of the governing body of each participating local government attempted to collectively administer the police department. Depending upon the number of municipalities involved, there could be twenty or thirty elected officials involved. The experience of police cooperation and consolidation ventures indicates that the most successful and workable solution is the creation of a regional police board or police commission. This board or commission is usually comprised of one elected representative from each of the communities participating in the program. The person who has responsibility for the police function in the community is almost always selected. This generally results in the mayor filling the membership position in boroughs and third-class cities operating under the commission form of government. However, it is not required that the mayor be the designated representative on the regional police board or police commission.

Alternative board or commission composition should be considered if the one-to-one (one representative from each municipality) method of managing the regional police department results in an even number of members on the board or commission. A mechanism should be available to resolve situations where tie votes may result.

The regional police board or police commission should appoint from its members the following officers: chairperson, vice-chairperson, secretary, and treasurer. Figure 5.1 presents an example of an organization structure for managing a regional police department. Figure 5.2 further delineates the division of responsibilities among the various parties for administering the regional or consolidated police department.

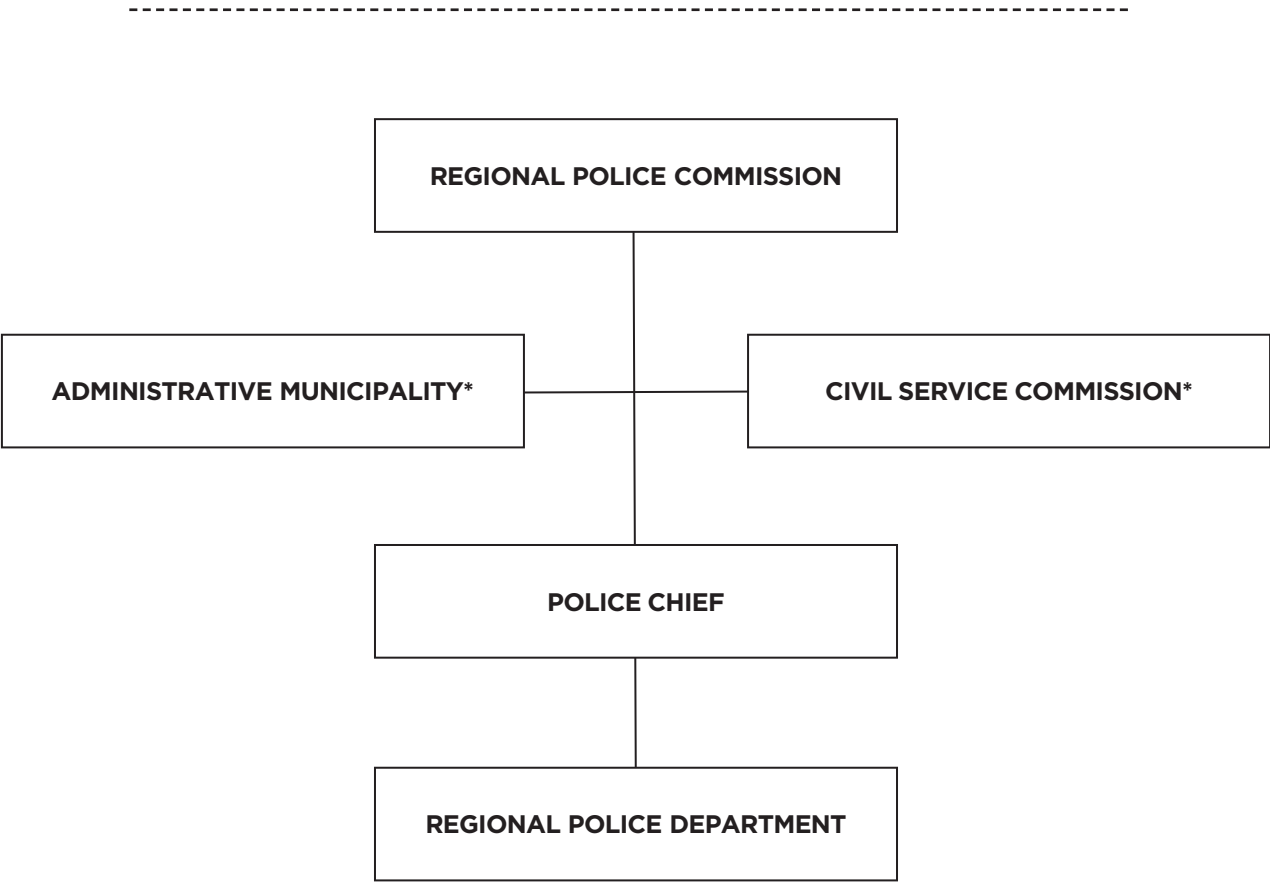
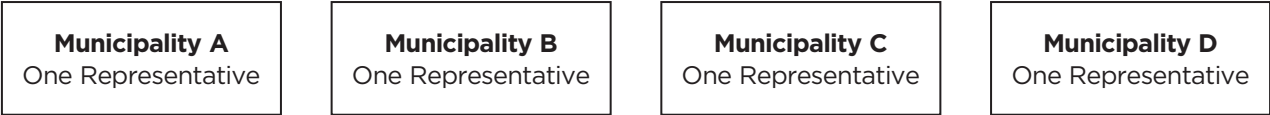
The responsibility of the police board or commission would be to make policy decisions determining such things as the budget, staffing levels for employees, selection standards of personnel, as well as general rules and regulations. The police board or commission provides a workable vehicle for competent management and, yet, each municipal participant remains a partner in both the determination of police policy and the oversight of police operations. More is presented about the duties and responsibilities of the board or commission in the sample articles of agreement included in the appendix.

The policy-making board or commission should utilize all available resources in developing overall police department policy. Although the chief of the regional department is primarily responsible for the day-to-day operations of the department and not policy making, the chief's input is quite valuable. The board or commission will naturally be influenced by concerns of the members of the governing bodies they individually represent as well as the public, community organizations, institutions and interest groups served by the police department.

The policy developed by the board or commission should delegate complete authority and responsibility to the police chief to manage the police department within the parameters set. It should also require accountability to the board and the individual municipalities for the efficient and effective operation of the department and the attainment of the goals established.

FIGURE 5.1

REGIONAL POLICE COMMISSION MEMBERSHIP



**Optional*

FIGURE 5.2

**OUTLINE OF RESPONSIBILITY
ADMINISTRATION OF THE REGIONAL POLICE DEPARTMENT**

- 1. Legislative Bodies of the Participating Units of Local Government**
 - a. Legislative (ordinances) relating to organization, creation, and implementation of the department Articles of Agreement
 - b. Providing resources for the Department
 - c. Combined action on policy decisions requiring “new” money outlays
 - d. Appoint members of the regional police commission and police civil service commission or designate a current commission to serve
 - e. Designate administrative municipality
- 2. Regional Police Commission (Appointed by the combined legislative bodies)**
 - a. Serve as advisory board to participating municipalities
 - b. Develop budgets
 - c. Conduct meetings (scheduled and unscheduled)
 - d. Make policy for the regional department
 - e. Sign warrants for various payments of regional police department obligations
 - f. Make uniform policy on wages, hours, conditions, and terms of employment and approve labor agreements
- 3. Regional Police Chief and Staff**
 - a. Day to day operations of the police department
 - b. Assignment of personnel
 - c. Control and discipline
 - d. Determination of training needs
 - e. Internal affairs
 - f. Budget development for consideration of the commission
 - g. Reports to commission and legislative bodies
 - h. Public relations
 - i. Evaluations (personnel)
- 4. Administrative Municipality**
 - a. Administer payroll function, fringe benefits such as insurance, retirement and pension and all other personnel program needs
 - b. Hold titles to vehicles and equipment
- 5. Civil Service Commission**
 - a. Promulgate rules and regulations pertaining to testing, appointing qualifying criteria, certification, promotions, reductions, suspensions, and terminations

Management of the regional or consolidated police department is usually difficult and hectic during the early organizational stages. However, after the program is implemented and operational for a short period of time, the management strain should be no more or less than those experienced in managing a traditional police department. More is said about the duties and responsibilities of the police chief in the section of this manual dealing with methods of selecting the chief.

Applicable Laws. Most general state and federal legislation affecting the operation of police departments also applies to regional police departments. These include the Sunshine Act, Right to Know Law, the Ethics Act, the Local Agency Law, the Municipal Police Officers' Education and Training Act and, on the federal level, the Fair Labor Standards Act and the Equal Employment Opportunity Act.

Personnel Administration

A part of the management responsibility included with the regional police department relates to personnel. These responsibilities include the handling of payroll, administration of pension programs, maintenance of leave records and other employee fringe benefit programs.

One approach for handling the many personnel functions in a newly created regional or consolidated police department is to designate one of the participating municipalities as the administrative municipality, as the sample management organization structure indicates (figure 5.1). Office personnel of this community would prepare and disburse payroll checks over the signature of the regional police commission. It could also handle the various pension processes until a pension board is appointed. The administrative municipality would retain title to all police department property and equipment and hold insurance policies on personnel and equipment for safekeeping. Any and all expenses associated with handling the affairs of the regional police department should be borne by all participating local governments.

On the other hand, if the regional police department created is large enough to employ a civilian staff to support the line units, it might be more desirable to handle all the administrative functions within the police department. This would probably prove less costly and would permit the police chief and regional police commission to be more completely involved in the management of the police department.

An up-to-date record of accrued sick leave, vacation, court attendance and overtime should be provided to the regional police commission by each member municipality for its sworn and civilian personnel. After the initial merger, the chief of police would be responsible for providing input to the commission and administrative municipality to keep the records current.

Any labor contracts between existing police departments and their respective governing bodies should be honored. At the earliest time possible, through negotiations with police representatives, the regional police commission should develop a uniform fringe benefit and working condition package for the entire department. The package developed by the commission should include policy on such matters as overtime, sick leave, vacation, holidays, longevity, court attendance, education pay and training expenses. No person should be subjected to lesser benefits (like salary, vacation, or sick leave) under the initial regionalized plan than they received in a predecessor police department. The negotiation process outlined by Act 111, of June 24, 1968, the compulsory and binding arbitration law, should be used by the regional police department in negotiating for future salary and benefits.

The personnel administration program established for the regional police department should include the following:

- In larger police departments, a position classification plan which groups positions into classes sufficiently similar so that the same descriptive title may be given, and the same qualifications and tests of fitness may be used for each group. In smaller police departments this may not apply, but as a very minimum, job descriptions should exist for every position.
- An equitable system of evaluating job performance.
- Effective procedure for maintaining discipline in the department including recognition for outstanding performance, as well as punishment for improper conduct.

- A sound program of employee relations including a grievance procedure.
- A competent in-service training program which assures the continued development of all officers on the department. Newly hired police officers must receive the basic training required by Act 120, of June 18, 1974, as amended, prior to actual performance as a police officer. Annual in-service training is also required to maintain the certification of officers.
- A recruitment and selection program which assures the appointment and promotion of the most qualified persons.
- An equitable compensation plan which assures that no employee will suffer a loss of income. Employees may be integrated into a pay plan which establishes minimum and maximum pay levels for each classification. Each employee enters the regional police department at the basic salary they received before the consolidation. In the fiscal year following the merger, each employee would move to the step within the plan that is closest to, but not lower than, their existing salary. Opportunities for advancement to higher steps within each grade should be based upon satisfactory performance. In time, salary level will equalize within classes.

Police officers have the right, under Act 111, to bargain collectively for salary, fringe benefits and working conditions. It is important from a management point of view to establish the basic structure of a pay and benefit plan before it can be lost at the bargaining table.

Regional Police Pension Plan

Until May 10, 1996, regional police pension plans lacked specific enabling legislation for the creation and administration of their pension plans. They had evolved largely through past audit activity of the Department of the Auditor General and court decisions. It was generally believed that the benefit structure created was not restricted by the pension statutes in existence at that time. The legislature passed Act 33 of 1996, which established various procedures and structures for regional police pension plans.

The act requires the following types of municipalities that participate in a regional police department to establish their pension plans pursuant to Act 600.

1. Boroughs
2. Townships
3. Cities
4. Towns

(It is important to note that Home Rule municipalities were not specifically mentioned in this legislation.)

Act 600 of 1956

Act 33 was an amendatory act. It amended Act 600 of 1956 to require all new regional police pension plans to comply with the structural provisions included in the Act. Plans established prior to the passage of this act may continue the benefit structure in place at that time. The Act currently includes mandatory (minimum) provisions and optional provision.

Purchase of Service Agreements

When one municipality contracts with another for police service, the municipality providing the service maintains the police pension fund. If the municipality purchasing police services has a preexisting police pension fund, the obligations to retired members, other beneficiaries, vested members or terminated members should be provided for before terminating the fund. At termination, the municipality should withdraw its contributions to the police pension fund and return the remaining assets to the Department of the Auditor General Comptroller's Office, Allocation Division, with a copy of the ordinance, or resolution, terminating the police pension fund.

Act 33 has also provided for transfer of service credits for police officers whose position is terminated when a borough, town or township disbands their full-time police department and is hired by the borough, town or township that will be providing services to that municipality through a contract authorized by Consolidated Statutes Title 53, Intergovernmental Cooperation. To qualify for the transfer of service credits, the following must occur:

1. The police officer must be employed by the disbanded police department on or after January 1, 1995.
2. He must be employed by the police department that is providing services to the borough, town, or township of the disbanded police department within six months of the effective date of the disbandment.
3. The agreement may also provide for service credits so long as there is a transfer of assets that does not exceed the actuarial accrued liability of the transferring participant.

Should the receiving borough, town or township subsequently reestablish a police department and reemploy one or more members of that police department, a transfer of service credits may be provided for the time spent as a full-time member if the assets are transferred to the reestablishing police pension plan.

Adoption of the Pension Plan

The regional police commission must formally adopt a police pension plan document and select an administrative approach. The police pension plan document should present the specific provisions and benefit structure of the regional police pension fund.

Prior to the adoption of a pension plan, the member municipalities must develop a benefit structure for the pension plan and an actuarial report studying the cost implication of that structure must be completed. This report will develop the funding requirements of the plan and provide the components for the subsequent Minimum Municipal Obligation report. The participating municipalities must also adopt ordinances establishing the regional police pension fund and establishing the benefit structure.

The act also provides for time served with the original municipality to be credited to the regional pension plan. This benefit transfer can be accomplished so long as the transfer of the police officer occurs within six months of the establishment of the regional police department. He will be credited with all of his service spent as a full-time police officer.

Transition Considerations

The establishment and administration of a pension fund should be one of the specific objectives included in the pension ordinances adopted by each municipality pursuant to Act 600 of 1956. The plan document should address the intent of the municipalities to:

- Terminate all existing police pension funds and transfer unallocated assets to the regional police pension fund.
- Relinquish all claims to transferred police pension fund monies.
- Pay each municipality's prorated share of the regional police commission pension fund costs in a manner consistent with the provisions of Act 205.
- Transfer service credits of the police officers initially employed by the regional police commission who were employed by participating municipalities immediately preceding the formation of the regional police department.
- Grant unqualified authority and responsibility to the regional police commission for the development of a police pension plan and the administration of the associated pension fund in accordance with Act 205.

In terminating existing police pension funds, obligations to retired members, other beneficiaries and vested members must be provided for prior to transferring the remaining assets to the regional police pension fund.

In relinquishing claims to assets of the regional police pension fund, member municipalities recognize that they are acting in an agency capacity in the receipt of the General Municipal Pension System State Aid allocations. Accordingly, the agreement should indicate that assets of the terminated regional police pension fund will be returned to the Commonwealth after:

1. the obligations to members and beneficiaries of the regional pension fund have been satisfied.
2. the disbursement of the actuarially determined reimbursements payable to police pension funds of member municipalities that employ terminated regional police officers.
3. the withdrawal of contributions by the regional police commission to the regional pension fund.

As the regional police pension fund may not have sufficient assets to provide for all of the above items, (1) and (2) will be fully funded prior to termination of the agreement. Also, the agreement should indicate what provisions will be made for any residual administrative duties associated with the regional police pension fund before the agreement is terminated.

Mandatory Provisions

Normal Retirement Age and Service - Age 55 and 25 years of service

Final Monthly Average Salary - Not less than 36 months or more than 60 months

Employee Contributions - Without social security 5 to 8 percent

Service-Connected Disability Benefits - To be determined by municipality

Intervening Military Service - Police officer prior to entering the military and return within 6 months after being discharged

Optional Provisions

Death Benefit Service Increment - 50 percent to spouse until remarries or dies, then to children to the age of 18 (unreduced)

Service Increment - For years of service over 25 - maximum total additional monthly benefit is \$100

Cost of Living Adjustment - No more than a 30 percent increase in the monthly benefit or more than 75 percent of the Final Monthly Average Salary at retirement

Vesting - One hundred percent of the accrued benefit after 12 years of service

Reduced Normal Retirement Age & Service - Age 50 and 25 years of service

Non-Intervening Military Service - Up to 5 years may be bought by the employee

Killed-in-Service - To be determined by municipality

Reduced Employee Contribution - Contributions by the employee may be reduced or eliminated if employer contributions are not necessary to fund plan

Deferred Retirement Option Plan (DROP) - This is a retirement plan that provides for employees within a defined benefit retirement plan to work beyond their normal retirement date with contributions by the employer. Deferred retirement option plans (DROPs) are of benefit to both employees and employers. In exchange for continuing to work past your eligible retirement age, an employer will set aside annual lump sum payments into an interest-bearing account.

Acquisition of State Funds

The Commonwealth provides annual allocations of General Municipal Pension Systems State Aid to help offset the municipal pension cost of full-time police officers, as well as other full-time municipal employees. Member municipalities that currently do not participate in the allocation should submit certification Form AG-385 to the Department of the Auditor General, Comptroller's Office, Allocation Division, and actuarial information to the Public Employee Retirement Commission to become eligible for subsequent allocations. The Regional Police Commission should also submit certification Form AG-385 to the Department of the Auditor General. Certification forms may be obtained from and should be submitted to:

Department of the Auditor General

Comptroller's Office
Allocation Division
Room 320 - Finance Building
Harrisburg, PA 17120

Phone: (717) 787-3636

Both the member municipality and the regional police commission must also submit a certification Form AG-385 to the Department of Auditor General, Comptroller's Office, Allocation Division. However, only the regional police commission discloses the number of full-time police officers employed and their covered payroll. Each member municipality must submit an affidavit annually to the Department of the Auditor General, Comptroller's Office, Allocation Division disclosing the percentage of costs paid by your municipality to finance the operation of the regional police commission. The affidavits may be obtained from the Department of the Auditor General, Comptroller's Office, Allocation Division.

Upon submission of the appropriate certifications and affidavits, each member municipality will become eligible to receive an annual allocation of General Municipal Pension System State Aid to be used exclusively for providing pension benefits for full-time municipal employees. Upon receipt, such monies should be deposited in the general fund of the municipality. However, these monies *MUST BE* forwarded or deposited in the Regional Police Commission pension account within 30 DAYS of receipt of the monies of the municipality. The Regional Police Commission should annually assess the member municipalities for the funds needed to maintain the regional police pension fund in accordance with the Act 205 actuarial funding standard. The annual assessments may be an itemized part of the aggregate municipal contributions, or they may be billed separately. The treasurer of the regional police pension fund must be bonded prior to assuming the duties of the treasurer. However, if the treasurer of the regional police commission is bonded and acts as treasurer for the regional police pension fund, no additional bond is necessary unless required by the regional police commission.

Civil Service Commission Consideration of Desirability and Alternatives

Section 5 of Article IX of the Constitution of the Commonwealth of Pennsylvania serves as a legal and constitutional basis for consolidation of police services in the state. Section 5 of Article IX states as follows:

A municipality by act of its governing body may, or upon being required by initiative and referendum in the area affected shall, cooperate or agree in the exercise of any function, power, or responsibility with, or delegate or transfer any function, power, or responsibility to, one or more other governmental units including other municipalities or districts, the federal government, any other state or its governmental units, or any newly created governmental unit

This exemption allows regional or consolidated agencies to define and adhere to hiring processes that may or may not include civil service procedures. The advantage enjoyed by the regional or consolidated agency is the ability to recruit, select, process, and hire employees on a flexible timeline that is attractive to well qualified candidates outside of the constraints of civil service timelines and local rules. This does not relieve the agency of any of the requirements of Act 57 or other MPOETC requirements for hiring and selection of employees.

A civil service procedure assures the merit principles in selection and promotion and guarantees a right of review to disciplined or discharged employees. The creation of a civil service commission to handle the recruitment, selection and promotion of regional police department personnel is also outlined in the sample management organization structure (figure 5.1). Although a civil service commission may not be required under Title 53 Consolidated Statutes Intergovernmental Cooperation, it may be of value for further consideration. Under current state law, civil service is required for officers employed by boroughs and first-class townships (when three or more are employed), and third-class cities.

Two approaches are available to establish a civil service commission for the regional police department. The board or regional police commission may appoint a new commission consisting of three members selected from the citizenry of the area served and adopt the civil service provision of one of the municipal codes (Borough Code or First-Class Township Code) as the regulating authority. Or, the board or commission may simply accept an existing civil service commission and operate under its rules and regulations and municipal code.

Organization of the Regional Police Department

Probably the most important aspect of the concept of regional or consolidated police service is the design of the police department. Ideally, the new department will be large enough to provide a full range of police services including complaint service, traffic enforcement, patrol service, criminal investigation, and their associated functions on a twenty-four-hour basis to all communities. To accomplish this goal, it is necessary to develop an organization structure which addresses all of these areas, provides all the required functions, yet does not overspecialize or over structure. It is more desirable to be conservative when determining rank and specialist needs than to end up with positions that are unnecessary. Unnecessary rank and positions are extremely difficult to eliminate once they are created because of the human element involved. They are also very costly.

The goal of organization development is to group activities into specific categories, delineate authority and responsibility, and establish working relationships which will enable both the police department and personnel to accomplish mutual objectives. An effective organization structure provides the means by which organization goals are met. The needs of the organization have to be identified and satisfied to ensure maximum levels of service. Police organization needs are generally broken down into the following specific categories.

TABLE 2

DISTRIBUTION OF ORGANIZATIONAL RESPONSIBILITY

Field Services	Staff Services	Auxiliary Services
Patrol	Recruitment	Police Records
Traffic	Training	Police Facility
Criminal Investigations	Personnel Management	Detention Facility
Juvenile/Family Investigations	Crime Prevention	Youth Services
Equipment	Community Relations Programs	Planning and Research
Narcotics	Media Relations	911 Center and County Communications

The initial structure developed for the regional or consolidated department must include the mechanisms for providing field services, staff services, and auxiliary services for the police department. In the very small police department, the entire personnel complement will perform the field and auxiliary services, and the chief will perform most of the staff service functions. However, in larger police organizations where the volume of work in each function is greater, it is even more important that activities be categorized. Line or field services relate to the performance of services on the street, while staff and auxiliary services relate more to support of field services.

Regardless of the organization developed, the first consideration must be the patrol unit or the unit within the department that will perform most of the work. The overall size of the department, in terms of personnel, will depend upon the needs of the patrol unit. An operations manual should be developed for the regional or consolidated department that defines the responsibilities of the patrol unit as well as other units. The manual should further explain the relationship of the patrol unit to any specialist units, define specific operational procedures, and establish rules and regulations. Methods of determining the manpower needs and manpower distribution of the patrol unit are included in later sections of this manual.

Police Supervision. To preclude any breakdown in achieving the goals and objectives of the organization and to assure compliance with the procedures that are established by the operations manual, a supervision component must be built into the structure at every level of need. In the very small police department, the total responsibility for supervision will fall upon the shoulders of the chief of police. In larger organizations, however, the responsibility for supervision can be distributed throughout the structure. Some basic guidelines to use in determining supervision needs are the following:

1. Supervisory positions should exist only to the extent necessary to perform the function.
2. The same rank should have the same responsibility. For example, a police sergeant is usually a line unit supervisor. Therefore, if sergeant is determined to be an appropriate rank, every line unit supervisor should be a sergeant. It would not be effective to have a sergeant supervising one platoon, a lieutenant another and a corporal the third.
3. Rank should only be associated with positions of leadership and/or supervision. Rank should not be assigned to specialist positions (criminal investigator, juvenile officer, crime prevention officer).
4. Supervisory positions or rank should be transferable. A sergeant supervising a patrol unit (platoon) should be equally capable of supervising a traffic or criminal investigation unit.
5. Depending upon the police unit, an effective span of control (number of persons reporting directly to supervisor) is from two to eight persons. Generally, the department wide ratio of supervisor to subordinates should be approximately one to four.

Specialist Positions. Ideally, all the sworn personnel on the police department should be in the patrol unit where all police service needs are addressed. Here, the total available manpower is directed at the problem of policing. However, in reality, it is more practical to establish specialty positions to handle particular functions if there is justification. The specialist not only is more expert in handling the function but is more efficient in accomplishing the specialty task. Determining the number of specialists and the particular areas of specialty in a newly created regional or consolidated police department requires an understanding of the amount of crime and/or police activity within the area.

Specialty positions should not be created in any situation where there is a question as to whether or not there will be enough work for a full-time position. Part-time specialty positions should be avoided since they tend to become full-time even when the need is not there. In staff services, it is sometimes practical to consolidate two or more functions where there is partial need in each area, but not enough in any one area to justify a full-time position. For example, personnel administration, training, and community relations could all be handled by the same person.

As a general rule, specialty positions should not be created in police departments of fewer than eighteen or twenty sworn officers. Specialty positions should not usually represent more than ten percent of the total complement of personnel. When attempting to determine the need for specialty positions, it should be kept in mind that each time a specialty position is created there is one less officer on the street (unless another person is hired as a replacement).

Civilian Positions. In developing an organization structure for the regional or consolidated police department, emphasis should be placed upon filling any position that does not require the exercise of police authority or knowledge with civilian personnel. Civilians can be used in many positions that have been traditionally handled by sworn officers in a large number of Pennsylvania police departments.

The need to assure job security in a regional police program is as important among civilian personnel as it is among sworn police officers. Therefore, civilian personnel employed by existing police departments should be absorbed into the consolidated or regional police department. A recruitment and selection process should be established which will assure the selection of the most qualified and promotional opportunities based upon merit. Training programs should be established which will provide civilian employees opportunities for self-improvement.

Examples of regional police organization structures are presented in Figures 5.3 and 5.4.

FIGURE 5.3

SAMPLE ORGANIZATION EXAMPLE "A" 20 PERSONNEL

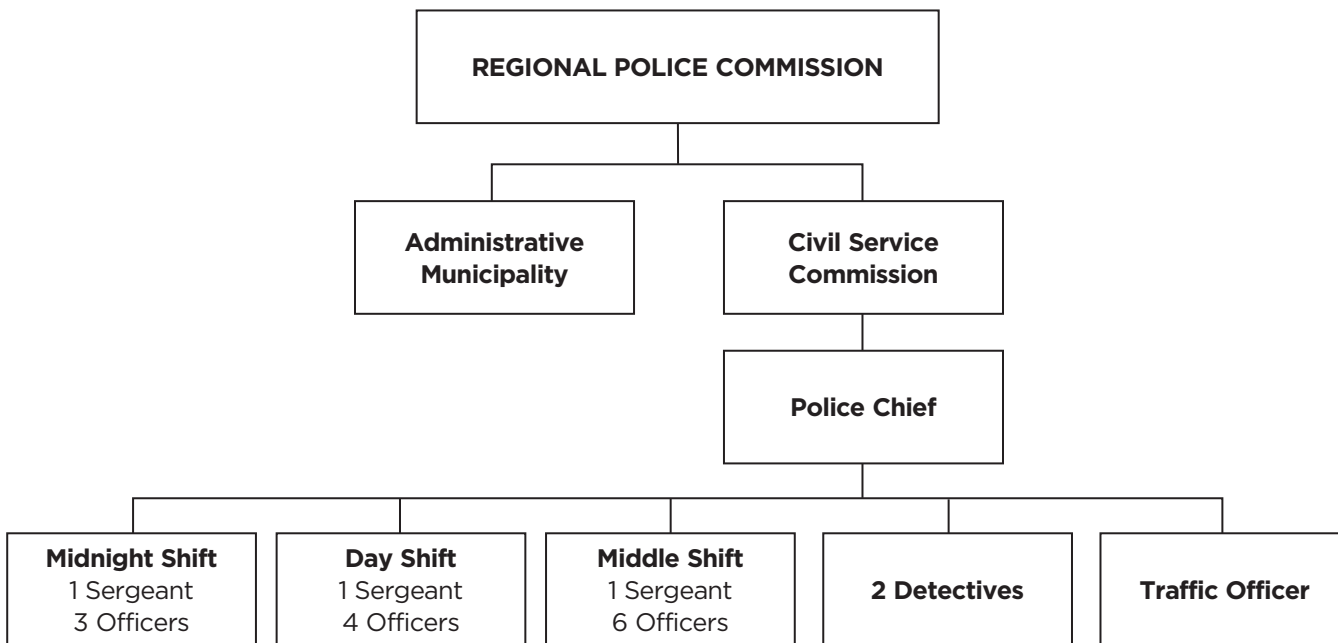
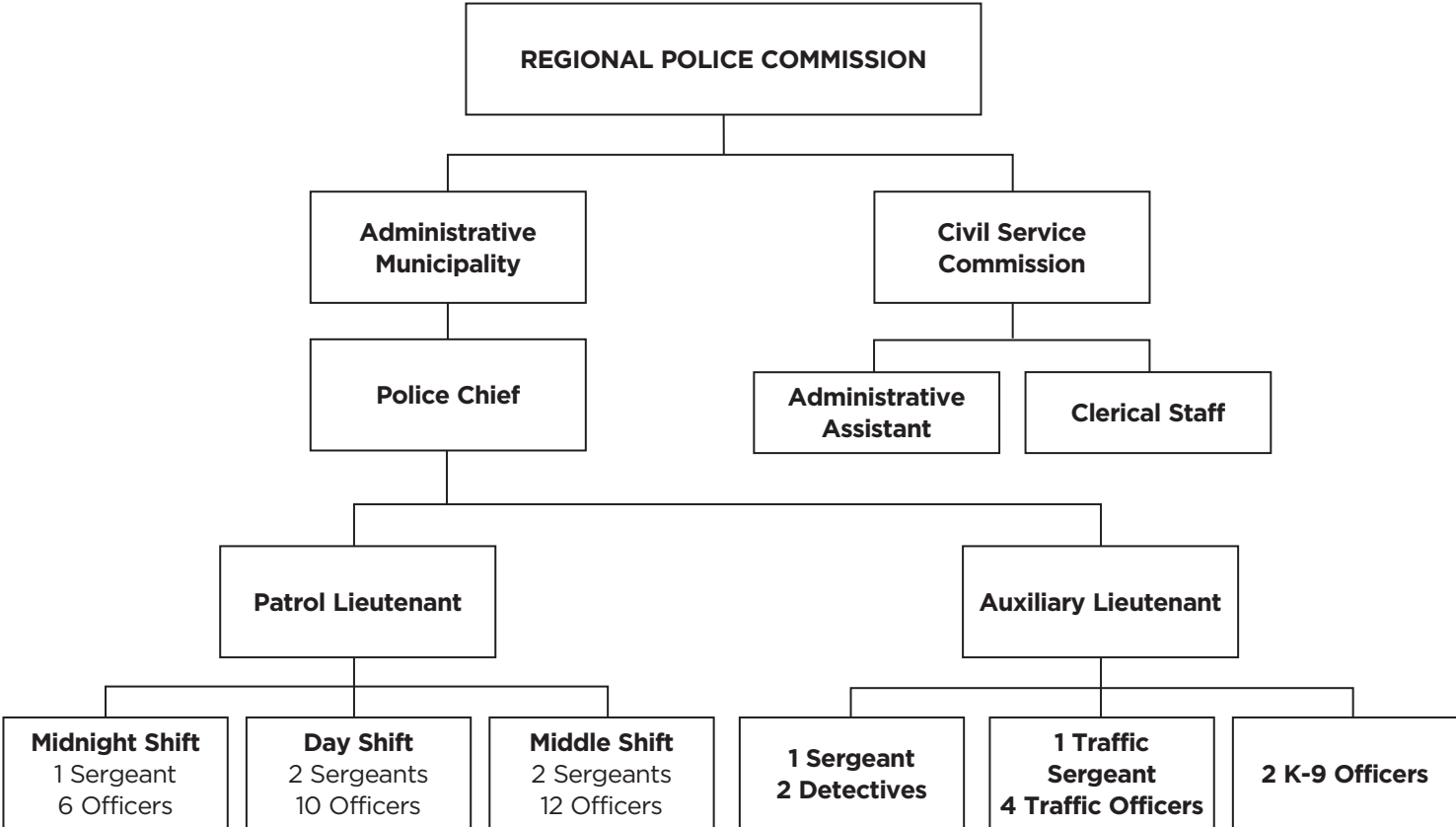


FIGURE 5.4

ORGANIZATION EXAMPLE "B" 48 PERSONNEL



VI. Personnel, Equipment, Facilities and Finances

Determining Staffing Needs

Probably one of the most significant responsibilities of those attempting to develop a regional police program is the task of determining just how many officers are necessary to police the area. We have already discussed the fact that the number of supervisors and specialists are dependent upon the number of other personnel or specialist activity. Civilian personnel levels are determined by the number of functions existing in the department which can be handled by unsworn persons. Therefore, establishing how many officers are necessary to perform the patrol function should be the first step of determining staffing needs.

The International Association of Chiefs of Police (IACP) has developed a method for determining patrol officer needs based on the actual or estimated complaint or incident experience in the community. The Governor's Center for Local Government Services has found the IACP system to be most reliable in determining police needs. It is far superior to projecting staffing needs based upon national averages of police officers to thousands of population. The IACP procedure for determining patrol unit personnel needs is outlined below.

Determining Patrol Unit Staffing

- Step 1** Determine the number of complaints or incidents received and responded to by the police departments in each community. Complaints and incidents include all forms of police activity where an officer responded and/or took official action. It does not include actions such as giving advice over the telephone, delivering messages, or handling internal police department matters. If an actual complaint or incident figure is not available because the community does not have police department records, or they are not accessible, or are unreliable, an estimate may be used. Sound estimates may be made based upon the assumption that, in the average community, five hundred fifty police complaints or incidents will occur for every one thousand residents or 0.55 per resident. Therefore, if the population of a community is 4,500, it can be estimated that 2,475 police complaints or incidents will occur ($4,500 \times 0.55 = 2,475$).
- Step 2** Multiply the total complaints or incidents by 0.75 (forty-five minutes). It is generally conceded that forty-five minutes is the average time required to handle a complaint or incident.
- Step 3** Multiply by three to add a buffer factor and time for preventive patrol. General experience has shown that about one third of an officer's time should be spent handling calls for service. Other requirements for servicing police vehicles, personal relief, eating, and supervision must be considered. Time required for aggressive preventive patrol must also be taken into consideration. Multiplying by three adjusts for these factors.
- Step 4** Divide the product by 2,920 - the total number of hours ($365 \text{ days} \times 8 \text{ hours} = 2,920$) necessary to staff one basic one-officer patrol unit for one year.

In applying the IACP formula outlined above the number of patrol elements necessary to effectively police the area can be determined. The following example is presented to demonstrate how the formula would be applied to three typical communities.

FIGURE 6.1

APPLICATION OF IACP FORMULA TO THREE TYPICAL COMMUNITIES

IACP Formula	Community A	Community B	Community C
Complaints/Incidents	12,392	2,475	*6,391
Times 0.75	9,294	1,856	4,793
Times 3 (Buffer)	27,882	5,568	14,379
Divide by 2,920	9.55	1.91	4.92
Patrol Elements Required	9.55	1.91	4.92

**Estimated based upon 0.55 incidents per resident.*

If police officers could be expected to work eight hours each day, 365 days each year, there would be a need for 16.38 officers to provide police services for the three communities in the above example (Community A - 9.55 plus Community B - 1.91 plus Community C - 4.92 equals 16.38). Since this cannot be expected, it must be determined just how many hours in each year a police officer will not be available for duty because of normal time-off periods. Then, we must establish just how many additional officers will be necessary to fill in for those on normal time-off status. This information is determined by itemizing all the areas in which time off is granted to an officer and the total annual hours allowed for each area. For example, if the fringe benefit package arrived at for the regional police department provides for a forty-hour work week for all officers, this means that each officer will be off duty sixteen hours each week or eight hundred thirty-two hours a year. Listed below are most of the common time-off factors which are normally part of the fringe benefit package, or which subtract from available duty time.

Factor	Annual Hours
Days off (2 days per week)	832
Vacation (15 days per year)	120
Holidays (10 days per year)	80
Court days (5 days per year)	40
Training (5 days per year)	40
Sick and injury (5 days per year)	40
Miscellaneous leave (death in family, etc.)	8
Total hours not available	1,160

In the above calculation, it has been determined that of the 2,920 hours in each patrol element, the officer assigned to staff it will be off duty 1,160 hours and on duty 1,760 hours. Therefore, if this were the time off schedule developed for the regional police department serving the three communities just discussed (Community A, Community B and Community C), it can be determined that an additional 10.8 patrol officers would be necessary to staff the 16.38 patrol elements determined to be necessary to effectively police the three communities. The 10.8 additional officers added to the 16.38 original officers indicates a need for 27.18 or 27 officers. In this example, it actually takes 1.66 patrol officers to staff each patrol element.

To continue the three-community example further, it was determined that it would take 16.38 patrol elements staffed by 27 patrol officers to police the three communities twenty-four hours each day, 365 days each year. This number would not include the supervisors, specialists, or civilians necessary to administer the police department or perform specialist functions. The question now is how should the twenty-seven patrol officers be assigned or distributed throughout the twenty-four-hour working day to ensure an adequate number of officers on each shift?

It has been determined through research conducted by IACP that on the average, police department activity occurs in the following percentages.

Mid-Night Shift	22%
Day Shift	33%
Middle Shift	44%

The Governor’s Center for Local Government Services has verified the determination made by the IACP in communities throughout the Commonwealth of Pennsylvania. Therefore, if those distribution levels were applied to the twenty-seven-officer department that was determined to be necessary for the three communities, personnel would be assigned to the three shifts in the following manner.

<u>Shift</u>	<u>Assigned</u>
Midnight shift (12 - 8)	5.94 or 6 officers
Day shift (8 - 4)	8.91 or 9 officers
Middle shift (4 - 12)	11.88 or 12 officers

The forgoing represents the number of officers assigned to each shift in the three-community example. To determine how many officers would be working on the average day on each shift, simply divide the number assigned by the number necessary to staff one patrol element (1.66). This indicates that on the average day there would be 3.61 officers working the night tour, 5.42 on the day tour and 7.23 working on the evening shift.

Selecting the Chief of the Regional Police Department

Regardless of the police department, traditional or regional, the ability of the police to act effectively against crime and disorder depends upon the police chief. Probably the most important decision to be made by the persons responsible for managing the regional police department will be the designation of the department’s top administrator. In nearly every situation where a police consolidation is being considered, there is more than one person holding the title of chief of police. All those persons cannot be the chief or administrator of the regional department. Therefore, some mechanism must be developed which will select a person to lead the regional department. The role of a regional police chief varies greatly from the role of a traditional police chief. The regional police chief must understand the many factors associated with the regional police delivery scheme. This means a demonstrated skill set for resource allocation, budget, communication, transparency and organizational management and behavior.

The persons responsible for the selection of the new regional organizations police chief must understand the importance of their task. The chief candidate will ultimately be responsible for the development of the agency and ultimately the pathway to success or failure of the agency. This selection team should seek well qualified candidates with demonstrated capabilities and understandings in the following areas related to agency administration and perhaps most importantly the ability to frame and apply this understanding in proportion to the size and resources of the newly formed agency.

- Organizational development and behavior
- Policy formation
- Strategic planning
- Development and implementation of key performance metrics
- Budget
- Understanding of PLEAC Accreditation Standards
- Human resource administration
- Resource allocation

- Risk management
- Grant administration
- Applied technology
- Records management systems and RMS integration

There are no regulations which prevent selecting the police chief from the various departments. There are also no restrictions against going outside the existing departments to recruit a qualified individual. There are advantages to both approaches. The inside candidate will have detailed knowledge of the area, personnel, and existing police problems which would prove most helpful in the initial stage of implementing the regional department. The essential questions facing internal candidate become one or more of the following “What factors created the demand for consolidating agencies – and does the internal candidate have the necessary skill sets to effect change?”, “How did we get here and why?” or “Or if change could have occurred -what prevented it from happening?”

From the outside, public officials can look for whatever experience, other personal characteristic, training , and educational exposure they desire for the role of top administrator. There is also the possibility of recruiting someone with prior regional police experience. The bottom line, however, to this extremely important aspect of the regional department development is to provide the new regional police department and each individual community with the best possible police leadership available. The person selected should be familiar with modern police methods and be firm in insisting upon a professional police effort from all aspects of the police department operations. The police chief should have the ability to use personnel effectively, write procedures for daily police operations, and design systems for accountability and control. The essential question of “What factors created the demand for consolidating agencies – and does existing internal staff have the necessary skill sets to effect change?”

Filling Other Administrative and Supervisory Positions

Depending upon the size of the regional police department created and the organization structure developed, there will probably be other administrative and supervisory positions that must be filled. If the number of these positions proposed for the regional department is the same as the number existing in the departments to be consolidated, and if police officials are satisfied with the persons in such positions, filling them is simple. However, if a judgment must be made as to which of a larger group will fill a few positions, then some method must be used to make that determination. A competitive examination process is the most practical method.

Job descriptions should be prepared for each of the supervisory and administrative positions established, and eligibility requirements should be determined. All police officers meeting the eligibility requirements should be tested through written and oral examinations and whatever other testing elements are determined to be necessary. Persons should then be selected based upon the outcome of the examination process. The Governor’s Center for Local Government Services can provide guidance in establishing a merit selection process.

Filling Specialist and Civilian Positions

Specialization in the consolidated or regional department should represent a temporary assignment with the right retained by the police chief to effect transfers into and out of any specialty function. Specialist positions should not represent promotions even though a higher salary grade may be attached to such positions.

Civilian positions in the consolidated or regional police department should be filled by civilian personnel currently employed by individual police departments. For the purpose of filling future civilian positions, the regional police commission should make every effort to recruit, screen and select well qualified personnel.

Each position is a vital part of the police operation and the selection process adopted should be sensitive to this condition when appointments are made. The merit principal should be the order of the day when filling civilian positions.

Consolidation of Equipment

A complete inventory should be made of all police equipment to be consolidated and an appraisal made of its value. Only necessary and serviceable equipment should be accepted. A permanent record should be maintained of the equipment (and its value) contributed by each municipality in the event a settlement may be necessary at some later time.

An equipment needs list should be developed by public officials which establishes what operational, vehicular, office, and personal equipment will be required in the consolidated or regional police department. Equipment that is contributed by each municipality should be compatible with the needs list established for the regional department. As the contributed equipment replaces an item on the needs list, a credit in the amount of the value of the equipment should be applied to the contributing municipalities.

Police Records Consolidation

Initially, the records systems of all participating police departments should be consolidated into the regional police records system. Records covering the last ten years should become an integral part of the records system. Arrest, criminal history, and fingerprint files should be transferred in their entirety. Should one of the existing police records systems be appropriate for adoption by the regional police department, it should be accepted as the new records system. Whatever system is accepted, it is important that the records system effectively accounts for and records all police activity in each community.

Personnel records should also be consolidated. Personnel records should be maintained separately from other police department records and be under the direct control of the chief of police. Personnel files should be secured under lock and key, and effective controls established to prevent unauthorized access.

Monthly reports should also be provided to each community by the police department documenting all police activity in the community and the entire area.

Training the Regional Police Department

All new officers hired by the regional police department will be required to complete the basic training course as provided by the Municipal Police Officers Education and Training Commission (MPOETC). Act 120 of June 18, 1974, as amended, requires completion of a minimum training program by newly hired police officers prior to actually performing the duties of a police officer. In addition, police officers are required to attend mandatory in-service training as required by MPOETC.

Those officers placed in supervisory, administrative, or specialty positions should receive training in their functional area unless adequate prior training can be documented.

Selecting a Police Headquarters Facility

Determining where the consolidated or regional police headquarters will be located can be a difficult decision for public officials. It is not really necessary that the facility be centrally located or that it be somewhere other than in one of the present police facilities. In most situations, one of the existing facilities can be utilized as the headquarters for the regional department. However, even when this approach is used, it is often necessary to renovate. Therefore, there may be some exceptional costs in the first year of funding a regional department due to the police facility. If a decision is made to construct a new building or purchase an existing structure, a substantial capital cost will be incurred.

Developing a Budget

Probably the most important aspect of developing a budget for the consolidated or regional police department is assuring the accuracy and completeness of the financial information supplied by each municipality. If financial information is sound, establishing a budget for the regional police department is no more difficult than developing a budget for any organization. Basically, to assure complete understanding on the part of all concerned, the budget developed should evolve from the following format.

FIGURE 6.2

BUDGET

Budget Category	Amount
PERSONNEL SERVICES	
Salary of Chief, Captains, Lieutenants, Specialists Police Officers, and Civilian Personnel Overtime	
Insurance	
Employee Benefits	
Civil Service Commission Expense	
Legal Fees (Act 111, Contract Negotiations)	
OPERATING EXPENSES	
Office Supplies and Forms Postage	
Telephone and Communications	
Membership Dues	
Travel and Subsistence	
Training	
Special Departmental Supplies and Equipment Vehicle Maintenance and Repair	
Gas, Oil and Lubricants	
Vehicle Insurance	
Equipment Maintenance and Repair	
Uniforms and Personal Equipment	
Lighting, Heating, Cooling and Power Other Utilities	
Rent	
Building Maintenance Insurance	
CAPITAL EXPENDITURES	
Furniture	
Office Equipment or Machines	
Vehicles	
Building Construction, Purchase or Renovation	

All municipalities in Pennsylvania are required to submit reports of their annual budget and expenditures to the Governor's Center for Local Government Services. When participating in a consolidated or regional police department, the municipality need only indicate its share of the total amount of funds budgeted or expended (as the case may be) on the report submitted.

Methods of Distributing Cost

The immediate concern of elected officials, after a budget has been developed, is a method of determining just how much of the total cost will be paid by each community. Whatever method is adopted, it is necessary that it be based upon stable factors which relate in some way to the demographic, social, or economic makeup of the area. Unless a sound cost distribution method is established initially, the possibility exists that major changes in year-to-year cost distribution will occur. Such occurrences have caused failures of regional police programs which otherwise were functioning very well. Some of the more common factors which have been or may be used in developing a cost distribution method are the following.

Population. Population is sometimes used as the sole factor for cost distribution. The primary responsibility of any police department is to protect people and render services. Population is generally a very stable factor, especially if the United States Census figures, which change only every ten years, are used. It is important that the source for population figures used to determine cost distribution be reliable.

Land Area - Road Mileage. Population when combined with land area (denotes density) and/or road mileage adds another dimension to the impact of people on police services and law enforcement. The distribution of population over an area can affect the policing needs of that area. The miles of roads that must be patrolled or traveled to serve the people also impacts upon the police department.

Property Valuation. Assessed valuation of real property can be used in conjunction with population as a formula for distributing cost in the regional police program. This combination links together the objects of a police department's first goal, the protection of life and property. Market value of property is determined by the State Tax Equalization Board, while assessed value is determined at the local level through county or municipal assessment. Either market value or assessed value may be used as a cost distribution factor. However, market value is more closely associated to the actual value of the property.

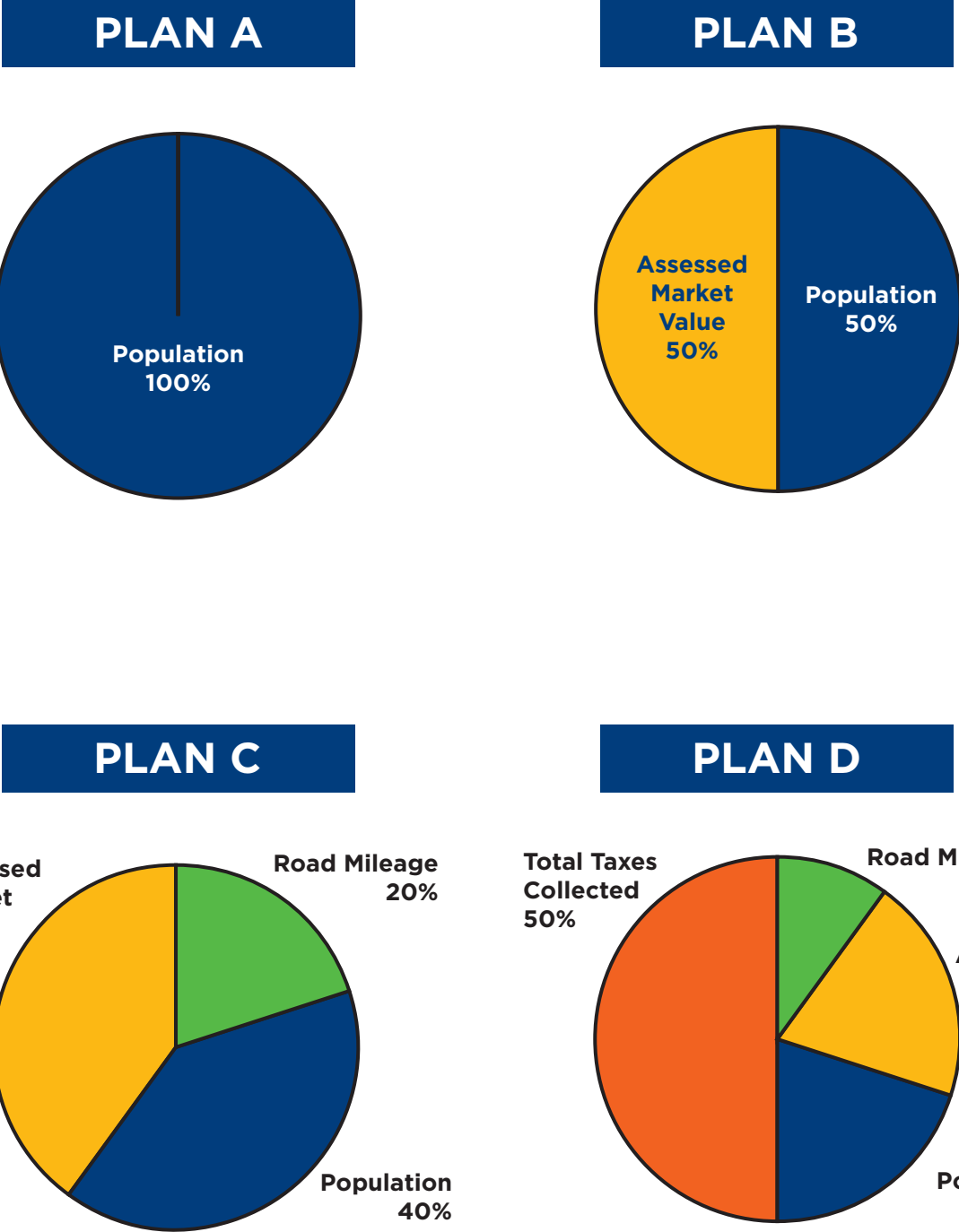
Revenues and Taxes Collected. The percentage of distribution of total municipal revenues and total taxes collected reflect to some degree the wealth of the community. However, there is usually a strong correlation between population, assessed valuation and taxes collected in communities. Using taxes collected and revenues in conjunction with population and property value in cost distribution comes close to using the same factors the second time. Figure 6.3 displays four variations of cost distribution methods which may be appropriate, depending upon the individual communities.

Plan A is based upon population exclusively. No other factor would be considered. Plan B uses as a base the population and market value of real property. The weight of fifty percent is given to both factors. Plan C utilizes the factor of road miles in conjunction with population and market value. Plan D adds the taxes collected factor which takes into consideration the municipality's ability to pay.

The percentage value of any factor in any of the cost distribution methods (Plan A, B, C, and D) may be changed according to the desire of municipal officials. For the purpose of providing an example of how the distribution formulas are applied, we will return again to the three municipalities discussed previously (Communities A, B, and C). Assume that Community A has a population of 19,500 and a market value of real property in the amount of \$22,500,000. Community B has 4,500 residents and a property value of \$4,200,000. Community C's population is 10,200 and its market value of property is \$14,900,000. The budget developed for the police department to serve the three communities amounts to \$1,225,188. Assume also that the three communities have decided that cost distribution Plan B is the most desirable method of distributing cost. Figure 5.7 reflects the application of Plan B to the three communities. The other cost distribution methods (Plans A, C, and D) would be applied in a similar manner.

FIGURE 6.3

EXAMPLE PLANS FOR COST DISTRIBUTION



Crime and Police Activity. The amount of crime and police activity within the community may be used as a cost distribution method. Accuracy in reporting and recording accounts of crime and activity are extremely important to the success of this costing method. Decisions must be made concerning the specific types of activity which will be measured and the time during which the measurement will take place.

Equal weight is usually applied to each police activity. Activities are added together and the percentage occurring in each community as it relates to the total activity is the percentage share of the cost for each community. This cost distribution method is more directly related to actual police performance than any other.

Police Protection Unit. The Northern York County Regional Police Department uses a police protection unit concept in determining cost share for each municipality. A police protection unit consists of ten hours of service each week or one quarter of the amount of time available from one officer. Each community purchases the number of units it desires and therefore has direct control over the amount of and cost of police service it receives. Each municipality determines in advance of the budget year just how many units of ten hours a week it desires in the coming year. Usually, the number desired is consistent with the current year.

The total units are then added together and the number of officers necessary to provide the service is determined. Required units are then divided into operating cost and a per unit cost is established. A separation of administrative costs from direct service costs occurs in the Northern York Regional Police cost assessment method, but in reality, each community pays a percentage share equal to the percentage share of the total units purchased.

State Funding

Operational Grants. State funds may be available to assist in the initial startup costs of a regional police department. The [Regional Police Assistance program](#) offers a limited number of grants up to \$99,000 spread over a three-year period to implement consolidated police departments. Priority is given to projects involving one or more distressed or at-risk communities under the [Municipalities Financial Recovery Program](#), and also to departments with a minimum of five full-time officers and a full-time chief. The Shared Municipal Services Single Application program offers grants to help defray the costs of joint municipal functions. Grant amounts are significantly smaller but can be useful in paying for items critically necessary to get a regional police department operational. For further information contact the following:

**PA Department of Community and Economic Development
Governor's Center for Local Government Services**

Commonwealth Keystone Building
400 North Street, 4th Floor
Harrisburg, Pennsylvania 17120-0225

1-888-223-6837
dced.pa.gov

Cooperative Purchasing. Regional police departments can purchase police cruisers off the state contract at the same price the state has contracted to buy State Police vehicles. For further information contact the following:

PA Department of General Services

Bureau of Procurement
COSTARS Program
555 Walnut Street, 6th Fl
Harrisburg, PA 17101

866-768-7827

VII. Common Questions on Consolidated or Regional Police Services

May a regional or consolidated police department overlap county boundaries?

Yes. County boundaries present little difficulty in providing regional police service. The major handicap for the law enforcement agency is in having to adjust to two or more county court systems.

Must municipalities abut one another or may patrol units pass through nonparticipating jurisdictions?

Naturally, it is more desirable for municipalities entering into regional police service to be adjacent to one another. However, nothing prohibits the adoption of a program which requires that patrols pass through nonparticipating jurisdictions.

Must agreements for regional police service developed under the authority of Title 53 Consolidated Statutes Intergovernmental Cooperation be approved by the Local Government Commission?

Only those agreements involving programs which overlap state boundaries or agreements developed with the state and/or federal government must be approved by the Local Government Commission. Agreements developed for police service between municipalities or groups of municipalities within the state require no approval at the state or federal level.

May a municipality dissolve its police department and enter into an agreement with another municipality or other municipalities for police service?

Yes. The courts of Pennsylvania have basically held that the governing body of a municipality may abolish its police agency to make other arrangements for police protection. A Commonwealth Court decision (Appeal from Ordinance No. 384 of the Borough of Dale, 382 A.2d 145, 33 Pa.Cmwlt. 430, 1978) involved many issues which are often concerns of elected officials when they are considering such a move. In this case the court ruled that the municipality acted within its power in abolishing its police department to enter into a purchase of service agreement with the City of Johnstown. More recently, as a result of rulings of the Pennsylvania Labor Relations Board, the dissolving of one department to contract for services from another municipal department is subject to collective bargaining under Act 111.

Must municipal ordinances which require police enforcement be codified?

No. However, it is often found that there are very few differences in the ordinances that are developed by neighboring municipalities and little effort is necessary if codification is desirable.

Are there other forms of consolidated or regional police service other than those discussed in this manual?

Yes. One approach to regional policing which has been successful in a few locations in the country is the share a chief approach. Although not tried in Pennsylvania, it would seem most appropriate for the Commonwealth because of the large number of small rural police departments. As discussed previously in this manual, little time is available to the chief in smaller departments to develop sound management procedures. Several communities in a small geographic area could effectively employ the same person as police chief. There could be many advantages to this concept in the form of improved police management and coordination of police services.

FIGURE 7.1

SUMMARY OF STUDY PROCEDURE PHASE I

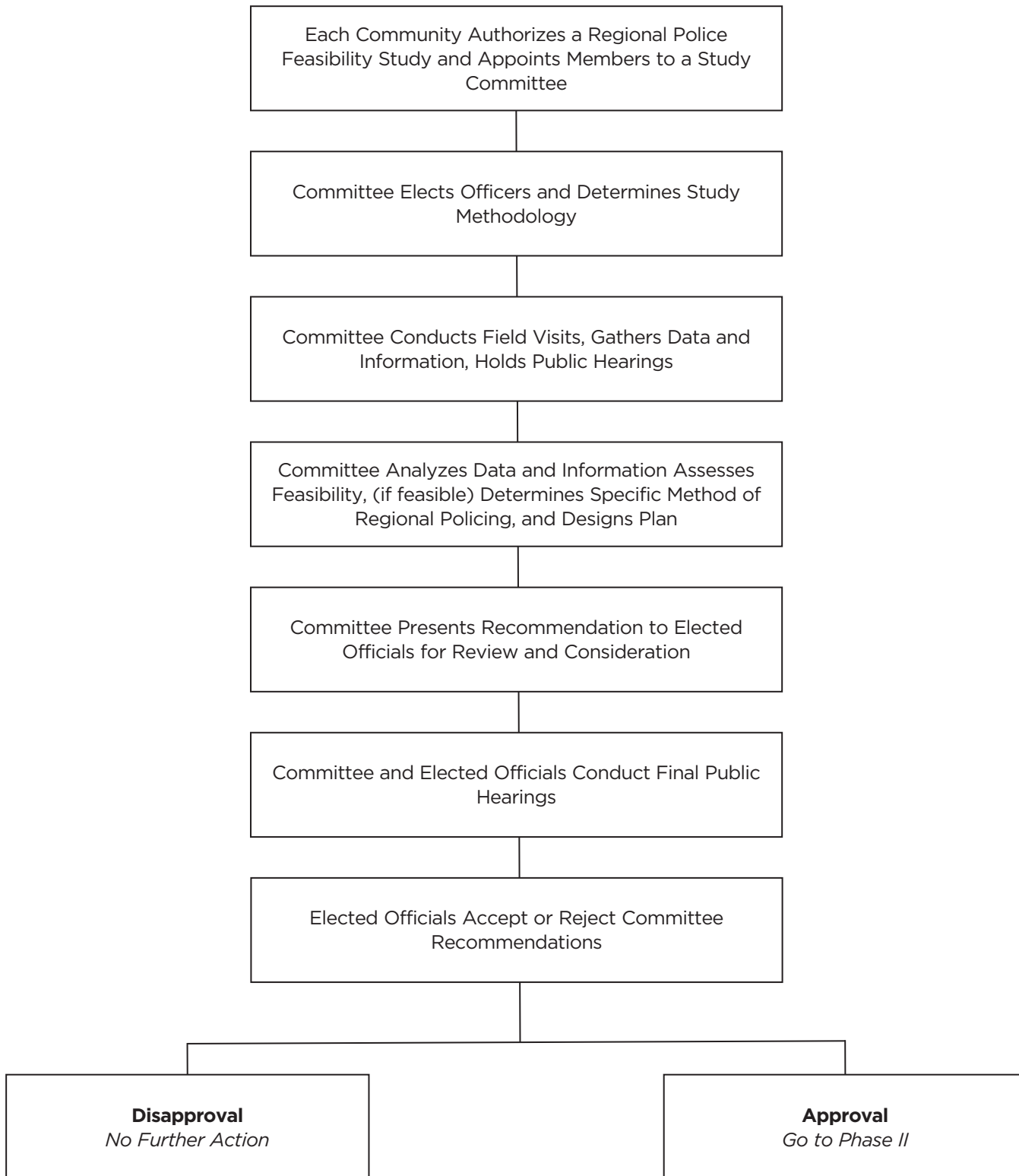
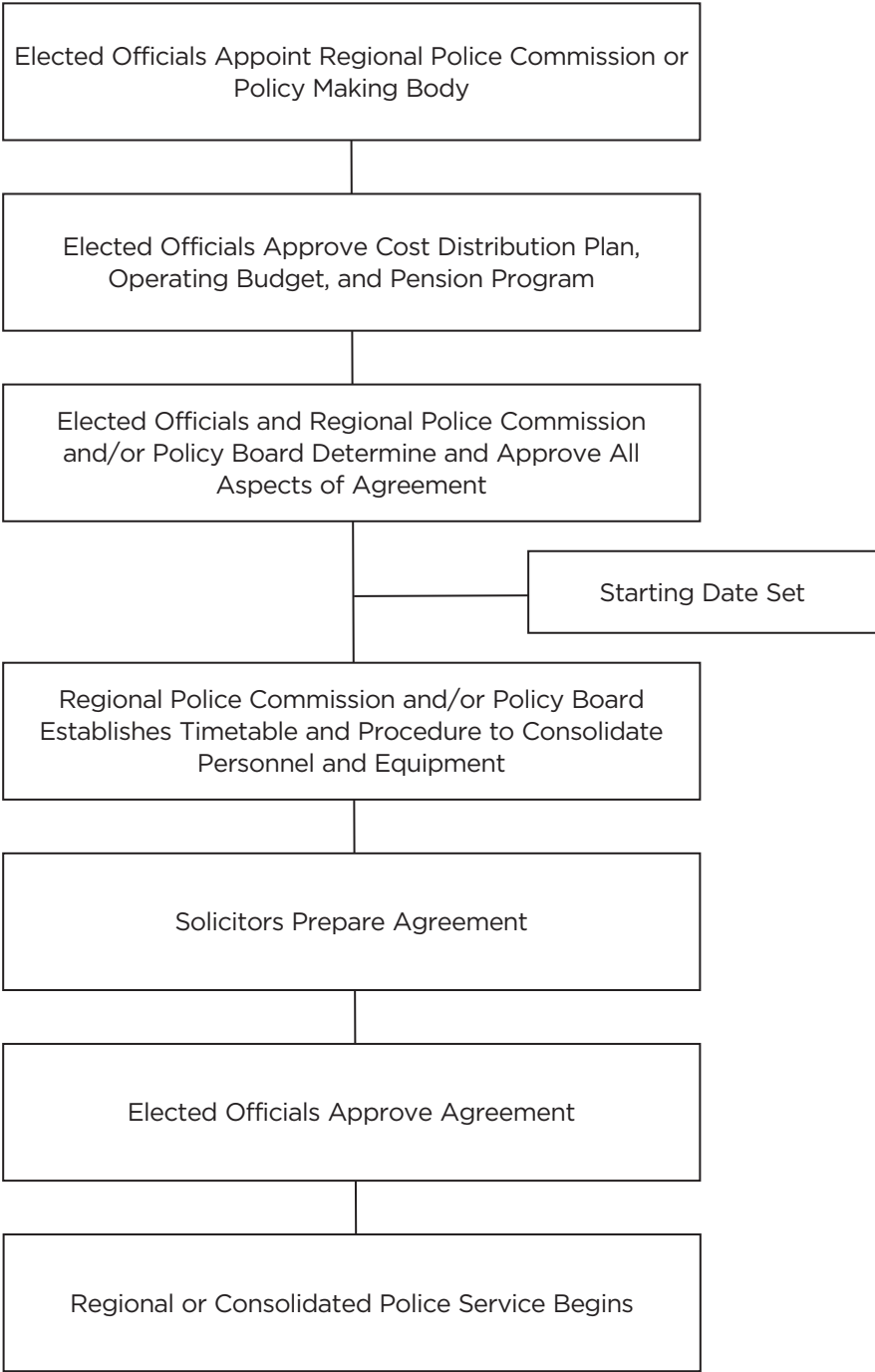


FIGURE 7.2

IMPLEMENTATION PROCESS PHASE II



Appendix A

Common Questions from Local Government Officials, Law Enforcement Officials, and Local Citizens

Questions Commonly Asked by Local Government Officials

1. What will it cost?
2. Upon what will the cost be based?
3. Is funding available to establish a regional department?
4. For how long is the funding available?
5. What will our share be after funding ceases?
6. Will it be more costly than at present?
7. Who will be responsible for bookkeeping?
8. How will the new department be controlled?
9. Will our present officers be absorbed into the regional department?
10. What will we do with our present police equipment?
11. Where will the headquarters be located?
12. How many officers will be necessary?
13. How many patrol cars will be required?
14. Will our ordinances be enforced as they now are?
15. How will we be assured of receiving the amount of service we are paying for?
16. How will we be kept aware of the police activity in our community?
17. Will we have any say in who is hired to head the department?
18. Will we have any say in the hiring of new officers?
19. May we legally delegate our police power?
20. Will we be able to withdraw at any time if we wish to do so?

Questions Commonly Asked by Law Enforcement Officials

1. Will I be absorbed into the new department?
2. I am the chief now; what rank will I hold in the new department?
3. Who will select the chief and officers for other ranking positions?
4. What will happen to my pension rights?
5. Will I still receive longevity pay?
6. Will I have as good a medical plan as I have now?
7. Will I lose my accumulated sick leave?
8. Will I receive as much vacation time off as I do now?
9. Will my salary be equal to or more than I am receiving now?
10. Will I be able to retire when I expect to?
11. Who will control the new department?
12. What will be the requirements for promotion?
13. What will be my opportunity for promotion?
14. Will I still work in my own area?
15. Where will headquarters be located?
16. Will I have to move to be close to my work?
17. I work daylight now; will I have to work nights?
18. Will I have to buy my own equipment?
19. Will I still be able to hold my part-time job?
20. What happens to me if the regional department is dissolved?

Questions Commonly Asked by Citizens

1. Will my taxes be increased?
2. Will the police officer still be on duty at the school crossing each morning?
3. Will I have to make a toll call to contact the police?
4. What type of additional services will I receive from the new department?
5. Will the police car patrol in my neighborhood as often as it does now?
6. Where will I have to go to pay a parking ticket?
7. Will the police department continue to police our school athletic events?
8. Where will I have to take my child's bicycle for its annual inspection?
9. Will there be an annual bicycle inspection as there is now?
10. Will a police officer come to the school each year to talk to the students on personal safety?
11. I know our police cars now; how will I know which car is supposed to patrol my neighborhood?
12. Will our elected officials have any say in the operation of the police department?
13. What happens to our police officers if the consolidated department fails?
14. Will we still have an officer on foot in our downtown business area?
15. Where will our chief of police fit into the new department?
16. Will the residents of our community be eligible for positions in the police department as they are now?
17. How will we know what the police department is doing in our community?
18. Our police department sponsors a picnic for the school safety patrol each year; will this continue?
19. How will we know if what we receive in police service is equal to our share of the cost?
20. What happens if another community drops out? Will we have to pay their share of the costs?

Appendix B

Sample Contract or Purchase of Service Agreement

Joint Municipal Agreement for Law Enforcement Services

This **AGREEMENT** is made this ____ day of _____, _____, by and between the following municipalities:

The **TOWNSHIP** of _____, a Second-Class Township of _____ County, Pennsylvania (**TOWNSHIP**); and the **BOROUGH** of _____, of the same County, (**BOROUGH**). The background of this agreement is as follows:

BOROUGH desires to have the police department of **TOWNSHIP** perform law enforcement functions within such borough and the township is willing to render such services on the terms and conditions hereinafter set forth. This Agreement is entered into under the authority of the Pennsylvania Consolidate Statutes Title 53, Sections 2301 through Section 2315 enacted by the State Legislature in 1996. This Agreement shall become binding and in force as to the municipalities when adopted as an ordinance by both **TOWNSHIP** and **BOROUGH**, but no later than 12:01 a.m., _____, _____.

The parties hereto, intending to be legally bound hereby, agree as follows:

1. **TOWNSHIP** agrees, through its police department, to provide police protection within the corporate limits of **BOROUGH** to the extent and in the manner hereinafter set forth.

Except as otherwise hereinafter specifically set forth, such services shall only encompass duties and functions of a type coming within the jurisdiction of and customarily rendered by the police department of **TOWNSHIP**.

Except as otherwise hereinafter provided, the level of service shall be that same basic level of service that is provided for the incorporated area of the **TOWNSHIP** by said township police department.

The rendition of such services, the standards of performance, the discipline of officers and other matters incident to the performance of such services and the control of personnel so employed, shall remain with the **TOWNSHIP**.

In the event of a dispute between the parties concerning the extent of the duties and functions to be rendered hereunder, or concerning the level of performance of such service, the parties agree to attempt to resolve any such dispute through a meeting and discussion by a committee composed of the manager or the Public Safety Committee of the **TOWNSHIP** and a representative appointed by **BOROUGH**.

2. **TOWNSHIP**, through its police department, shall provide law enforcement services to **BOROUGH** as follows:

Patrol Service

- A. Enforcement of the Vehicle Code of the Commonwealth of Pennsylvania which is now and hereinafter enforced within the limits of the **TOWNSHIP**.
- B. Enforcement of the Crimes Code of the Commonwealth of Pennsylvania which is now and hereinafter enforced within the limits of the **TOWNSHIP**.
- C. Enforcement of the police ordinances of the **BOROUGH** which are the same or similar in nature to those now and hereinafter enforced within the limits of the **TOWNSHIP**.

- D. Maintain periodic security checks of business establishments located within the limits of the **BOROUGH**.
- E. Report hazardous conditions existing within the **BOROUGH** to the proper authority, (i.e., traffic lights out, holes in the highways, streetlights out, etc.).

Investigative Service

- A. Investigate to a satisfactory conclusion all reported criminal offenses which are of a nature or similar in nature to those now and hereafter investigated within the limits of the **TOWNSHIP**.
- B. Investigate accidents occurring on **BOROUGH** highways or within the **BOROUGH** which are of a type or similar in nature to those now and hereafter investigated within the limits of the **TOWNSHIP**.
- C. Respond to citizen complaints and requests which are of a type and similar in nature to those now or hereafter responded to and investigated within the limits of the **TOWNSHIP**.
- D. Prosecute, in the courts having jurisdiction, those persons believed to be responsible for criminal law, traffic law, and ordinance violations occurring within the **BOROUGH**.

Administrative Service

- A. The **TOWNSHIP** Police Department shall establish and maintain a complete and up-to-date uniform police records system concerning all services rendered to the **BOROUGH**.
 - B. The **TOWNSHIP** police department shall provide the **BOROUGH** Council with a monthly and yearly police activity report setting forth an account of services rendered hereunder.
 - C. The **TOWNSHIP** police department shall submit to the state and federal governments all required and necessary reports, that are of a type or similar in nature to those that are now or hereafter submitted by the **TOWNSHIP** police department.
 - D. The **TOWNSHIP** police department shall make recommendations to the **BOROUGH** council, if and when necessary, for the improvement of traffic and other regulations.
3. For the purpose of performing said functions and services, **TOWNSHIP** shall furnish and supply all necessary supervision, equipment, communications, facilities and supplies necessary to maintain the level of service to be rendered hereunder.
 4. For the purpose of performing such services and functions, and for the purpose of giving official status to the performance thereof, every **TOWNSHIP** police officer engaged in performing any such service and function shall have all of the powers and authority conferred by law on **BOROUGH** police while performing services for the **BOROUGH**.
 5. **BOROUGH** shall not be required to assume any liability for the direct payment of any salaries, wages, or other compensation to any **TOWNSHIP** personnel performing services hereunder for said **BOROUGH**, or any liability other than that provided for in this Agreement.
 6. Except as herein otherwise specified, **BOROUGH** shall not be liable for compensation or indemnity to any **TOWNSHIP** officer or employee for injury or sickness arising out of his employment.
 7. The parties agree that the police officers of **TOWNSHIP** are employed by **TOWNSHIP** and under the exclusive supervision and control of **TOWNSHIP**, and **TOWNSHIP** agrees, as such employer, to be responsible for any acts and omissions of such policemen while on duty in **BOROUGH**, to the same extent that **TOWNSHIP** may be responsible for such acts committed within **TOWNSHIP**, and agrees to indemnify and hold harmless **BOROUGH** from any such liability as an employer on account of such acts or omissions. **TOWNSHIP** agrees to maintain appropriate insurance protecting **BOROUGH** against liability for such acts and omissions to the extent deemed appropriate by **TOWNSHIP**.

- 8. The parties agree that there shall be initially scheduled a minimum of ____ hours of police services per week exclusively in **BOROUGH** and a complaint response will be maintained during those times when there are no active patrols in **BOROUGH**. If this Agreement shall be renewed, the number of hours set forth herein may be altered by the parties from time to time, depending on the needs of **BOROUGH**, by an executed addendum, without the necessity of amending this Agreement.
- 9. **BOROUGH** agrees to pay **TOWNSHIP** for the services performed under this Agreement an amount of money based on the following formula:
 - A. The total **TOWNSHIP** police department budget, less all costs deemed unnecessary for the delivery of police services to the **BOROUGH**, shall be determined on an annual calendar year basis in conformity with the usual practices of **TOWNSHIP**.
 - B. A “per hour” cost shall be determined by dividing the above total figure by the number of man hours delivered per year by the police department of **TOWNSHIP**.
 - C. The “per hour” figure as set forth in the foregoing subparagraph B shall be multiplied by the agreed upon hours of service to be furnished by the **TOWNSHIP**.
 - D. The foregoing cost figures shall be determined annually, for the forthcoming calendar year, during the month of December, except for the figures in effect from the effective date of this Agreement to and including December 31, ____, which shall be determined immediately after the effective date of this Agreement.
 - E. **TOWNSHIP** shall have the right to increase the charge or cost to **BOROUGH** during any calendar year, after the above determination has been made, if the “per hour” cost shall have increased due to matters beyond the control of **TOWNSHIP**, such as increased insurance premiums, and the like.
 - F. Attached hereto and made a part hereof by reference are the figures used in the computation of the “per hour” costs made by **TOWNSHIP** prior to the execution of this Agreement, which conforms with the cost computations provided for in this Paragraph 9.
- 10. The parties hereto specifically agree and understand that there is no consolidation of police officers employed by the two parties provided for under this Agreement, that **TOWNSHIP** is not receiving or accepting any police employees of **BOROUGH**, and that the discharge of or other disposition of any police officers heretofore employed by **BOROUGH** is the sole responsibility of **BOROUGH**.
- 11. This Agreement shall automatically renew itself for the calendar year ____ commencing January 1, ____, and may be terminated by either party on any December 31st by either party giving written notice one (1) year or more prior thereto by certified mail or by personal service. Accordingly, this Agreement may not be terminated prior to December 31, ____, and may be terminated by either party on any December 31st by either party giving written notice one (1) year or more prior thereto by certified mail or by personal service.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed effective the date aforesaid, after authorization by Ordinance Number _____ of **BOROUGH**, enacted as aforesaid.

TOWNSHIP OF _____
BY: _____
Chairman, Board of Supervisors

Attest: _____
Secretary of the Township of

BOROUGH OF _____
BY: _____
President of Council

Attest: _____
Secretary of the Borough of

Appendix C

Sample Articles of Agreement for Consolidated Police Services

ARTICLES OF AGREEMENT

Made, executed, and delivered in multiple copies this ____ day of _____, _____, by, between and among collectively,

all political subdivisions of the Commonwealth of Pennsylvania, situated in the County of _____, hereinafter referred to as the municipalities.

WITNESSETH:

WHEREAS, the municipalities desire collectively to associate themselves together in and by virtue of this Agreement to create the _____ Police Department; and

WHEREAS, the power to create such police department is granted by the Constitution of the Commonwealth of Pennsylvania, Article IX, Section 5; and

WHEREAS, each of the municipalities because of increasing population mobility and a concomitant increase in public safety problems tending to obliterate historical municipal boundaries in the enforcement of laws of the Commonwealth of Pennsylvania and the ordinances of the several municipalities; and

WHEREAS, there is an urgent need for uniformity and continuity in the enforcement of the laws of the Commonwealth of Pennsylvania and the ordinances of the several municipalities, and

WHEREAS, the area of the municipalities, party to this Agreement, is an area of small or nonexistent police departments operating independently of each other; and

WHEREAS, coordination and integration of the exercise and discharge of the police powers in the municipalities has tended to be less than desirable and as required; and

WHEREAS, the governing bodies of _____

have, by appropriate resolutions, manifested a genuine interest in safer communities through improved police service; and

WHEREAS, the participating municipalities have determined that the provision of police service across historical municipal lines will increase their ability to preserve and protect the public safety and welfare of all the residents of the entire area; and

WHEREAS, the duly elected public officials of the participating municipalities desire a full and complete police program that contains the components of adequate police service; and

WHEREAS, it is the desire of the aforesaid municipalities to enter into this Agreement for the purpose of having available for use throughout the territorial limits of all participating municipalities the service of police employed by any and all of the said municipalities under the terms and conditions hereinafter set forth; and

WHEREAS, cooperation among the adjoining and adjacent municipalities is the proper exercise and discharge of their governmental powers, duties, and functions, and is provided in the Constitution of the Commonwealth of Pennsylvania in Article IX, Section 5, as well as The Pennsylvania Consolidate Statutes Title 53, Section 2301 through Section 2315 enacted by the State Legislature in 1996

NOW THEREFORE, for and in consideration of the mutual promises hereinafter contained, the parties hereunto intending to be legally bound hereby, have agreed as follows, to wit:

The term of this Agreement shall be for a period commencing with the date of execution hereof, through _____, _____, and no party hereunto can terminate its rights, duties, obligations, and requirements imposed hereby without the unanimous consent of all other parties hereunto. On and after _____, _____, any party hereunto can, upon one year's written notice served by certified mail upon all other parties hereunto, withdraw from this Agreement, provided however, nevertheless that such withdrawing party shall be required and responsible for all costs, obligations, and liabilities caused by its withdrawal and imposed upon the remaining members for a period of ____ years next following its withdrawal.

ARTICLE I POLICE DISTRICT BOUNDARIES

SECTION A. That all mutual municipal boundaries of the participating political subdivisions shall be obliterated for the purposes of police service, so that a single police district comprising the total geographic area of _____ is established, hereinafter known as the _____ Regional Police Department.

ARTICLE II REGIONAL POLICE BOARD

SECTION A. That the _____ Regional Police Department shall be under the general supervision of a joint board to be known as the _____ Regional Police Board, (hereinafter referred to as "board") consisting of one representative from each municipality party to this Agreement; provided that when additional municipalities become part of the _____ each such joining municipality shall have same membership on the board as the municipalities then members of the _____. The joining municipalities may determine the appointees by resolution, and so notify the board at its organization meeting.

SECTION B. That the representative from the borough(s) shall be the mayor of the borough or a member of borough council and the representative from the township(s) shall be one of the township supervisors.

SECTION C. That the governing body of the joining municipality shall appoint the member of the board for a term of one year, renewable annually. The term of office shall commence on the date of appointment, which shall be made at the reorganization meeting of the governing body of the municipality.

SECTION D. That if a member of the board is separated from the board of supervisors or the mayoralty office or from borough council, for any reason, or is absent or incapacitated, such office on the board will automatically become vacant and the governing body of the municipality shall make an appointment to the unexpired term or interim term.

SECTION E. That the officers of the board shall be Chairman, Vice-Chairman, Secretary, and Treasurer, their duties as prescribed by Roberts Rules of Order, Revised.

ARTICLE III MEETINGS

SECTION A. The board shall meet at 7:30 P.M. on the _____ day following the reorganization meetings of the municipalities' governing bodies party to this Agreement for the purpose of electing officers for a one-year term and in the event that such day is a legal holiday under the laws of the Commonwealth, then the annual organization meeting of the board shall be held the next succeeding secular day not a legal holiday under the laws of the Commonwealth, or at such other times as may be determined by the board.

SECTION B. That the members of the board shall meet at 7:30 P.M. on the _____ day of each month for the purpose of conducting the business of the board and in the event that such day is a legal holiday under the laws of the Commonwealth, on the succeeding secular day not a legal holiday under the laws of the Commonwealth, or at such other time as may be determined by resolution of the board.

SECTION C. That special or rescheduled regular meetings of the board may be scheduled by appropriate resolution of the board fixing the date, time, and place of such meeting. Special or rescheduled regular meetings may be called by the chairman and shall be called at the written request of any _____ or more members of the board. The call and the request, if any, shall state the purpose of the meeting. The meeting shall be held at such date, time and place as shall be designated in the call of the meeting. Written notice of each such special or rescheduled meeting shall be given, at least one day prior to the day named for the meeting, to each member of the board who does not waive such notice in writing. In addition, the board shall, as required by law, follow the provisions of the Sunshine Law of 1986, P.L. 388, number 84, as amended, in scheduling and conducting meetings.

SECTION D. That a majority of the members of the board shall be necessary to constitute a quorum for the transaction of business, and the acts of a majority of the members present at a meeting at which a quorum is present shall be the action of the board. Voting on all questions shall be publicly cast and in case of roll call votes recorded. The parliamentary procedure of the board shall be governed by Roberts Rules of Order, Revised.

SECTION E. That the board shall maintain an accurate record of the minutes of meetings, regular or special, and other records; and further, that such minutes and records shall, at reasonable times, be open for inspection by any citizen of the participating municipalities.

ARTICLE IV APPORTIONMENT FORMULA

That all costs for areawide police service shall be apportioned on an equitable basis in accordance with determinations arrived at by the _____. Apportionment formulas shall be reviewed annually by the _____.

ARTICLE V FINANCE

SECTION A. That the board shall prepare an annual budget which shall be submitted for consideration and approval to each of the participating governing bodies not later than October 1; and, that if such approvals have not been consummated by December 31 of the current year, the prior year's budget shall be operative until such approvals are given to the _____. Each municipality party to this Agreement shall release to the treasurer proportionate shares of the annual budget appropriations quarterly on the first day of February, May, August, and November each year.

SECTION B. That all monies of the _____, from whatever source derived, shall be paid to the treasurer of the board. Said monies shall be deposited by the treasurer in a special account in a bank located in the participating municipalities. The account, to the extent the same is not insured, shall be continuously secured by a pledge of direct obligation of the United States or of the Commonwealth, or of the municipalities creating the, having an aggregate market value at all times at least equal to the balance on deposit on such an

account. The monies in said account shall be paid out on the warrant or other order of the treasurer of the board, or of such other person as the board may authorize to execute such warrants or orders. The treasurer of the board shall give bond in such sum as approved by the board, and the premiums shall be paid by the board.

SECTION C. That the _____ shall file an annual written report covering its police work with the Department of Community and Economic Development of the Commonwealth of Pennsylvania, and with the municipalities creating the board by February fifteenth of each year. The board shall have its books, accounts, and records audited annually by a Certified Public Accountant and a copy of this audit report shall be attached to and be made a part of the aforesaid annual report. A concise financial statement shall be publicized annually, at least once, in a newspaper of general circulation in the participating municipalities. If the board fails to make such an audit, then the controller, auditors, or accountants designated by any one or all of the participating municipalities shall be authorized from time to time to examine the books of the _____ including its receipts, disbursements, sinking funds, investments, and any other matters relating to its financing and affairs. The Attorney General of the Commonwealth of Pennsylvania shall have the right to examine the books, accounts, and records of the board.

ARTICLE VI JURISDICTION AND POWER

SECTION A. That the _____ shall provide technical supervision and direction to all of the police activities of the district, providing police services as required in each participating municipality which may include investigation of all crimes and complaints within said municipalities, assistance in the enforcement of ordinances in the municipalities, and all other services normally provided by a municipal police department.

SECTION B. That the _____ Regional Police Department police officers and civilian personnel shall be under the direct supervision of a regional police chief who will report to the board.

SECTION C. That one of the participating municipalities of the _____ shall be selected for the financial and legal administration of the police department. This municipality will be responsible for administering payroll, fringe benefits such as insurance, retirement, pension, and all other personnel administrative matters in accordance with the policies established and direction provided by the board.

SECTION D. That all appointments, removals, promotions, and suspensions shall be made by the _____ pursuant to the [municipal] Code and policies established by the _____.

SECTION E. That the board shall make uniform policies on wages, hours, and conditions and terms of employment and other matters relating to effective police service, consistent with the laws of the Commonwealth of Pennsylvania.

SECTION F. That the board shall adopt a written police personnel policy covering all the sections of this Article and make same available for distribution to the parties of this Agreement.

SECTION G. That the municipalities are responsible for their pro rata share of the employer costs of the regional police pension fund under Act 205 of 1984 and may fund their share with all or part of the General Municipal State Aid Pension funds distributed to the participating municipalities by the Commonwealth of Pennsylvania. Allocation of sufficient funds shall be forwarded by the joining parties to this Agreement to the board, for the purposes authorized under such act governing the operation of police pension funds, the amount credited against the proportionate share of total cost to be paid by the parties to the Agreement. The Regional Police Department shall comply with all provisions of Act 600 of 1955 as amended.

SECTION H. That the board shall have the power to enter into contracts for policies of group insurance and employee benefits, including social security for employees of the _____ Regional Police Department.

**ARTICLE VII
PROPERTY**

SECTION A. That all existing police equipment, materials, and supplies of the parties to this Agreement which are useful to the joint operation shall be purchased by the municipality financially administering the joint police agency at the fair market value of said equipment, materials, and supplies. The fair market value shall be determined by appraisers appointed by the participating municipalities and shall be based primarily upon current prices in this region for like equipment, materials and supplies in the used equipment, material, and supply market.

SECTION B. That in the event of termination of this Agreement, all common equipment, materials, and supplies retained by the shall be appraised by appraisers appointed by the parties to the Agreement for purposes of determining the value of the equipment, materials, and supplies. The equipment, materials and supplies shall then be distributed in the same proportion as the actual expenses of the participating municipalities for the areawide protection during the past 12-month period. In the event that an equitable distribution is not possible, all, or any portion of the equipment, material and supplies may be sold, and the proceeds distributed in the aforesaid proportion.

**ARTICLE VIII
POLICE HEADQUARTERS**

SECTION A. That the central police headquarters for the _____ Regional Police Department shall be located initially in the _____ Building. The rental costs will be agreed to between the board and the _____ of _____. The final location of the central police headquarters shall be determined by the _____.

**ARTICLE IX
POLICE RECORD SYSTEM**

SECTION A. That the _____ shall establish and control a complete and up-to-date uniform police record system after first assembling all existing police records of the police departments of the municipalities party to this agreement.

**ARTICLE X
DEPUTIZATION, IMMUNITY, AND CLAIMS**

SECTION A. That the _____ shall furnish to each of the municipalities party to the Agreement, the names of all police officers of the _____ Police Department for the purpose of deputization of such officers as police officers of all the municipalities in order to perform police duties outside the boundaries of the municipality appointing such police officers.

SECTION B. That the police services performed, and the expenditures incurred under this Agreement shall be deemed for public and governmental purposes, and all immunities from liabilities enjoyed by the participating municipalities within its boundaries shall extend to its participation in police services outside its boundaries.

SECTION C. That the _____ shall maintain adequate liability insurance coverage against claims arising out of the police activities in each participating municipality rendering police duty or service hereunder in its own and outside its municipal boundaries. Each participating municipality hereby waives any and all causes of action or claims against all other participating municipalities hereto and against _____ Regional Police Department which may arise out of their police activities and in the case of municipalities participating hereunder whether within or outside of their respective municipal boundaries while rendering police service, or duty under this Agreement. Each party to this Agreement and _____ further agrees to cause any insurance policy giving liability coverage against claims arising out of its police activities, and in the case of municipalities participating hereunder whether within or outside its municipal boundaries, to contain a waiver of subrogation clause or endorsement under which the insurance company waives its right of subrogation against each party to this Agreement as to any and all causes of action or claims against all other participating municipalities hereto which may arise out of their police activities hereunder.

SECTION D. That for purposes of liability in actions arising out of regional police services, all participating municipalities shall be proportionately liable for actions against any municipality for services lawfully provided. The proportion of liability shall be in the same proportion as the actual expenses of the participating municipalities for the areawide protection during the period of police services in question.

**ARTICLE XI
JOINDER OF ADDITIONAL MUNICIPALITIES**

SECTION A. That additional municipalities may become party to this Agreement upon application to the board, approval of all the then participating municipalities, and upon proper acceptance of the provisions of this Agreement by the applicant municipality.

SECTION B. That the _____ may permit the purchase of services by nonparticipating municipalities on terms mutually agreed upon by the participating municipalities.

**ARTICLE XII
INTERPRETATION OF AGREEMENT**

SECTION A. That all differences arising out of interpretation of Agreement shall be resolved by the _____ or if the dispute over interpretation is not resolved within _____ days, by a vote of the participating municipalities, each body casting one vote as determined by a majority in each governing body.

**ARTICLE XIII
TERMINATION**

SECTION A. That withdrawal from this Agreement by any single party to it shall not terminate the agreement among the remaining parties.

IN WITNESS WHEREOF, the parties hereunto have executed the same the day and year first above written.

ATTEST:

By: _____

By: _____

By: _____

By: _____

By: _____

By: _____

By: _____

By: _____

By: _____

Appendix D

Pennsylvania Consolidated Statutes Title 53, Sections 2301 Through 2316 Relating To Intergovernmental Cooperation

SUBPART D AREA GOVERNMENT AND INTERGOVERNMENTAL COOPERATION

Chapter

- 23. General Provisions
- 25. Environmental Improvement Compacts

CHAPTER 23 GENERAL PROVISIONS

Subchapter

- A. Intergovernmental Cooperation
- B. Environmental Advisory Councils
- C. Regional Planning

Enactment. Chapter 23 was added December 19, 1996, P.LII58, No.177, effective in 60 days.

SUBCHAPTER A INTERGOVERNMENTAL COOPERATION

Sec.

- 2301. Scope of subchapter
- 2302. Definitions
- 2303. Intergovernmental cooperation authorized
- 304. Intergovernmental cooperation
- 2305. Ordinance
- 2306. Initiative and referendum
- 2307. Content of ordinance
- 2308. Bids for certain joint purchases
- 2309. Direct purchases
- 2310. Joint purchases with private educational establishments
- 2311. Written or telephonic price quotations required
- 2312. Division of transactions provided
- 2313. Penalty
- 2314. Review of agreement by Local Government Commission
- 2315. Effect of joint cooperation agreements

Cross References. Subchapter A is referred to in section 8002 of this title.

§ 2301. Scope of subchapter.

This subchapter applies to all local governments.

§ 2302. Definitions.

The following words and phrases when used in this subchapter shall have the meanings given to them in this section unless the context clearly indicates otherwise:

“Local government.” A county, city of the second-class, second-class A and third class, borough, incorporated town, township, school district or any other similar general-purpose unit of government created by the General Assembly after July 12, 1972.

§ 2303. Intergovernmental cooperation authorized.

(a) **General rule.**--Two or more local governments in this Commonwealth may jointly cooperate, or any local government may jointly cooperate with any similar entities located in any other state, in the exercise or in the performance of their respective governmental functions, powers or responsibilities.

(b) **Joint agreements.**--For the purpose of carrying the provisions of this subchapter into effect, the local governments, or other entities so cooperating shall enter into any joint agreements as may be deemed appropriate for those purposes.

§ 2304. Intergovernmental cooperation.

A municipality by act of its governing body may, or upon being required by initiative and referendum in the area affected shall, cooperate or agree in the exercise of any function, power, or responsibility with or delegate or transfer any function, power, or responsibility to one or more other local governments, the Federal Government, or any other state or its government.

§ 2305. Ordinance.

A local government may enter into Intergovernmental cooperation with or delegate any functions, powers or responsibilities to another governmental unit or local government upon the passage of an ordinance by its governing body. If mandated by initiative and referendum in the area affected, the local government shall adopt such an ordinance.

§ 2306. Initiative and referendum.

(a) **Initiative.**--An initiative under this subchapter shall be commenced by filing with the appropriate election officials at least 90 days prior to the next primary or general election, a petition containing a proposal for referendum signed by electors comprising 5% of the number of electors voting for the office of Governor in the last gubernatorial election in each local government or area affected. The applicable election officials shall place the proposal on the ballot in a manner fairly representing the content of the petition for decision by referendum at the election. Initiative on a similar question shall not be submitted more often than once in five years.

(b) **Referendum.**--The question shall be placed on the ballot as a referendum and shall become effective by a majority vote of the electors voting thereon.

§ 2307. Content of ordinance.

The ordinance adopted by the governing body of a local government entering into intergovernmental cooperation or delegating or transferring any functions, powers, or responsibilities to another local government, or to a council of governments, consortium or any other similar entity shall specify:

(1) The conditions of agreement in the case of cooperation with or delegation to other local governments, the Commonwealth, other states, or the Federal Government.

(2) The duration of the term of the agreement.

(3) The purpose and objectives of the agreement, including the powers and scope of authority delegated in the agreement.

- (4) The manner and extent of financing the agreement.
- (5) The organizational structure necessary to implement the agreement.
- (6) The manner in which real or personal property shall be acquired, managed, licensed, or disposed of.
- (7) That the entity created under this section shall be empowered to enter into contracts for policies of group insurance and employee benefits, including Social Security, for its employees.

§ 2308. Bids for certain joint purchases.

All joint purchases involving an expenditure of more than \$10,000 shall be made by contract, in writing, only after notice for bids once a week for two weeks in at least one and not more than two newspapers of general circulation in the joining local governments. All contracts shall be let to the lowest responsible bidder. Every contract for the construction, reconstruction, alteration, repair, improvement, or maintenance of public works shall comply with the provisions of the act of March 3, 1978 (P.L.6, No.3), known as the Steel Products Procurement Act.

Cross References. Section 2308 is referred to in sections 2309, 2312, 2313 of this title.

§ 2309. Direct purchases.

In addition to joint purchases authorized by section 2308 (relating to bids for certain joint purchases), local governments may make direct purchases from vendors or suppliers of goods, materials, or equipment without compliance with existing and otherwise applicable statutory requirements governing competitive bidding and execution of contracts as follows:

- (1) Any county may by appropriate resolution, and subject to such reasonable regulations as it may prescribe, permit any local government within the county to participate in or purchase of contracts for goods, materials or equipment entered into by the county.
- (2) Any local government desiring to participate in purchase contracts shall file with the county purchasing agency and with the county solicitor a certified copy of an ordinance or resolution of its governing body requesting that it be authorized to participate in purchase contracts of the county and agreeing that it will be bound by the terms and conditions as the county prescribes and that it will be responsible for payment directly to the vendor under each purchase contract.
- (3) The county may permit participation by local governments only where the solicitation for bids and specifications for the county contracts, and the contracts themselves, expressly provide for and inform prospective and successful bidders that the contract to be let is intended to be subject to this subchapter and to regulations adopted by the county.
- (4) Among the terms and conditions as the county may specify, it shall prescribe that all prices shall be F.O.B. destination.

§ 2310. Joint purchases with private educational establishments.

Any local government may, by ordinance, authorize joint purchases of materials, supplies, and equipment with any private school, parochial school, private college or university, or non-profit human services agency within the local government. The ordinance shall require that the school, college, or agency shall be bound by the terms and conditions of purchasing agreements which the local government prescribes and that the school, college, or agency shall be responsible for payment directly to the vendor under each purchase contract. Schools, colleges, and agencies shall be exempt from any existing statutory requirements governing competitive bidding and execution of contracts with respect to purchases under this section.

§ 2311. Written or telephonic price quotations required.

Written or telephonic price quotations from at least three qualified and responsible contractors shall be requested for all contracts that exceed \$4,000 but are less than the amount requiring advertisement and competitive bidding, or, in lieu of price quotations, a memorandum shall be kept on file showing that fewer than three qualified contractors exist in the market area within which it is practicable to obtain quotations. A written

record of telephonic price quotations shall be made and shall contain at least the date of the quotation, the name of the contractor and the contractor's representative, the construction, reconstruction, repair, maintenance, or work which was the subject of the quotation and the price, written price quotations, written records of telephonic price quotations, and memoranda shall be retained for a period of three years.

§ 2312. Division of transactions provided.

No local government shall evade the provisions of section 2308 (relating to bids for certain joint purchases) as to advertising for bids or purchasing materials or contracting for services piecemeal for the purpose of obtaining prices under \$10,000 upon transactions which should in the exercise of reasonable discretion and prudence be conducted as one transaction amounting to more than \$10,000. This provision is intended to make unlawful the practice of evading advertising requirements by making a series of purchases or contracts each for less than the advertising requirement price or by making several simultaneous purchases or contracts each below such price when in either case the transaction involved should have been made as one transaction for one price.

§ 2313. Penalty.

Any member of a governing body of a local government who votes to unlawfully evade the provisions of section 2308 (relating to bids for certain joint purchases) and who knows that the transaction upon which he so votes is or ought to be a part of a larger transaction and that it is being divided in order to evade the requirements as to advertising for bids commits a misdemeanor of the third degree for each contract entered into as a direct result of that vote.

§ 2314. Review of agreement by Local Government Commission.

Every agreement between a local government and the Commonwealth, any other state government of another state or the Federal Government under the provisions of this subchapter shall, prior to and as a condition precedent to enactment of an ordinance, be submitted to the Local Government Commission for review and recommendation.

The commission shall within 60 days of receipt of the agreement determine whether it is in proper form and compatible with the laws of this Commonwealth. Failure of the commission to make recommendations within 60 days of receipt of the agreement shall constitute a recommendation in favor of the agreement.

§ 2315. Effect of joint cooperation-agreements.

Any joint cooperation agreement shall be deemed in force as to any local government when the agreement has been adopted by ordinance by all cooperating local governments. After adoption by all cooperating local governments, the agreement shall be binding upon the local government, and its covenants may be enforced by appropriate remedy by any one or more of the local governments against any other local government which is a party to the agreement.

§ 2316. Recognition by Commonwealth departments and agencies

All Commonwealth departments and agencies in the performance of their administrative duties shall deem a council of governments, consortiums or other similar entities established by two or more municipalities under this subchapter as a legal entity.

Appendix E

Minimum Requirements for Transitional Phase

THE REGIONAL POLICE DEPARTMENT PROGRAM

YES	NO	PROCESS TO BE COMPLETED
		<u>ADMINISTRATIVE/MANAGEMENT CONSIDERATIONS</u>
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for legally creating the regional police department () Ordinances () Articles of Agreement
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for administrative direction and control of the new regional department () Appointed Regional Police Commission () Promulgated general rules and regulations
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for staffing of the regional police department () Determine process for selecting regional police chief () Designation of a personnel manning level () Acceptance of one of proposed organization outlines
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for initial funding of new regional police department () Adopted a cost distribution plan () Initial money requirements budgeted by the participating municipalities
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for a financial management system () Developed a budget () Developed a bookkeeping system () Developed rules and regulations for fiscal matters in the regional police department () Developed criteria and elements for an annual audit
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for accountability mechanisms () Monthly and annual reports () Citizen complaint system () Public relations program
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for researching other regional police systems () Private () Public
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for providing police services to other communities () Contracts () Mutual aid agreements
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for giving notification to public of the proposed regional police department () Public hearings () Media () Others

YES	NO	PROCESS TO BE COMPLETED
		<u>PERSONNEL CONSIDERATIONS</u>
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for the day-to-day personnel administration functions (administrative municipality or other arrangements)
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for the transfer of existing full-time sworn police personnel to the regional department
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for clarification of the extent of use of part-time police personnel (number, wages, and benefits, if any)
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for deputizing all members of the new regional police department by each participating municipality
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for transfer and/or consolidation of all existing police pension programs
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for satisfying all current labor agreements
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for civil service requirements () Establishment of a commission () Development of rules and regulations
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for personnel evaluations
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for transfer and consolidation of all existing personnel records
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for job descriptions
		<u>EQUIPMENT CONSIDERATIONS</u>
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for transfer of existing equipment and property to the regional police department (only consider property and equipment that is absolutely necessary for the new force) () Estimation of value (review purchase and maintenance records) () Transferred as cost distribution share () All existing equipment purchased by the new police agency and made a budget item
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for maintenance () Garage facilities for vehicles () Equipment records
		<u>FACILITIES CONSIDERATIONS</u>
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for an adequate facility (such as lease, insurance, or mortgage)
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for necessary utilities (such as water, light, heat, power, telephone, cleaning, maintenance)
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for personal considerations () Locker space () Lavatories
<input type="checkbox"/>	<input type="checkbox"/>	Provisions for operational considerations () Office space () Squad room () Complaint desk () Communications () Records () Lockup () Parking

Appendix F

Regional Police Definitions

Regional Police - Regional police are multijurisdictional police forces which cover a duly recognized geopolitical region. While this definition is accurate, it represents a vastly over simplified view of what potential benefits the formation of regional police departments provide both larger and smaller municipalities in service delivery. Regional police departments are much more than superficial changes in the color of uniforms or cars. Regional policing requires a change in organizational structure, expectations of key leadership, cooperation, accountability, and relentless communication. The current landscape of today and of the foreseeable future compellingly and universally demonstrate the need for police agencies to deal with existing and emergent needs. Some of these challenges for smaller agencies in particular include:

- Recruitment, selection, training, and retention of sworn police personnel
- Remaining competitive in the existing job market among other public and private sector employers
- Ability to staff shifts in the face of resource limitations and demands
- Policy administration and risk management
- Declining tax revenues
- Increasing infra-structure costs
- Assessment of the hidden costs of police services
- Cost containment strategies

The time for consideration of consolidation or regionalized police services is not when there is fiscal distress, controversial police actions resulting in litigation or calls for disbandment, arrest, or lack of confidence in existing police agency members. While these are all valid precipitating causes for change, the best time to discuss regionalized police services is before the crisis of one or more of the previous factors coming together manifest the need for a stop-gap measure. Experience has shown that casual discussions about the merger of services, ultimately leads to serious discussion, a study by subject experts, and ultimately a new consolidated services provider that is more likely to deliver the desired outcome. The contents of this DCED handbook are intended to provide information to those in leadership positions within municipal entities, both large and small who may be considering formation or participation in regional police departments. This publication includes those factors identified by subject matter experts as critical elements impacting past consolidation efforts that resulted in both success and failure.

A list of proven practices that are key to successful consolidation projects include:

- Identification of essential questions for the police consolidation project from the beginning of the process to the final stage and beyond
- Development of the project scope and goals
- Communication of roles, expectations, and objectives for consolidation team members
- Benchmarking to monitor progress, identify roadblocks, develop solutions, implement solution, evaluate, revise, and finalization of the consolidation process
- Identify the critical deliverables necessary to finalize the project
- Identify and adhere to a process of tracking and delivery of services to those municipal stakeholder's viable analytics as proof of police service deliverable outcomes vs cost incurred by the municipality
- Identification of key performance metric for cost basis that are easy tracked, measurable, and transferable for meaningful comparative analysis
- Review, report, revise, evaluate as an ongoing adopted best practice

- Development of a strategic plan that includes performance metrics to provide measured outcomes for areas of success and areas requiring further evaluation or improvement. A list of proven practices that are reliable predictors to the struggle or failure of consolidation projects include:
- Lack of a pre-consolidation study by subject matter experts
- Lack of a total project management plan and timeline
- Selection of a regional policing agency executive who lacks either the experience or understanding of the specific needs of a regional or consolidated agency. The caveat here is that simply because the chief's candidate was a ranking staff officer in a large police agency, does not necessarily translate to comprehension of the needs of a smaller municipal agency.
- Failure to communicate between all stakeholders
- An unwillingness to embrace change
- Inability to change existing paradigms of organizational behavior, and inter-relationships
- Unrealistic expectations of what the consolidated agency can deliver
- Unrealistic timeline or expectation of agency performance and cultural changes. Meaningful change takes time and must be provided a reasonable period to occur.



POLICE STUDY QUESTIONNAIRE

To be completed by the municipality prior to the start of the Police Study

SECTION I: GENERAL INFORMATION

1. NAME OF MUNICIPALITY:		2. DATE:	
3. ADDRESS:			
4. CITY:		5. STATE:	6. ZIP CODE:
7. COUNTY:		8. SCHOOL DISTRICT:	
9. AUTHORIZED MUNICIPAL CONTACT PERSON:		10. POSITION OF AUTHORIZED MUNICIPAL CONTACT PERSON:	
11. OFFICE PHONE NUMBER:	12. MOBILE PHONE NUMBER:	13. EMAIL ADDRESS:	
14. CHIEF OF POLICE:			
15. OFFICE PHONE NUMBER:	16. MOBILE PHONE NUMBER:	17. EMAIL ADDRESS:	
18. TYPE OF MUNICIPALITY: <input type="checkbox"/> Borough <input type="checkbox"/> 1st Class Township <input type="checkbox"/> 2nd Class Township <input type="checkbox"/> City			

SECTION II: MUNICIPAL DEMOGRAPHICS

(Please use the most recent U.S. Census and Municipal data)

1. POPULATION:	2. SQUARE MILES:	3. HOUSING UNITS:
4. TOTAL MILES OF STATE ROADS IN MUNICIPALITY:		5. TOTAL MILES OF LOCAL ROADS IN MUNICIPALITY:

SECTION III: FISCAL INFORMATION

1. REAL ESTATE ASSESSED VALUE: \$	2. REAL ESTATE TAX RATE (MILLS):	3. EARNED INCOME TAX: \$
4. TOTAL GENERAL FUND REVENUES (CURRENT YEAR): \$	5. TOTAL GENERAL FUND REVENUES (PRIOR YEAR): \$	
6. TOTAL GENERAL FUND EXPENDITURES (CURRENT YEAR): \$	7. TOTAL GENERAL FUND EXPENDITURES (PRIOR YEAR): \$	
8. TOTAL POLICE DEPARTMENT BUDGET (CURRENT YEAR): \$	9. TOTAL POLICE DEPARTMENT BUDGET (PRIOR YEAR): \$	

SECTION IV: COOPERATIVE POLICE SERVICES

1. DO YOU PROVIDE POLICE PROTECTION AND SERVICES TO ANY OTHER JURISDICTION(S)? <input type="checkbox"/> Yes <input type="checkbox"/> No		2. IF "YES", IN WHAT YEAR DID THE SERVICE BEGIN?
4. IF "YES", LIST THOSE JURISDICTIONS, FORM OF REIMBURSEMENT, AND TYPE OF AGREEMENT BELOW.		
JURISDICTION	FORM OF REIMBURSEMENT	SELECT TYPE OF AGREEMENT

SECTION V: POLICE PERSONNEL		
1. DOES THIS DEPARTMENT PROVIDE 24-HOUR COVERAGE EVERY DAY OF THE YEAR? <input type="checkbox"/> Yes <input type="checkbox"/> No		2. IF NO, HOW MANY HOURS COVERAGE PER DAY ARE PROVIDED?
FULL TIME POLICE PERSONNEL	PART-TIME POLICE PERSONNEL	CIVILIAN CLERICAL PERSONNEL
3. Total number of sworn full-time police personnel presently employed:	6. Total number of sworn part-time police personnel:	8. Total number of civilian full-time or part-time clerical personnel:
4. Total number of hours worked by all full-time police personnel:	7. Total number of hours worked by all part-time police personnel:	9. Capacity in which civilian personnel are employed:
5. Total hours worked for most recent full year by all full-time police personnel:		10. Total number of annual hours worked by of all clerical personnel:

SECTION VI: POLICE FACILITY DESCRIPTION
1. Describe below your present police facility (i.e., where located, list of rooms and functions, square feet of rooms, total square feet of building, and generally how adequate).

SECTION VII: POLICE VEHICLES

1. List information (newest to oldest) on all municipality owned / operated police vehicles.

YEAR	MAKE	MODEL	MILEAGE	CONDITION

SECTION VIII: POLICE DEPARTMENT ADMINISTRATION AND RELATED EQUIPMENT

1. NAME OF RECORDS MANAGEMENT SYSTEM (RMS): _____ 2. IS RMS: _____

3. IN CAR RMS COMPUTER SYSTEM? Yes No 4. OTHER ADMINISTRATION SOFTWARE UTILIZED (SCHEDULING, PAYROLL, ETC.) Yes No 5. DEPARTMENTAL OFFICER BODY-WORN CAMERA ? Yes No

6. DEPARTMENTAL OWNED/ISSUED FIREARM? Yes No If yes, model and caliber: _____

7. COUNTY RADIO SYSTEM PARTICIPATION? Yes No 8. ANNUAL COUNTY RADIO SYSTEM FEE? Yes No If yes, annual county fee: _____

9. PENNSYLVANIA JNET / CLEAN PARTICIPATION? Yes No 10. PENNSYLVANIA CPIN/LIVE SCAN PARTICIPATION? Yes No If yes, CPIN site : _____

11. SECURE HOLDING ROOM(S) IN POLICE DEPARTMENT HEADQUARTERS? Yes No If yes, how many?: _____ Video Monitored/Recorded? Yes No 12. ADULT/JUVENILE HOLDING ROOMS SEPARATED? Yes No

13. COUNTY OR REGIONAL PARTICIPATION IN:
- a. SWAT / Tactical Unit Yes No via PSP
 - b. Drug Task Force Unit Yes No via PSP
 - c. Motor Carrier Safety Unit Yes No via PSP
 - d. DUI Enforcement Unit Yes No via PSP
 - e. Major Crimes Unit Yes No via PSP
 - f. Special Victims Unit Yes No via PSP
 - g. Major Accident Invest. Unit Yes No via PSP

SECTION IX: POLICE ACTIVITY FROM UCR REPORTS & OTHER INCIDENT REPORTS				
CRIMINAL REPORTS PART I CRIMES	CURRENT YEAR TO DATE:		PREVIOUS FULL YEAR:	
	PART I REPORTED	PART I CLEARED	PART I REPORTED	PART I CLEARED
Murder				
Rape				
Robbery				
Aggravated Assault				
Burglary				
Larceny/Theft				
Motor Vehicle Theft				
Arson				
TOTAL PART I CRIMES				

CRIMINAL REPORTS PART II CRIMES	CURRENT YEAR TO DATE:		PREVIOUS FULL YEAR:	
	PART II REPORTED	PART II CLEARED	PART II REPORTED	PART II CLEARED
Assaults (Non-Aggravated)				
Forgery				
Fraud				
Embezzlement				
Stolen Property				
Vandalism				
Weapon Offenses				
Prostitution / Vice				
Sex Offenses (except Rape)				
Narcotics / Drug Violations				
Gambling				
Offenses Against Family, etc.				
Driving Under the Influence				
Liquor Law Violations				
Public Drunkenness				
Disorderly Conduct				
Vagrancy				
All Other Offenses (except Traffic)				
TOTAL PART II CRIMES				

OTHER INCIDENTS	CURRENT YEAR TO DATE:	PREVIOUS FULL YEAR:
	# REPORTED INCIDENTS	# REPORTED INCIDENTS
Accidents (Reportable)		
Accidents (Non-Reportable)		
Traffic / Parking Complaints		
Abandoned / Disabled Auto		
Family Disturbances		
Fights / Other Disturbances		
Noise Complaints		
Animal / Dog Complaints		
Assists to Fire / Ambulance		
Assists to Other PD		
Open Doors / Properties		
Suspicious Vehicles		
Suspicious Persons		
Suspicious Incidents		
Alarm Responses		
Hazardous Conditions		
Miscellaneous Services		
All Other Incidents		
TOTAL OTHER INCIDENTS		

SECTION X: POLICE EXPENDITURES					
POLICE EXPENDITURES – PREVIOUS FULL YEAR:					
ACCOUNT CATEGORY	APPROVED BUDGET AMOUNT	ACUAL AMOUNT USED	ACCOUNT CATEGORY	APPROVED BUDGET AMOUNT	ACUAL AMOUNT USED
SALARY COSTS			VEHICLE COSTS		
Police Chief Salary			Vehicle Fuel and Lubrication		
Supervisory Officer Salaries			Vehicle Maintenance (including tires)		
Police Officer Salaries (Full Time)			Capital Vehicle Purchases		
Police Officer Salaries (Part Time)			Other Miscellaneous Vehicle Costs		
Clerical Personnel (Full Time)			Vehicle Insurance		
Clerical Personnel (Part Time)			TOTAL VEHICLE COSTS		
Overtime			FACILITY COSTS		
Other Contractual Payments (Longevity, COLA, etc.)			Heating Costs (PD % if in combined Municipal Building)		
Shift Differential (if any)			Electric Costs (PD % if in combined Municipal Building)		
TOTAL SALARY COSTS			Water and Sewer (PD % if in combined Municipal Building)		
BENEFIT COSTS			Telephone / Internet / WIFI Costs		
Health Insurance (Medical, Dental, etc.)			Police Headquarters Supplies		
FICA			Police Headquarters Maintenance		
Workers Compensation			Police Headquarters Insurance		
Unemployment Comp.			Other Building / Misc. HQ Expenses		
Life Insurance			TOTAL FACILITY COSTS		
Long Term Disability Ins.			TOTAL POLICE EXPENDITURES (Previous Year)		
Liability Insurance					
Municipal Pension Contribution					
Other Personnel Costs					
Legal Services Costs					
TOTAL BENEFITS COSTS					
EQUIPMENT COSTS					
Uniforms					
Training					
Office Supplies					
Office Equipment					
Communications Equip.					
Maintenance Agreements					
TOTAL EQUIPMENT COSTS					

POLICE EXPENDITURES – CURRENT FULL YEAR:					
ACCOUNT CATEGORY	APPROVED BUDGET AMOUNT	AMOUNT USED YTD	ACCOUNT CATEGORY	APPROVED BUDGET AMOUNT	AMOUNT USED YTD
SALARY COSTS			VEHICLE COSTS		
Police Chief Salary			Vehicle Fuel and Lubrication		
Supervisory Officer Salaries			Vehicle Maintenance (including tires)		
Police Officer Salaries (Full Time)			Capital Vehicle Purchases		
Police Officer Salaries (Part Time)			Other Miscellaneous Vehicle Costs		
Clerical Personnel (Full Time)			Vehicle Insurance		
Clerical Personnel (Part Time)			TOTAL VEHICLE COSTS		
Overtime			FACILITY COSTS		
Other Contractual Payments (Longevity, COLA, etc.)			Heating Costs (PD % if in combined Municipal Building)		
Shift Differential (if any)			Electric Costs (PD % if in combined Municipal Building)		
TOTAL SALARY COSTS			Water and Sewer (PD % if in combined Municipal Building)		
BENEFIT COSTS			Telephone / Internet / WIFI Costs		
Health Insurance (Medical, Dental, etc.)			Police Headquarters Supplies		
FICA			Police Headquarters Maintenance		
Workers Compensation			Police Headquarters Insurance		
Unemployment Comp.			Other Building / Misc. HQ Expenses		
Life Insurance			TOTAL FACILITY COSTS		
Long Term Disability Ins.			TOTAL POLICE EXPENDITURES (Current Year)		
Liability Insurance					
Municipal Pension Contribution					
Other Personnel Costs					
Legal Services Costs					
TOTAL BENEFITS COSTS					
EQUIPMENT COSTS					
Uniforms					
Training					
Office Supplies					
Office Equipment					
Communications Equip.					
Maintenance Agreements					
TOTAL EQUIPMENT COSTS					

SECTION XI: EMPLOYEE BENEFITS		
EMPLOYEE BENEFIT	EXAMPLE OF DATA TO BE USED	CURRENT MUNICIPAL OR CONTRACT INFORMATION
Uniform Allowance	\$350	
Vacation Allowance	2 weeks: 1 - 5 Years 3 weeks: 6 - 10 Years 4 weeks: 11 - 20 Years 5 weeks: Over 15 Years	
Paid Holidays	12 days	
Medical Benefits	BC / BS Major Medical \$500 – Family; \$300 – Single	
Dental Benefits	Basic Dental	
Perscription Benefits	None	
Vision Benefits	None	
Police Prof. Insurance (Liability)	\$200,000	
Overtime Guarantee	None	
Life Insurance	\$100,000	
Bereavement Leave	3 days	
Shift Differential	4-12 Shift: 5%, 12-8: Shift 10%	
Longevity Pay	\$200 Every 4 years, 24 Years Max	
Educational Incentive Pay	\$1,000 – MS, \$500 – BS, etc.	
Sick Leave	7 Days Per year, No Max	
Off Duty Disability	2/3 Pay, Max: \$300 Per Week	
Court Pay	2 @ District Court, 3 @ County Court	
Sick Leave Pay-Off & Hours	50% At Retirement	
On-Call / Stand-by Pay		
Other		
Other		

SECTION XII: COMMENTS / ADDITIONAL ITEMS

[Empty space for comments and additional items]

SECTION XII: ADDITIONAL INFORMATION

The following additional information must be included:

- Copy of current Labor Agreement.
- Copy of any previously conducted Management or Regional police studies.
- Copies of any existing agreements relating to the providing of or receiving of police services from other municipalities or police agencies.

Please send all completed information to:

PA Department of Community & Economic Development
Governor's Center for Local Government Services
400 North Street, 4th Floor
Commonwealth Keystone Building
Harrisburg, PA 17120-0255

Contact Information or Questions:

888-223-6837 (Toll-Free)
717-783-1402 (FAX)

Regional Police Departments in Pennsylvania

Updated April 4, 2023 by the Emergency Services Program of the PA Department of Community & Economic Development

County and Regional PD (Origination Date)	Municipalities Served	Regional Police Commission Chairperson	Police Chief	Composition of Regional Police Commission	Number of Officers (FTE)	Population Served	Square Mile Area	Population Density	Officers per 1,000 Population	Police Budget 2023	Per Officer Cost	Per Capita Cost	Cost Dist. Method	Police Labor Contract	Police Chief Contract	Social Security	Act 600	Civil Service
Adams County Eastern Adams Regional Police Dept. 01-01-1992	Oxford Twp New Oxford Boro	Harry McKean 110 North Berlin Ave. New Oxford, PA 17350 717-968-6300 717-359-0342	Francis Staab 110 North Berlin Ave. New Oxford, PA 17350 717-624-1614 x 203 Fax 717-624-1487 fstaab@earpd.org	5 Commission members 3 Oxford Twp 2 New Oxford Boro	7 FT 3 PT (8.5)	7,804	10	1,115	1.2	\$1,094,735	\$155,876	\$140	Police Protection Units (PPU's)	Yes	No	Yes	Yes	No
Allegheny County Allegheny Valley Regional Police Dept. 07-01-2019	Cheswick Boro East Deer Twp Springdale Twp	Rick Stoneburner rstoneburner@avrpdpd.com	Michael Naviglia 220 S. Atlantic Avenue Cheswick, PA 15024 724-274-2943 m.naviglia@avrpdpd.com	6 Commission Members	4 FT 8 PT (8)	4,628	5.2	890	1.7	\$708,617	\$88,577	\$153	Direct Labor and Operating Costs	Yes	Yes	Yes	Yes	Yes
Allegheny County Northern Regional Police Dept. 01-01-1969	Bradford Woods Boro Marshall Twp Pine Twp Richland Twp	Dan Dimond 230 Pearce Mill Road Wexford, PA 15090 724-625-3157 Daniel.climatesystems@gmail.com	John A. Sicilia 230 Pearce Mill Road Wexford, PA 15090 724-625-3157 ext 212 Fax 724-625-3258 jsicilia@nrpd.com	9 Commission members 1 Bradford Woods Boro 2 Marshall Twp 3 Pine Twp 3 Richland Twp	40 FT	38,000	50	760	1.1	\$6,037,354	\$150,934	\$159	Incidents per Municipality	Yes	No	Yes	Yes	No
Armstrong County Southern Armstrong Regional Police Dept. 10-01-2022	Gilpin Twp Freeport Boro Ford City Boro	Charles Stull cstull@sarod.org	Christopher Fabec 724-845-7979 Ext 1 cfabec@sarpd.org	6 Commission members 2 Alternates	11 FT 4 PT (13)	7,102	19.2	371	1.8	\$868,000	\$66,769	\$122	Population Distribution	Yes	Yes	Yes	Yes	No
Berks County Central Berks Regional Police Dept. 07-01-1993	Lower Alsace Twp Mt. Penn Boro Contracts to: St. Lawrence Boro Oley Twp	Ryan Maurer 2147 Perkiomen Avenue Reading, PA 19606 484-721-2566	Raymond Serafin 2147 Perkiomen Avenue Reading, PA 19606 610-779-1100 Ext 225 Fax 610-779-7135 rserafin@centralberks.org	6 Commission members 3 per municipality (Lower Alsace and Mount Penn)	20 FT 1 PT (20.5)	13,658	29.8	458	1.5	\$3,941,904	\$192,288	\$289	50/50 for 2 primary Municipalities Contract for Others	Yes	Yes	No	Yes	No
Berks County Eastern Berks Regional Police Dept. 06-01-2020	Boyetown Boro Coblebrookdale Twp Contract to: Bechtelsville Boro	Todd Gamler 16 West Philadelphia Avenue Boyetown, PA 19512 610-369-1362	Barry Leatherman 16 West Philadelphia Avenue Boyetown, PA 19512 610-369-3050 bleatherman@easternberkspd.org	6 Commission members 2 Elected Officials and Twp Mgr. from Colebrookdale 2 Elected Officials and Borough Manager from Boyertown	14 FT 1 PT (14.5)	10,000	10	1,000	1.4	\$2,799,279	\$193,054	\$280	50/50 Contract Borough pays \$162,751	Yes	Yes	Yes	Yes	No
Berks County Northern Berks Regional Police Dept. 05-01-1991	Maidencreek Twp Ontelaunee Twp Leesport Boro	David Franke 1 Quarry Road PO Box 319 Blandon, PA 19510 610-926-4920	James Keiser 37 Ontelaunee Drive Reading, PA 19605 610-926-2999 jkeiser@nrbpd.org	3 Commission members 1 representative from each municipality	13 FT	13,721	23.1	594	1.0	\$3,094,801	\$238,061	\$225	Percentage by each Municipality	Yes	Yes	No	Yes	No

Regional Police Departments in Pennsylvania

Updated April 4, 2023 by the Emergency Services Program of the PA Department of Community & Economic Development

County and Regional PD (Origination Date)	Municipalities Served	Regional Police Commission Chairperson	Police Chief	Composition of Regional Police Commission	Number of Officers (FTE)	Population Served	Square Mile Area	Population Density	Officers per 1,000 Population	Police Budget 2023	Per Officer Cost	Per Capita Cost	Cost Dist. Method	Police Labor Contract	Police Chief Contract	Social Security	Act 600	Civil Service
Bucks County Central Bucks Regional Police Dept. 01-01-2014	Doylestown Boro New Britain Boro Chalfont Boro	Brian Wallace CBR Police Commission Doylestown, PA 18901 215-345-4143 bwallace@chalfontborough.com	Kari Knott c/o Central Bucks Regional PD Doylestown, PA 18901 215-345-4143 267-228-7832 Fax 215-345-6373 knott@cbcrpd.net	9 Commission members 2 representatives and 1 alternate from each municipality. Chair/Vice Chair alternates annually	26 FT 1 PT (26.5)	15,426	5.1	3,061	1.7	\$6,829,021	\$168,132	\$443	Average of population, calls for service, crimes, and road miles for the previous three years	Yes	Yes	Yes	Yes	Yes
Bucks County Penridge Regional Police Dept. 01-01-1992	East Rockhill Twp West Rockhill Twp	Jay Keyser West Rockhill Township jkeyser@westrockhilltownship.org	Paul Dickinson 200 Ridge Road Sellersville, PA 18960 215-257-5104 Fax 215-257-9324 pdickinson@penridgepd.org	3 Commission members 1 per municipality & Chairperson (alternates yearly)	12 FT	10,977	30	372.1	1.2	\$2,570,223	\$214,185	\$234	46% E. Rockhill Twp 54% W. Rockhill Twp	Yes	Yes	Yes	No	No
Butler County Evans City/Seven Fields Regional Police Dept. 01-01-2015	Evans City Boro Seven Fields Boro	Dean Galitsis 204 B South Jackson Street Evans City, PA 16033 724-538-8055 Dgalitsis@gmail.com	Joseph McCombs 204 B South Jackson Street Evans City, PA 16033 724-538-8055 jmccombs@ecsfregionalpd.org	6 Commission members 3 representatives from each municipality	5 FT 2 PT (6)	4,620	2	2,403	1.3	\$969,529	\$138,504	\$210	Pop. and Road Miles 64% Seven Fields 36% Evan City	Yes	No	Yes	Yes	No
Cambria County West Hills Regional Police Dept. 01-01-1978	Brownstown Boro Southmont Boro Westmont Boro Lower Yoder Twp	Robert Morgan Southmont Borough 1000 Luzerne Street Johnstown, PA 15905 814-255-4145	Edward Fisher 1000 Luzerne Street Johnstown, PA 15905 814-255-4145 efisher21@atlanticbcbn.net	8 Commission members 2 Brownstown Boro 2 Southmont Boro 2 Westmont Boro 2 Lower Yoder Twp	11 FT 8 PT (15)	10,358	20	520	1.4	\$1,450,610	\$96,707	\$140	Assessed Value Population Road Miles	Yes	Yes	Yes	Yes	No
Chester County Westtown-East Goshen Regional Police Dept. 12-21-1981	Westtown Twp East Goshen Twp Thornbury Twp	Michelle Truitt 1041 Wilmington Pike West Chester, PA 19382 610-692-9600 mtruitt@eastgoshen.org	Branda Bernot 1041 Wilmington Pike West Chester, PA 19382 610-692-9600 x 206 bbernot@wegppd.org	3 Commission members 1 Westtown Twp 1 East Goshen Twp 1 Thornbury Twp	32 FT 3 PT (33.5)	33,000	22.8	1,447	1.1	\$9,744,159	\$236,585	\$294	Police Protection Units (PPUs) Contract to Thornbury	Yes	No	Yes	Yes	No
Chester County Southern Chester County Regional Police Dept. 01-01-2017	New Garden Twp West Grove Boro Avondale Boro	Stephen Black 8934 Gap Newport Pike Landenberg, PA 19350 610-268-2907	Joseph Greenwall, Acting Chief 8934 Gap Newport Pike Landenberg, PA 19350 610-268-2907, ext. 105 jgreenwall@sccrpd.org	3 Commission members 2 New Garden Twp 1 West Grove Boro Rotates every year, with the Chairperson being the singular	18 FT 7 PT (21.5)	16,398	17.5	882.4	1.3	\$2,676,644	\$124,495	\$163	80% New Garden Twp 20% West Grove Boro Annually Contract to Avondale	Yes	Yes	Yes	Yes	No
Clarion County Southern Clarion County Regional Police Dept. 06-01-2022	East Brady Boro Hawthorn Boro Rimersburg Boro New Bethlehem Borough (Northern Armstrong County)	Jason Sheakley 701 Kelly's Way East Brady, PA 16028 724-256-7714	Robert Malnofsky Jr. 220 Broad Street New Bethlehem, PA 16242 814-275-1180	6 Commission Members	1 FT 1 PT (1.5)	3,218	3.0	1,107	.5	\$286,246	\$190,830	\$89	Percent of Population	Yes	Yes	Yes	Yes	No

Regional Police Departments in Pennsylvania

Updated April 4, 2023 by the Emergency Services Program of the PA Department of Community & Economic Development

County and Regional PD (Origination Date)	Municipalities Served	Regional Police Commission Chairperson	Police Chief	Composition of Regional Police Commission	Number of Officers (FTE)	Population Served	Square Mile Area	Population Density	Officers per 1,000 Population	Police Budget 2023	Per Officer Cost	Per Capita Cost	Cost Dist. Method	Police Labor Contract	Police Chief Contract	Social Security	Act 600	Civil Service
Clearfield County Clearfield Area Regional Police Dept. 03-01-2023	Clearfield Boro Lawrence Twp	Steve Livergood Regional Chairperson 814-203-1487	Chief Vincent McGinnis Office 814- 765-1647 Cell 814-592-6208	5 Commission Members 2 Township 2 Borough 1 At-Large Member	20 FT 1 PT (20.5)	13,738	84.3	163	1.7	\$2,156,948	\$105,217	\$176	Twp 55% Boro 45%	Yes	Yes	Yes	Yes	No
Crawford County Conneaut Lake Regional Police Dept. 10-01-1995	Conneaut Lake Boro Sadsbury Twp Contract to: North Shenango Twp	Richard Holabaugh 9888 State Highway 285 Conneaut Lake, PA 16316 814-382-8579 Eahjch14@gmail.com	Todd Pfeifer 9878 State Highway 285 Conneaut Lake, PA 16316 814-382-4364 Fax 814-382-4365 ctprpd@zoominternet.net	5 Commission members 2 Boro 3 Supervisors from Twp	4 FT 4 FT (6)	4,656	50	93	1.3	\$546,600	\$91,100	\$117	Population and Road Miles	Yes	Yes	Yes	No	No
Cumberland County West Shore Regional Police Dept. 01-01-1995	Lemoyne Boro Wormleysburg Boro	Gale Gallo ggallo@wsrpd.org	Anthony Minium, Chief 510 Herman Avenue Lemoyne, PA 17043 717-737-8734 aminium@wsrpd.org John Friel, Assistant Chief jfriel@wsrpd.org	5 Commission members 2 Lemoyne Boro 2 Wormleysburg Boro 1 Citizen (At Large)	13 FT	7,754	2.4	3,204	1.7	\$2,498,357	\$192,181	\$322	Fines and Local Contributions	Yes	Yes	No	No	No
Elk County St. Marys City Police Dept. <i>(St Marys City is a 3rd Class City established from a merger of Benzinger Twp and St Marys Borough in 1992)</i> 01-01-1992	St Marys City	Joseph Fleming City Manager 814-781-1718	Tom Nicklas, Chief of Police 814-781-1315 tnicklas@stmaryspa.gov	N/A	15 FT	12,670	99.6	127	1.2	\$2,160,353	\$123,487	\$171	Modified Accrued	Yes	No	No	No	Yes
Fayette County Southwest Regional Police Dept. 11-03-2003	Belle Vernon Boro Newell Boro Coal Center Boro Point Marion Boro	Joseph Minitti 212 State Street Belle Vernon, PA 15012 724-797-2911	Keith E. Williams 212 State Street Belle Vernon, PA 15012 724-929-8484 Ext 202 kwilliams@swrpd.us	3 Commission members Determined by call load	1 FT 7 PT (4.5)	2,052	2.9	1,909	2.2	\$161,186	\$35,819	\$79	Incidents	No	No	Yes	Yes	No
Greene County Greene County Regional Police Dept. 01-01-2017	Morris Twp Perry Twp + Morris Twp (Washington County)	Frankie Basile 724-324-2861	William DeForte P.O. Box 36 1713 Browns Creek Road Nineveh, PA 15353 724-428-3009 deforte@qcrpd.org	3 commission members 1 Morris Twp 1 Perry Twp 1 Morris Twp (WC)	2 FT 5 PT (4.5)	3,337	94.4	35	1.3	\$225,000	\$50,000	\$67	Townships contract per hours of service they receive per week	No	No	Yes	Yes	No
Lancaster County Northern Lancaster County Regional Police Dept. 01-01-2012	Clay Twp Penn Twp Warwick Twp East Petersburg Boro	Keith Martin 860 Durlach Road Stevens, PA 17578 717-733-0965 martink@nlcrpd.org	David Steffen 860 Durlach Road Stevens, PA 17578 717-733-0965 steffend@nlcrpd.org	7 Commission members 1 elected member and 1 appointed member per Township E. Petersburg – No vote (Contracted Service)	34 FT	42,500	73.5	577.76	.8	\$6,278,127	\$184,650	\$148	Police Protection Units (PPU's)	Yes	No	Yes	Yes	No

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Lancaster County Northwest Lancaster County Regional Police Dept. 10-01-2003	West Donegal Twp Mount Joy Twp	Doug Hottenstein 168 Rock Point Road West Donegal Township dhottenstein@wdtwp.com	Mark Mayberry 155 Meris Drive Elizabethtown, PA 17022 717-367-8481 Fax 717-367-3382 mmayberry@nwrpd.org	5 Commission members 3 from Mount Joy Twp 2 from West Donegal Twp Rotates yearly.	20 FT	19,000	53	358	1.0	\$3,958,357	\$197,917	\$208	56% Mount Joy Twp 44% West Donegal Twp	Yes	No	Yes	Yes	No
Lancaster County Susquehanna Regional Police Dept. 07-01-1996	Conoy Twp East Donegal Twp Marietta Boro	Rebecca Carroll Baltozer 168 Rock Point Road Manetta, PA 17547 717-224-0170	Anthony J. Hall 188 Rock Point Road Manetta, PA 17547 717-426-1164 Ext. 150 Fax 717-426-2001 halla@spsd27.com	3 Commission members 1 from each municipality	16 FT 2 PT (17)	14,510	45	322	1.2	\$3,500,000	\$205,882	\$241	57.2% E Donegal 23.7% Conoy 19.1% Marietta	Yes	Yes	Yes	Yes	No
Luzerne County Wyoming Area Regional Police Dept. 01-01-2023	Exeter Twp Exeter Boro West Pittston Boro West Wyoming Boro Wyoming Boro	Joseph Pizano 570-947-4822 jpizano@exeterborough.com	D.F. Pace c/o West Pittston Borough pace@regionalpolice.org	10 Commission members 2 from each municipality	16 FT 5 PT (18.5)	18,400	34	541	1.1	\$1,800,000	\$97,297	\$98	Percent of Population	Yes	Yes	Yes	Yes	No
Lycoming County Lycoming Regional Police Dept. 01-01-2023	Old Lycoming Twp Jersey Shore Boro Porter Twp <i>Contracts to:</i> Nippenose, Platt, Hepburn, Lycoming, Cummings, McHenry Townships	Sean Simcox 129 S. Pennsylvania Ave. Jersey Shore, PA 17740 570-398-2146	Nathan DeRemer 129 S. Pennsylvania Ave. Jersey Shore, PA 17740 570-398-2146 Fax 570-398-3470 nderemer.lvrpd@gmail.com	7 Commission members 3 Alternate members	21 FT 2 PT (22)	16,833	219	76.9	1.3	\$2,628,887	\$125,185	\$156	Population 50% Assessed Value 50%	Yes	Yes	Yes	Yes	No
Mifflin County Mifflin County Regional Police Dept. 08-30-1993	Brown Twp Burnham Boro Derry Twp Union Twp	Kay A. Hamilton 77 Reserve Lane Reedsville, PA 717-250-2749	Andre C. French 77 Reserve Lane Reedsville, PA 717-248-1900 x631 Fax 717-248-1699 afrench@mcrpd.org	5 Commission members 2 from Derry 1 from Burnham 1 from Brown 1 from Union	15 FT	17,000	100	150	.9	\$1,725,000	\$115,000	\$102	Assessed Property Value Incidents Road Miles	Yes	No	No	Yes	Yes
Monroe County Pocono Mountain Regional Police Dept. 06-13-1994	Tobyhanna Twp Mt. Pocono Boro Tunkhannock Twp Coolbaugh Twp Barrett Twp	David Moyer 2454 Route 940 Pocono Summit, PA 18346 570-895-2400	Chris Wagner 2454 Route 940 Pocono Summit, PA 18346 570-895-2400 Fax 570-895-2450 cwagner@pmrpd.com	Inter-Municipal Service Agreement 11 Commission members 3 Coolbaugh Twp 3 Tobyhanna Twp 2 Mt. Pocono Boro 2 Tunkhannock Twp 1 Barrett Twp	41 FT	43,299	228	189	1.0	\$7,600,511	\$180,564	\$176	Police Protection Units (PPU's)	Yes	Yes	Yes	Yes	No

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Monroe County Stroud Area Regional Police Dept. 05-01-2000	East Stroudsburg Boro Stroudsburg Boro Stroud Twp	Armand Martinelli 100 Day Street East Stroudsburg, PA 18301 570-421-6800	Jennifer Lyon 100 Day Street East Stroudsburg, PA 18301 570-421-6800x1001 Fax 570-421-5979 lyon@sarpd.com	9 Commission members 3 from each municipality	49 FT	35,430	39.1	885.4	1.4	\$9,978,059	\$203,634	\$282	Weighted Average Assessed Value Population Number of Calls	Yes	Yes	Yes	Yes	No
Northampton County Colonial Regional Police Dept. 10-01-1995	Hanover Twp Lower Nazareth Twp	John Diacogiannis 623 Municipal Drive Nazareth, PA 18064 610-759-7434 Diacog49@gmail.com	James DePalma 248 Brodhead Rd., Suite 1 Bethlehem, PA 18017 610-861-4620 Fax 610-861-4829 chief@colonialregionalpd.org	4 Commission members 1 representative and 1 alternate from each municipality	27 FT	18,540	21	833.3	1.5	\$4,687,236	\$173,601	\$253	30% Population 30% Assessed Value 40% Incidents	Yes	No	Yes	Yes	No
Northampton County Slate Belt Regional Police Dept. 04-01-2015	Plainfield Twp Wind Gap Boro Pen Argyl Boro	Joseph LeDonne 6292 Sullivan Trail Nazareth, PA 18064 610-759-8517	Jonathon M. Hoadley 6292 Sullivan Trail Nazareth, PA 18064 Office 610-759-8517 Cell 484- 635- 8575 Fax 610-759-8523 jhoadley@slatebeltpd.com	6 Commission members 1 voting member from each municipality 1 alternate member from each municipality	19 FT	12,925	28	462	1.5	\$2,621,469	\$137,972	\$203	35% Property Value 30% Population 30% Calls for Service 5% Road Mileage	Yes	Yes	Yes	Yes	No
Pike County Eastern Pike Regional Police Dept. 01-07-2008	Matamoras Boro Westfall Twp	Jack Dotey PO Box 309 Matamoras, Pa 18336 570-491-4700	Chad D. Stewart PO Box 309 102 LaBarr Lane Matamoras, PA 18336 570-491-4040 Fax 570-491-4099 cstewart@eprpd.org	5 Commission Members 2 Representatives from each municipality and 1 member of the public appointed by the 4 commissioners	10 FT 4 PT (12)	5,000	32	157.2	2.4	\$1,308,777	\$93,484	\$221	70/30 split Calls for Service	Yes	Yes	Yes	Yes	No
Union County Buffalo Valley Regional Police Dept. 02-06-2012	East Buffalo Twp Lewisburg Boro	Dr. Jack Malloy 1610 Industrial Boulevard Suite 500 Lewisburg, PA 17837 570-524-4302	Paul Yost 1610 Industrial Boulevard Suite 500 Lewisburg, PA 17837 570-524-4302 Fax 570-524-4128 PYost@bvrpd.org	6 Commission members 2 representatives from each municipality 1 member at large 1 Alternate from each municipality	15 FT 2 PT (16)	12,656	16.2	781	1.3	\$2,577,148	\$171,809	\$204	LB 48% EBT 52%	Yes	Yes	Yes	Yes	Yes
Washington County RESA Regional Police Dept. 09-22-1990	Allenport Boro Dunlevy Boro Elco Boro Roscoe Boro Stockdale Boro	Thomas J. Wilkinson Box 568 Roscoe, PA 15477 724-350-9672 wilkinson@zoominternet.net	Mark Stewart 402 Locust Avenue P.O. Box 300 Stockdale, PA 15483 724-350-5184	10 Commission members 5 Alternates 1 mayor and 1 member of council from each municipality	0 FT 8 PT (4)	2,251	3.7	608	1.8	\$166,620	\$41,655	\$74	Population Road Miles Assessed Value	No	No	Yes	No	No

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Washington County Charleroi Regional Police Dept. 04-01-2012	Charleroi Boro North Charleroi Boro Speers Boro Contracts to: Twilight Boro Charleroi Area SD	Curtis Rice stchp@yahoo.com	Chad Zelinsky 338 Fallowfield Avenue Charleroi, PA 15022 724-483-8010 724-483-1270 Fax 724-483-1270 czelinsky@charleroiboro.org	7 Commission members 2 representatives from Speers Boro and Twilight Boro- delete Add North Charleroi Boro and 3 from Charleroi Boro	13 FT 4 PT (15)	6,796	3.9	1,742	2.2	\$1,200,000	\$80,000	\$177	65% Charleroi Boro 15% North Charleroi Boro 20% Speers Boro	Yes	No	Yes	Yes	Yes
Westmoreland County Ligonier Valley Regional Police Dept. 01-01-2019	Ligonier Boro Ligonier Twp	Matthew Smith	John Berger Chief of Police Michael Matrunics Assistant Chief of Police	5 Members	10 FT 3 PT (11.5)	8,459	92.6	2,966	1.4	\$1,200,000	\$104,348	\$142	70/30 Municipal Split	Yes	Yes	Yes	Yes	No
York County York County Regional Police Dept. 01-01-2022	East Manchester Twp York Twp Windsor Twp Dallastown Boro Jacobus Boro Manchester Boro Mt Wolf Boro Spring Grove Boro Yoe Boro	David Naylor 33 Oak Street York, PA 17402 717-741-1259	Timothy Damon 33 Oak Street York, PA 17402 717-741-1259 717-741-5209 Fax 717-741-1259 tdamon@ycrpd.org	3 Voting Members 3 Alternates	60 FT	69,803	74.1	942	.85	\$12,610,770	\$210,180	\$165	Police Protection Units (PPUs)	Yes	Yes	Yes	No PMRS	No
York County Southern Regional Police Dept. 01-01-1992	New Freedom Boro Shrewsbury Boro Glenn Rock Boro Stewartstown Boro Railroad Boro Contracts to: Southern York SD Southeastern SD	Mike Sharkey 717-235-4371 msharkey@shrewsburyborough.org	James S. Boddington 47 E. High Street New Freedom, PA 17349 717-235-3944 717-235-1609 Fax 717-235-1609 jboddington@sprd.us	8 Commission members 2 members from each municipality (appointed or elected)	14 FT 1 PT (14.5)	13,131	6	1,218	1.1	\$2,486,402	\$174,484	\$189	Police Protection Units (PPUs)	Yes	No	No	Yes	No
York County Northern York County Regional Police Dept. 09-01-1972	Conewago Twp Dover Boro Dover Twp Franklin Twp Heidelberg Twp Jackson Twp Manchester Twp Manheim Twp North Codorus Twp North York Boro Paradise Twp	Lorreta Wilhide 1445 E. Canal Road Dover, PA 17315-2798 717-292-0542	David Lash 1445 E. Canal Road Dover, PA 17315-2798 717-292-0542 717-292-0543 Fax 717-292-0543 dlash@mycrpd.org	11 Commission members (10 Voting – 1 Non-Voting) 1 representative from each municipality; Manheim Township is a contract and has one non-voting member	65 FT	87,958	214.4	410.2	.73	\$11,920,979	\$183,400	\$136	Police Protection Units (PPUs)	Yes	Yes	Yes	Yes	No

* "FTE" indicates the "Full Time Equivalent" number of officers with full-time and part-time officers combined; Part-time officers are calculated at 1/2 of a full-time officer

Agencies	Municipalities Served	Regional P.D. Total / Averages	Average Number of FTE Officers	Average Population Served	Average Square Miles	Average Population Density per Square Mile	Average Officers per 1,000 Population	Average Regional Police Budget for 2023	Average per Officer Cost	Average per Capita Cost	Cost Dist. Method	Police Labor Contract	Police Chief Contract	Social Security	Act 600	Civil Service
38 Regional Police Departments 26 Counties	130 Municipalities 64 Boroughs 65 Townships 1 3 rd Class City 3 School Districts	Total Officers: 715 Full Time + 88 Part Time = 759 FTE	20	17,832	49	364	1.12	\$3,398,524	\$170,000	\$190	Various Methods	35 Y 3 N	24 Y 14 N	32Y 6 N	32Y 6 N	6 Y 32N

Pennsylvania Department of Community & Economic Development
Governor's Center for Local Government Services
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