Regional Police Study

Lebanon County, Pennsylvania

for

North Cornwall Township
North Lebanon Township

(Including West Lebanon Township)

July 11, 2023

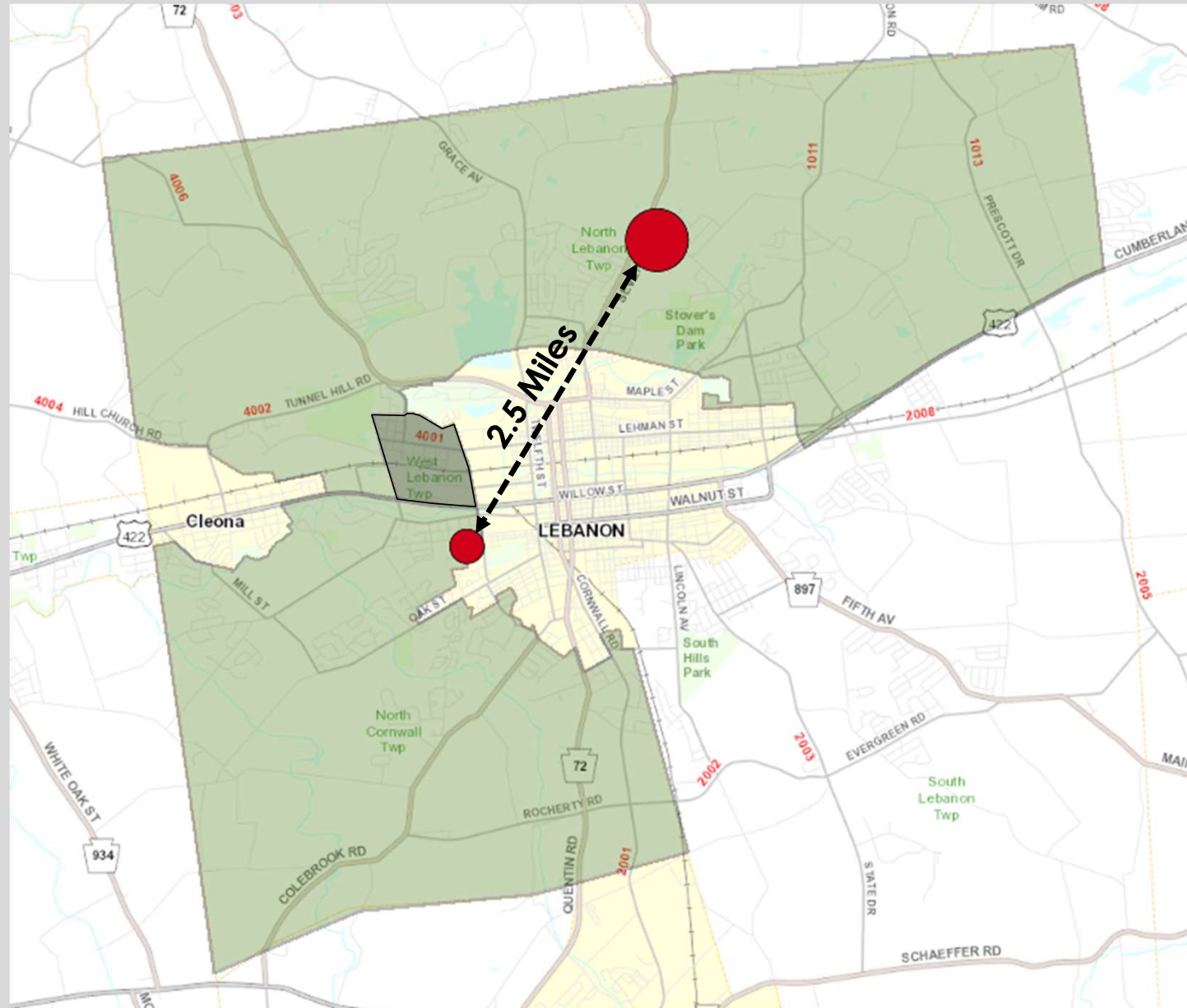# Township Maps & Municipal Police Statistics

pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

PA

NCT & NLT U.S. Census "Urbanized" Areas

pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

26.7 Square Miles
143.5 Road Miles
----

13 Square Miles of "Urbanized" Area or 49% of the 3 Townships
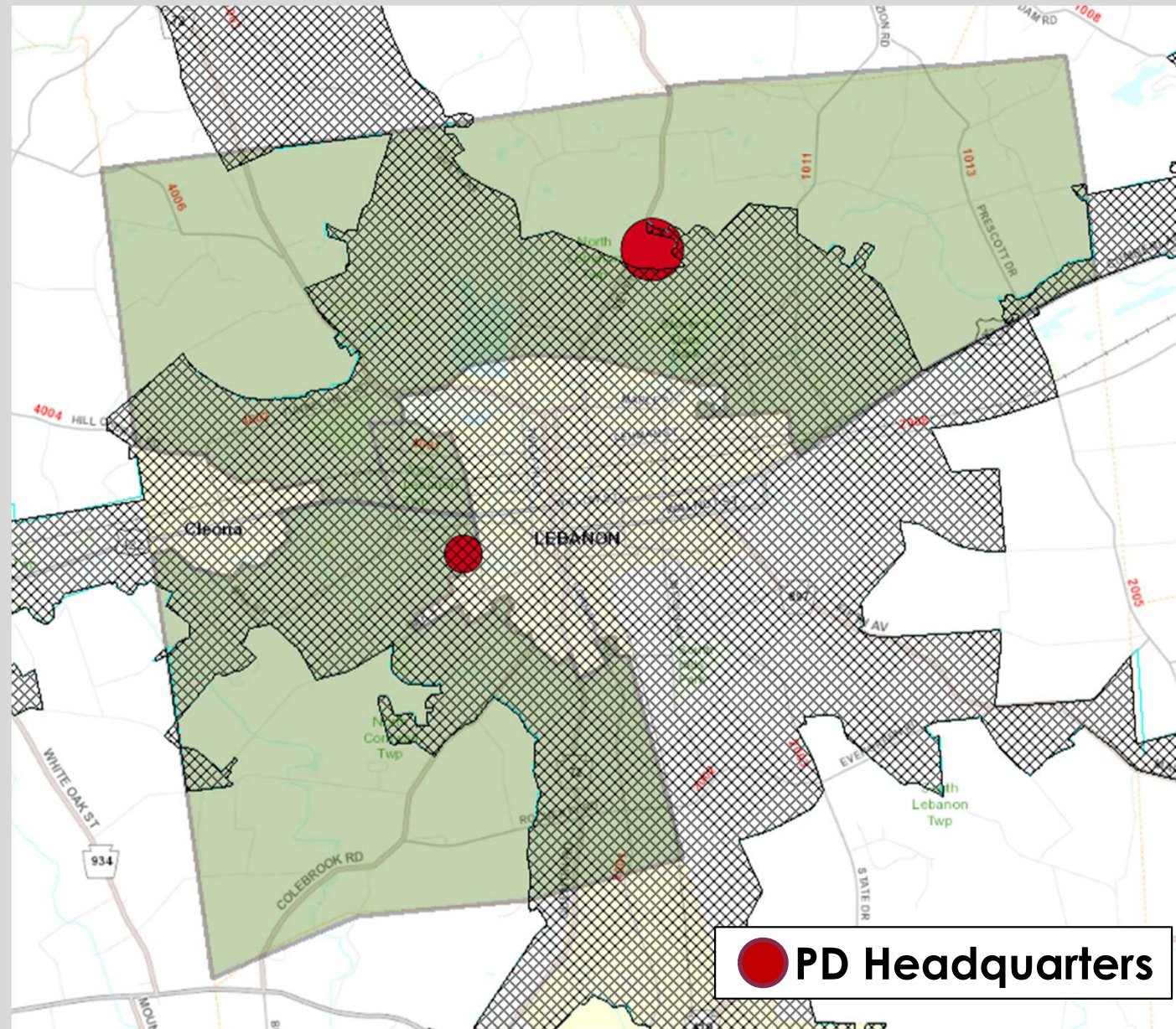
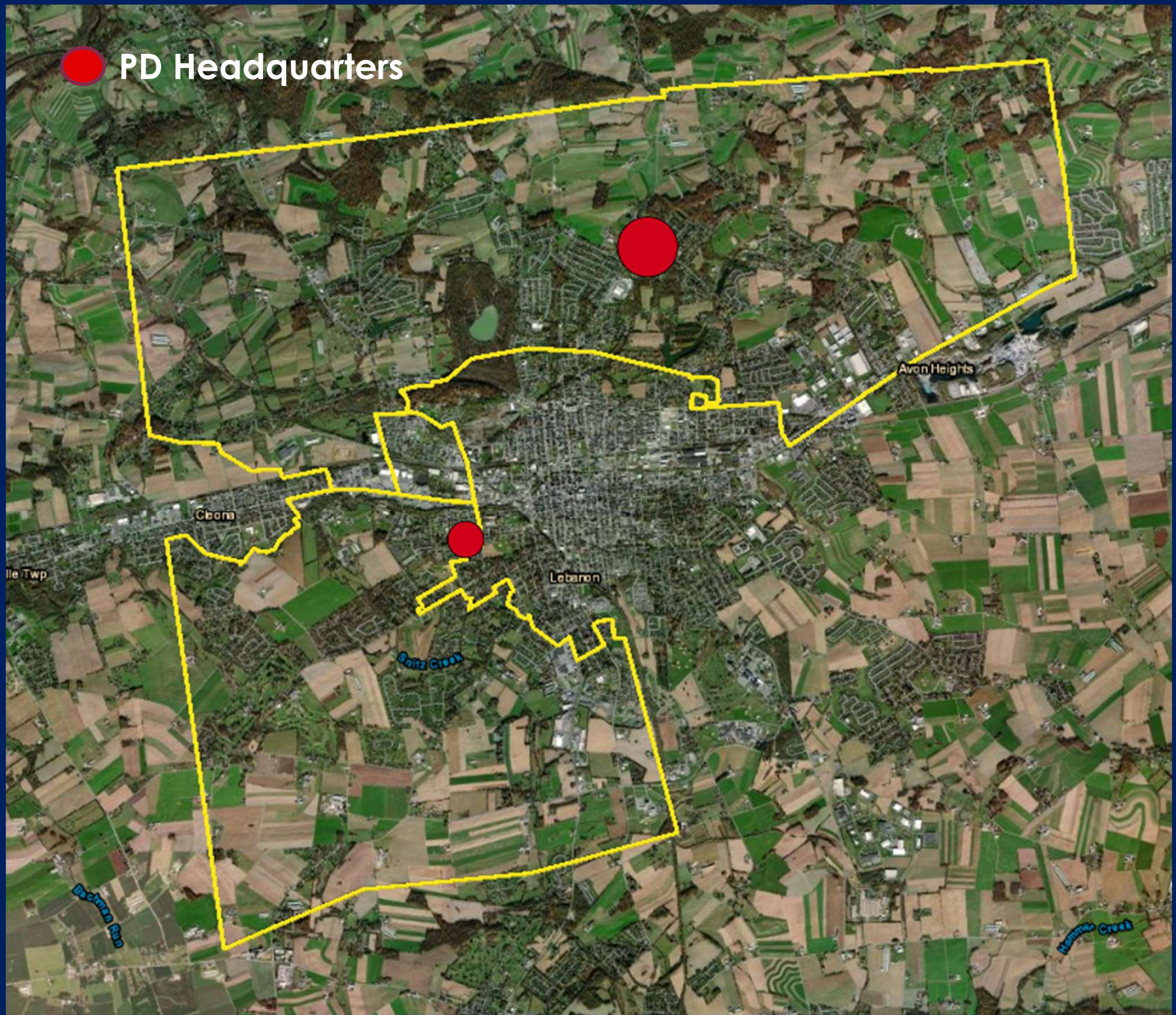NLT: 7.6 sm urbanized
NCT: 5.0 sm urbanized
WLT: .4 sm urbanized

"Densely developed residential, commercial, and other nonresidential areas".

U.S. Census "Urbanized" Definition

● PD Headquarters

PD Headquarters

Municipal Police Statistics

CATEGORY	North Cornwall (NCT)	North Lebanon (NLT)	West Lebanon (WLT)	Totals
Population	8,511	12,041	833	21,385
% of Total Population	40%	56%	4%	100%
2023 Police Budgets	$1,987,137	$2,262,656	$85,698 per Contract	$4,335,491
Percent of 2023 Total Police Budgets	46%	52%	2%	100%
2023 Police Per Capita Cost	$233	$188 ($181 w/WLT)	$103	$203
Total Square Miles (sm)	9.5	16.8	.4	26.7
Percent of Total Square Miles	36%	63%	1%	100%
Population Density per sm	896/sm	748/sm	2,083/sm	801/sm
Total Road Miles	54.2	84.0	5.3	143.5
Percent of Total Road Miles	38%	58%	4%	100%
Part 1 (Eight Major) Crimes (2022 UCR)	124	281	Included with NLT UCR	405
Part 2 (All Other) Crimes (2022 UCR)	150	426	Included with NLT UCR	576
Total Crimes (2022 UCR)	274	707	Included with NLT UCR	981
Percent of Total Crimes	28%	72%	Included with NLT UCR	100%
Total Crimes per 1,000 Persons (2022 UCR)	32	55	Included with NLT UCR	46
Total Full-Time Officers	11	10 (12 Budgeted)	0	21
Total Part-Time Officers	0	0	0	0
Police Clerical Staff	1	1.5	0	2.5
Police Vehicles	5	8	0	13

Proposed Police Staffing & Budget

Option #1 - 24 Officers

Proposed Police Staffing (using the IACP Population Formula)

Category	Totals		
Population - 2022 Population via U.S. Census and DCED Municipal Surveys	21,385		
1) Number of Estimated Incidents - @ **550 incidents for every 1,000 residents (per the IACP formula)**	**11,762**		
2) Time Spent on Incidents - 45 Minutes for the average including response time and reporting time (Multiply above by .75)	8,822		
3) Buffer Time - for Reports, Patrol, and Administrative Duties (Multiply above by 3)	26,466		
4) Staffing Hours (Divide above by 2920)	9.06		
5) Availability Hours (Multiply above by 1.72)	15.6		
PATROL OFFICERS (Minimum number of <u>just Patrol Officers</u> required per the IACP Staffing Formula)	→ **16**		
Patrol Officers (Either 16 in Patrol Squads *or* 12 in Patrol Squads with 4 as flexible Patrol/Traffic Officers is recommended)	16	**20**	
Patrol Sergeants (IACP standard ratio is 1 Sergeant for 4 to 7 Officers; 4 Sergeants for 16 Total Officers = 1 to 4 ratio)	4		
Detectives (Investigation and Case Management of the 274 Part 1 and 707 Part 2 crimes = **981 Total Crimes**)	2		
Deputy Chief or Captain (Administration, Supervision, and Patrol duty/supervision as needed)	1		
Chief of Police (Administration, Management, and Supervision)	1		
Secretary (1 Administrative Assistant / 2 Police Department Secretaries)	3		
TOTAL OFFICERS (24) + CLERICAL STAFF (3) PROPOSED	**24 + 3**		

Police Budget – Proposed Personnel Costs (24 Officers)

Salary of Police Chief ($116,000 and $112,000 currently)	$125,000
Salary of Deputy Chief or Captain ($116,000 and $112,000 currently)	120,000
Salary of Sergeants (4 @ $100,000 Base Salary each)	400,000
Salary of Officers/Detectives (18 @ $90,000 Avg Base Salary) (Current Range: $62K - $97K; Avg $85,000)	1,620,000*
Salary of Clerical Staff (1 Administrative Assistant / 2 PD Secretaries)	140,000
Overtime (4 Sergeants & 18 Officers @ 1,550 Hours Total OT x $65.00/Hour Average; 30 Hours/Week)	100,000
Longevity (Estimated @ $2,300 average for 15 officers; $2,000 average for 13 officers currently)	35,000
SALARIES	**$2,540,000**
BENEFITS (Includes all below items for all 24 officers and 3 staff @ $65,000 average)	**$1,755,000**
• **Medical / Dental / Vision Insurance**	Included
• **Social Security / Medicare**	Included
• **Life Insurance / Liability Insurance**	Included
• **Contractual Payments (OIC Shifts, Educational Bonus, Cleaning Allowance, etc.)**	Included
• **Workers Compensation / Unemployment Insurance**	Included
• **Municipal Pension (Municipality MMO Contributions)**	Included
PERSONNEL COST TOTAL (88% of the Proposed Budget)	**$4,295,000**

* NOTE – The current Officer salary average is $85,000; The study used a $90,000 potential future average x 18 officers

Police Executive Research Forum
Washington, D.C.
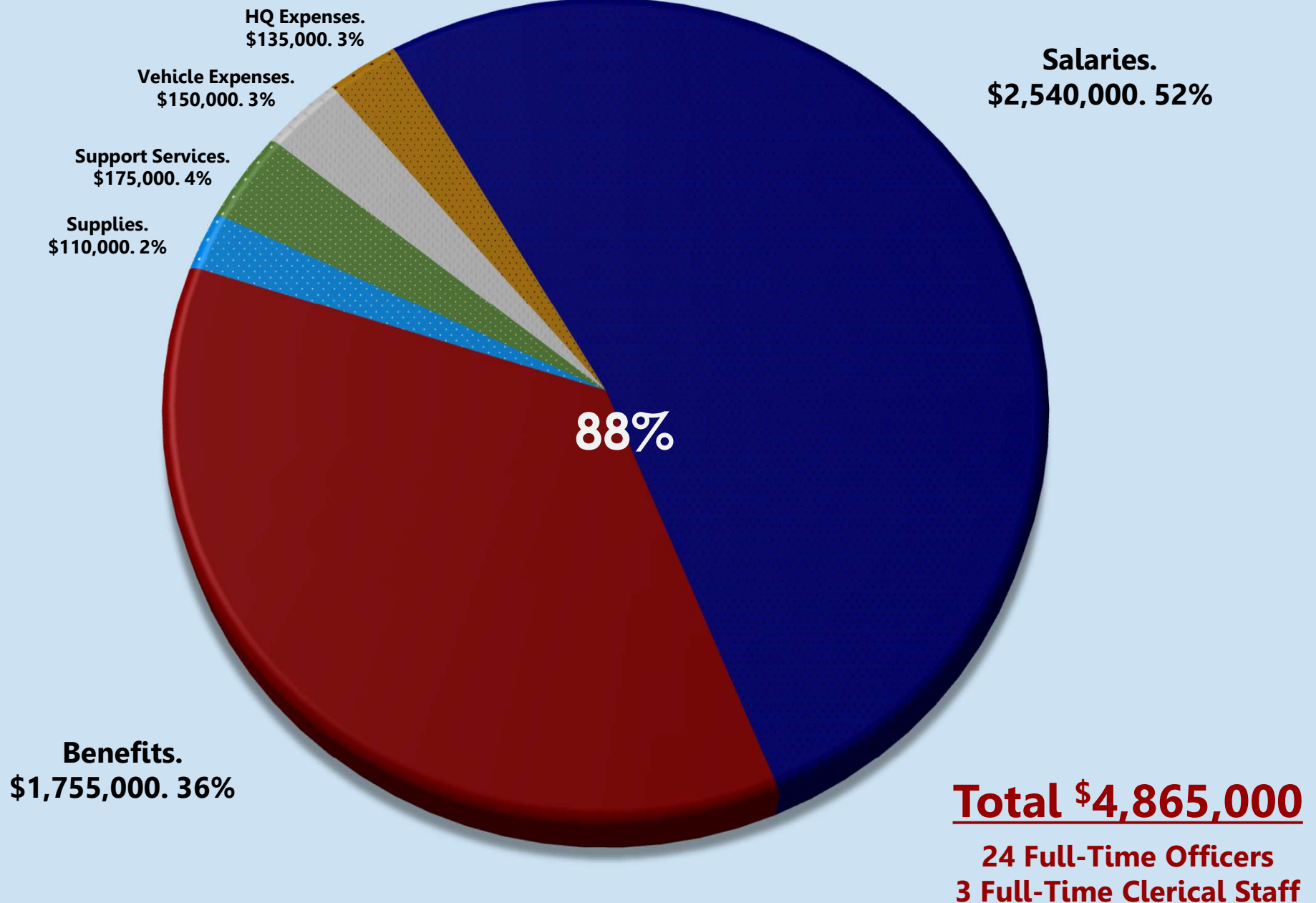## Police Personnel Cost Survey

- **PERF conducted a budget survey of 297 various sized Police Departments throughout the U.S.**

- **It found that, on average, those police departments spent 90% of their annual budgets on personnel costs (Salaries and Benefits).**

- **The range of the percentages was from 61% to 98.5%.**

- **The NCT – NLT Regional PD's proposed personnel costs, for 24 Full-Time Officers and 3 Full-Time Clerical Staff, are projected to be 88%, or 2% below this national survey average.**

Police Budget - Proposed Non-Personnel Costs

Uniforms & Related Equipment (24 Officers @ $1,000 average)	$24,000
Office Supplies & Minor Equipment	$20,000
Computers & Related Equipment, Software Updates, RMS & Data Services	$25,000
Police Equipment (New Purchases, Maintenance and Repairs)	$25,000
Miscellaneous Equipment (First Aid Supplies, Ammo, Other Supplies, etc.)	$10,000
Traffic Enforcement Equipment & Maintenance	$6,000
EQUIPMENT & SUPPLIES SUB-SOTAL (2% of Budget)	**$110,000**
Education & Training (24 Officers & 3 Staff)	$20,000
Dues, Memberships & Legal Publications	$1,000
Legal Services (Regional Police Commission Solicitor & First Year Legal Expenses)	$100,000
Accounting, Financial, & Software Services (Payroll, Accounts Payable, Pension Administration, etc.)	$50,000
Crime Prevention/Public Relations Programs	$4,000
SUPPORT SERVICES SUB-TOTAL (4% of Budget)	**$175,000**
Vehicle Maintenance & Repairs (13 Vehicles @ $2,615 average)	$34,000
Vehicle Gas & Oil (13 Vehicles @ $5,000 average)	$65,000
Updated Vehicle Painting, Decaling & New Equipment (13 Vehicles @ $2,500 average)	$32,500
Vehicle Insurance & Miscellaneous Equipment	$18,500
VEHICLES SUB-TOTAL (3% of Budget)	**$150,000**
HQ rent to NLT & NCT ($5/sf for NLT @ 5,400 sf and $5/sf for NCT @ 2,000 sf and Expenses)	$50,000
HQ Major Furniture & Equipment Items	$20,000
Annual Utilities, Furniture, Minor Building Expenses, New Regional Police Signs for HQ, etc.	$30,000
Telephones, Cameras & Related Communications Expenses (Includes Internet, WiFi, Postage)	$25,000
Property Insurance	$10,000
HEADQUARTERS SUB-TOTAL (3% of Budget)	**$135,000**
NON-PERSONNEL COST TOTAL (12% of the Proposed Budget)	**$570,000**

Budget Breakdown by Category

HQ Expenses.
$135,000. 3%

Vehicle Expenses.
$150,000. 3%

Support Services.
$175,000. 4%

Supplies.
$110,000. 2%

Salaries.
$2,540,000. 52%

88%

Benefits.
$1,755,000. 36%

Total $4,865,000

24 Full-Time Officers
3 Full-Time Clerical Staff

2024 Regional Cost Distribution Methods

✓**Method #1 – by Population Percent**

✓**Method #2 – by Per Capita**

Method #3 – by Estimated Coverage
(Recommended after 1 - 2 years in operation)

Average of —
Population
"Urbanized" Square Miles
Road Miles
Total Crimes
Total Incidents **(added after 1-2 years of new data)**
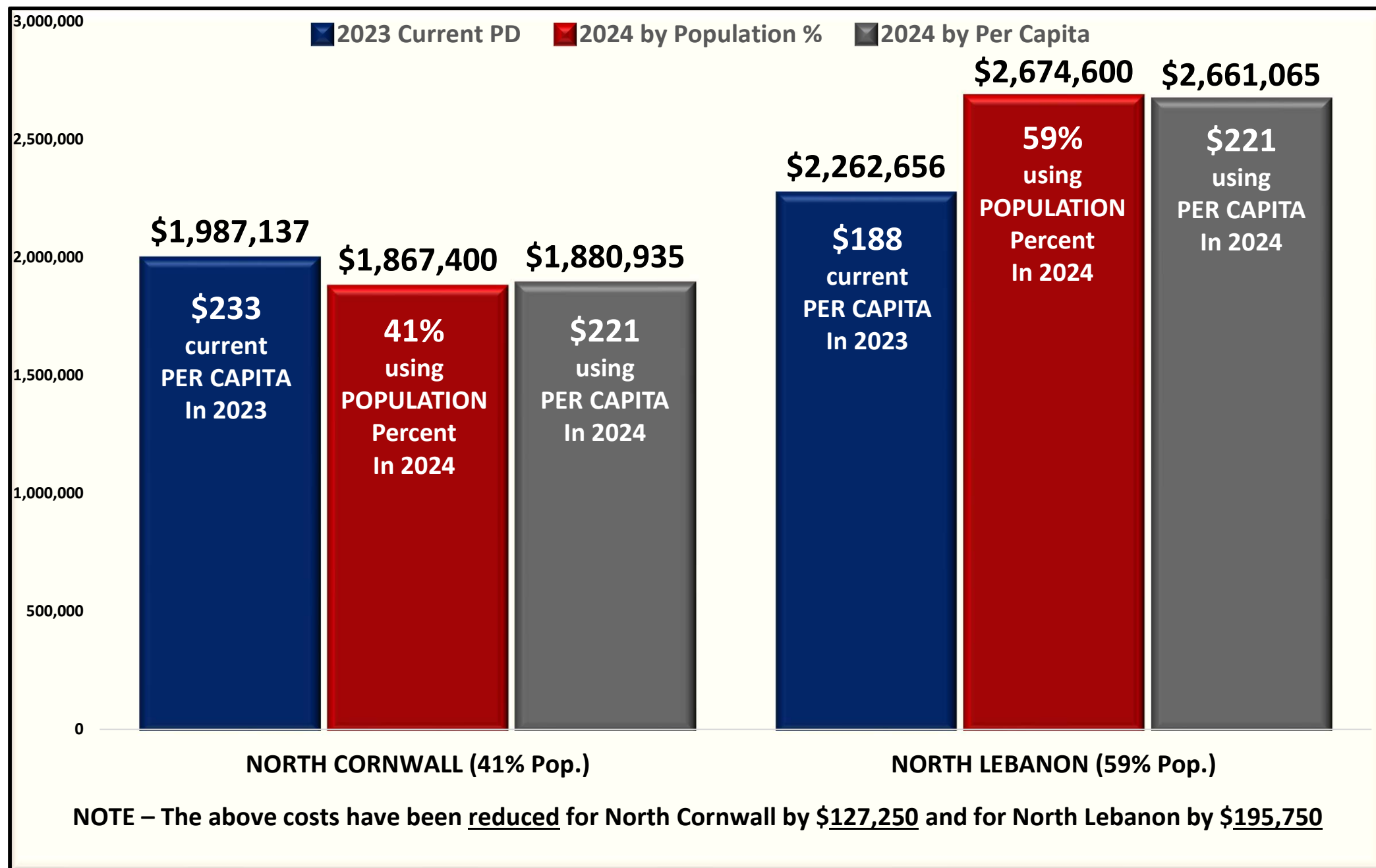
North Cornwall Township for 24 Officers -

41% Population % of $4,865,000	**$1,994,650**
-41% Share of $200,000 possible grants	**-82,000**
-41% Share of $86,000 WLT contract	**-35,250**
-PD SS Rent fee (2,000 sf x $5 sf)	**-10,000**
2024 Net Amount	**$1,867,400**

North Lebanon Township for 24 Officers -

59% Population % of $4,865,000	**$2,870,350**
-59% Share of $200,000 possible grants	**-118,000**
-59% Share of $86,000 WLT contract	**-50,750**
-PD HQ Rent fee (5,400 sf x $5 sf)	**-27,000**
2024 Net Amount	**$2,674,600**

2023 Current PD vs 2024 Proposed Regional PD Budget
For 24 Officers - by Population % or by Per Capita Cost Method

Legend: ■ 2023 Current PD ■ 2024 by Population % ■ 2024 by Per Capita

NORTH CORNWALL (41% Pop.)

- $1,987,137 — $233 current PER CAPITA In 2023
- $1,867,400 — 41% using POPULATION Percent In 2024
- $1,880,935 — $221 using PER CAPITA In 2024

NORTH LEBANON (59% Pop.)

- $2,262,656 — $188 current PER CAPITA In 2023
- $2,674,600 — 59% using POPULATION Percent In 2024
- $2,661,065 — $221 using PER CAPITA In 2024

NOTE – The above costs have been <u>reduced</u> for North Cornwall by $127,250 and for North Lebanon by $195,750

Proposed Police Staffing & Budget

Option #2 - 22 Officers

Proposed Police Staffing (using the IACP Population Formula)

Category	Totals	
Population - 2022 Population via U.S. Census and DCED Municipal Surveys	21,385	
1) Number of Estimated Incidents - @ **550 incidents for every 1,000 residents (per the IACP formula)**	**11,762**	
2) Time Spent on Incidents - 45 Minutes for the average including response time and reporting time (Multiply above by .75)	8,822	
3) Buffer Time - for Reports, Patrol, and Administrative Duties (Multiply above by 3)	26,466	
4) Staffing Hours (Divide above by 2920)	9.06	
5) Availability Hours (Multiply above by 1.72)	15.6	
PATROL OFFICERS (**Minimum number of <u>just Patrol Officers</u> required** per the IACP Staffing Formula)	**16**	
Patrol Officers (Either 16 in Patrol Squads *or* 12 in Patrol Squads and 4 as flexible Patrol/Traffic Officers recommended)	16	**18**
Patrol Sergeants (IACP standard ratio is 1 Sergeant for 4 to 7 Officers; **2 Patrol Sergeants for 16 Total Officers = 1 to 8 ratio**)	2	
Detective Sergeant & Detective (Investigation/Case Management of 274 Part 1 and 707 Part 2 crimes = **981 Total**)	**2**	
Deputy Chief or Captain (Administration, Supervision, and Patrol duty if/when needed)	**1**	
Chief of Police (Administration, Supervision)	**1**	
Secretary (1 Administrative Assistant / 1 Police Department Secretary)	**2**	
TOTAL OFFICERS (22) + CLERICAL STAFF (2) PROPOSED	**22 + 2**	

Police Budget – Proposed Personnel Costs (22 Officers)

Salary of Police Chief	$125,000
Salary of Deputy Chief or Captain	120,000
Salary of Sergeants (3 @ $100,000 Base Salary each)	300,000
Salary of Officers/Detective (17 @ $90,000 Avg Base Salary) (Current Range: $62K - $96K; Avg $85,000)	1,530,000
Salary of Clerical Staff (1 Administrative Assistant / 1 PD Secretary)	110,000
Overtime (3 Sergeants & 17 Officers @ 1,550 Hours Total OT x $65.00/Hour Average; 30 Hours/Week)	100,000
Longevity (Estimated @ $2,300 average for 15 eligible officers)	35,000
SALARIES	**$2,320,000**
BENEFITS (Includes all below items for all 22 officers and 2 staff @ $65,000 average)	**$1,560,000**
• Medical / Dental / Vision Insurance	Included
• Social Security / Medicare	Included
• Life Insurance / Liability Insurance	Included
• Contractual Payments (OIC Shifts, Educational Bonus, Cleaning Allowance, etc.)	Included
• Workers Compensation / Unemployment Insurance	Included
• Municipal Pension (Municipality MMO Contributions)	Included
PERSONNEL COST TOTAL (88% of the Proposed Budget)	**$3,880,000**

Police Budget - Proposed Non-Personnel Costs

Uniforms & Related Equipment (22 PD Officers @ $1,000 average)	$22,000
Office Supplies & Minor Equipment	$20,000
Computers & Related Equipment, Software Updates, RMS & Data Services	$25,000
Police Equipment (New Purchases, Maintenance and Repairs)	$20,000
Miscellaneous Equipment (First Aid Supplies, Ammo, Other Supplies, etc.)	$10,000
Traffic Enforcement Equipment & Maintenance	$5,000
EQUIPMENT & SUPPLIES SUB-SOTAL (2% of Budget)	**$102,000**
Education & Training (22 PD Officers & 2 Staff)	$20,000
Dues, Memberships & Legal Publications	$1,000
Legal Services (Regional Police Commission Solicitor & First Year Legal Expenses)	$100,000
Accounting, Financial, & Software Services (Payroll, Accounts Payable, Pension Administration, etc.)	$50,000
Crime Prevention/Public Relations Programs	$2,000
SUPPORT SERVICES SUB-TOTAL (4% of Budget)	**$173,000**
Vehicle Maintenance & Repairs (12 Vehicles @ $2,615 average)	$31,500
Vehicle Gas & Oil (12 Vehicles @ $5,000 average)	$60,000
Updated Vehicle Painting, Decaling & New Equipment (12 Vehicles @ $2,500 average)	$30,000
Vehicle Insurance & Miscellaneous Equipment	$18,500
VEHICLES SUB-TOTAL (3% of Budget)	**$140,000**
HQ rent to NLT & NCT ($5/sf for NLT @ 5,300 sf and $5/sf for NCT @ 2,000 sf and Expenses)	$50,000
HQ Major Furniture & Equipment Items	$20,000
Annual Utilities, Furniture, Minor Building Expenses, New Regional Police Signs for HQ, etc.	$30,000
Telephones, Cameras & Related Communications Expenses (Includes Internet, WiFi, Postage)	$25,000
Property Insurance	$10,000
HEADQUARTERS SUB-TOTAL (3% of Budget)	**$135,000**
NON-PERSONNEL COST TOTAL (12% of the Proposed Budget)	**$550,000**

2024 Proposed Cost by Population %

North Cornwall Township for 22 Officers -

41% Population % of $4,430,000	**$1,816,300**
-41% Share of $200,000 possible grants	**-82,000**
-41% Share of WLT contract fee	**-35,250**
-PD SS Rent fee (2,000 sf x $5 sf)	**-10,000**
2024 Net Amount	**$1,689,050**

North Lebanon Township for 22 Officers -

59% Population % of $4,430,000	**$2,613,700**
-59% Share of $200,000 possible grants	**-118,000**
-59% Share of WLT contract fee	**-50,750**
-PD HQ Rent fee (5,400 sf x $5 sf)	**-27,000**
2024 Net Amount	**$2,417,950**

2023 Current PD vs 2024 Proposed Regional PD Budget
For 22 Officers - by Population % or by Per Capita Cost Method

Legend: ■ 2023 Current PD ■ 2024 by Population % ■ 2024 by Per Capita

NORTH CORNWALL (41% Pop.)

- $1,987,137 — $233 current PER CAPITA
- $1,689,050 — 41% using POPULATION Percent In 2024
- $1,701,000 — $200 using PER CAPITA In 2024

NORTH LEBANON (59% Pop.)

- $2,262,656 — $188 current PER CAPITA In 2023
- $2,417,950 — 59% using POPULATION Percent In 2024
- $2,406,000 — $200 using PER CAPITA In 2024

NOTE – The above costs have been <u>reduced</u> for North Cornwall by <u>$127,250</u> and for North Lebanon by <u>$195,750</u>

Cost Distribution by Estimated Coverage

(Not recommended at this time)

By Percentage of Estimated Coverage

Township	Total Population %	Total Square Miles %	Total Road Miles %	Total Crimes % (2022 UCR)	Estimated 911 Center PD Calls % (2023 Estimate)	Estimated Coverage Percentage (Sum Total divided by the 5 Categories)
North Cornwall	41%	36%	38%	28%	47% 6,372 Estimate	38%
North Lebanon (Includes WLT)	59%	64%	62%	72%	53% 7,104 Estimate	62%
Totals	100% 21,835 Population	100% 26.7 Square Miles	100%1 43.5 Road Miles	100% 981 Total Crimes	100% 13,476 Estimated Calls	100%

NOTE – The above "Five Category" cost method <u>uses the ESTIMATED number of calls for 2023 from the Lebanon County 911 Center dispatched to each department</u> – this number was based on the average number of calls received by each department so far, from January 1 through April 30, 2023, then x 12 months.

By Population Percent -
 NCT 41%, NLT 59%

By Per Capita -
 for **24:** NCT $221 pc, NLT $221 pc
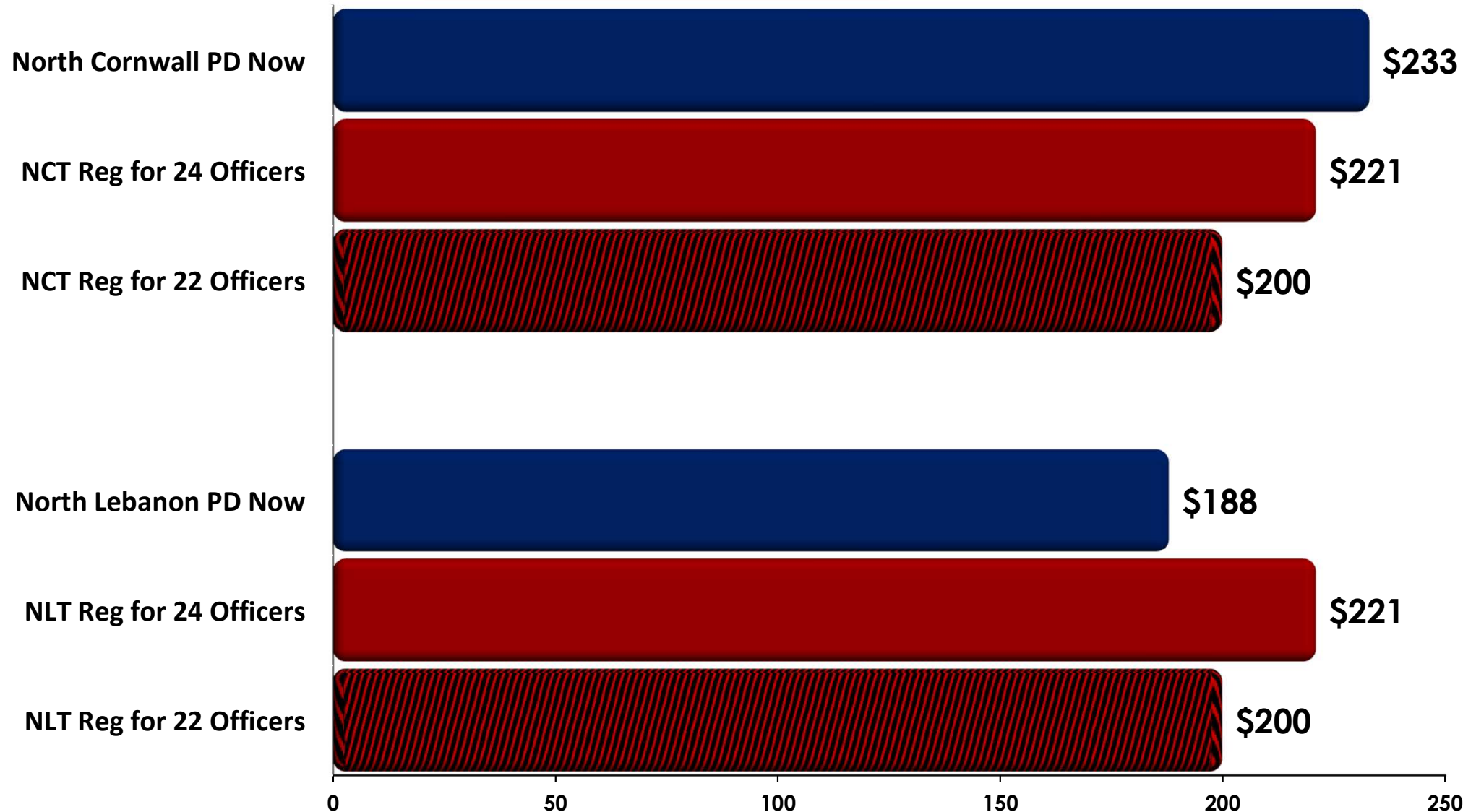 for **22:** NCT $200 pc, NLT $200 pc
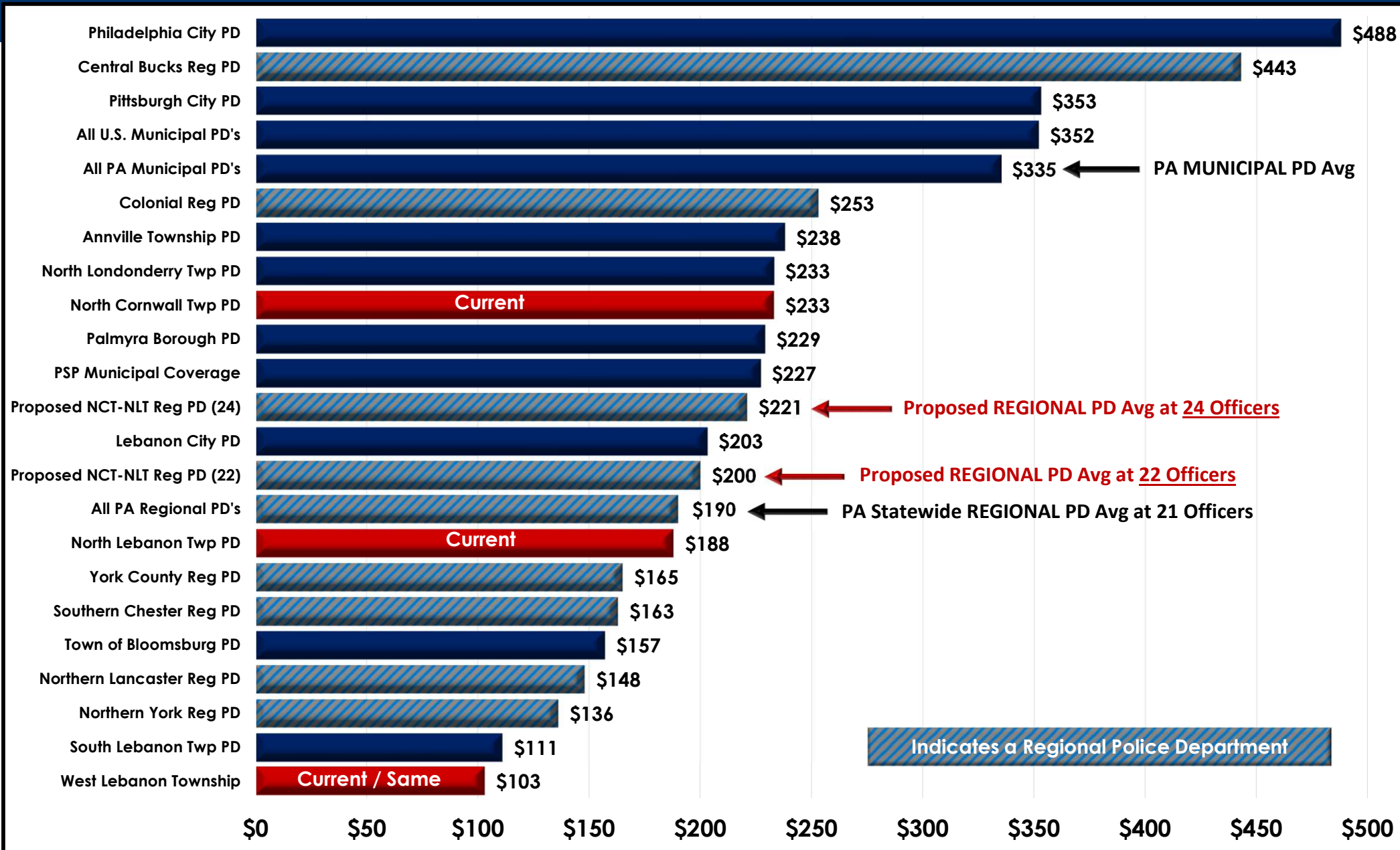

By Estimated Coverage -
 NCT 38%, NLT 62%

2023 PD Per Capita & 2024 Regional Per Capita Summary

North Cornwall PD Now — $233
NCT Reg for 24 Officers — $221
NCT Reg for 22 Officers — $200

North Lebanon PD Now — $188
NLT Reg for 24 Officers — $221
NLT Reg for 22 Officers — $200

Some Municipal & Regional PD Per Capita Cost Comparisons

pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

Department	Per Capita Cost
Philadelphia City PD	$488
Central Bucks Reg PD	$443
Pittsburgh City PD	$353
All U.S. Municipal PD's	$352
All PA Municipal PD's	$335 ← PA MUNICIPAL PD Avg
Colonial Reg PD	$253
Annville Township PD	$238
North Londonderry Twp PD	$233
North Cornwall Twp PD	Current $233
Palmyra Borough PD	$229
PSP Municipal Coverage	$227
Proposed NCT-NLT Reg PD (24)	$221 ← Proposed REGIONAL PD Avg at 24 Officers
Lebanon City PD	$203
Proposed NCT-NLT Reg PD (22)	$200 ← Proposed REGIONAL PD Avg at 22 Officers
All PA Regional PD's	$190 ← PA Statewide REGIONAL PD Avg at 21 Officers
North Lebanon Twp PD	Current $188
York County Reg PD	$165
Southern Chester Reg PD	$163
Town of Bloomsburg PD	$157
Northern Lancaster Reg PD	$148
Northern York Reg PD	$136
South Lebanon Twp PD	$111
West Lebanon Township	Current / Same $103

Indicates a Regional Police Department

$0 $50 $100 $150 $200 $250 $300 $350 $400 $450 $500

North Cornwall – North Lebanon Regional Police Department and Cornwall – Lebanon School District Per Capita Cost Comparison

C-L SD, $1842

Regional PD @ 24, $221

Regional PD @ 22, $200
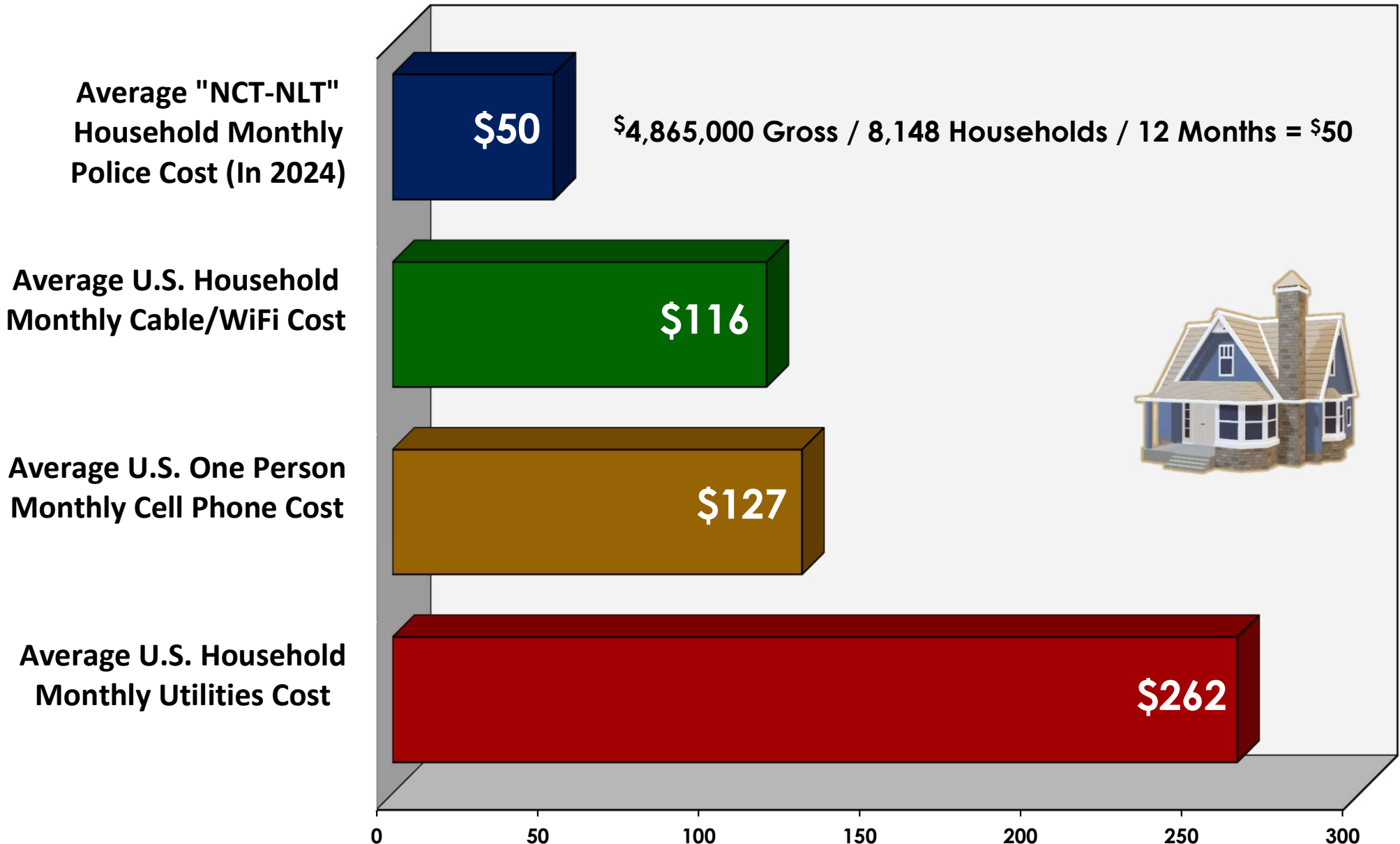
| $0 | $500 | $1,000 | $1,500 | $2,000 | $2,500 |
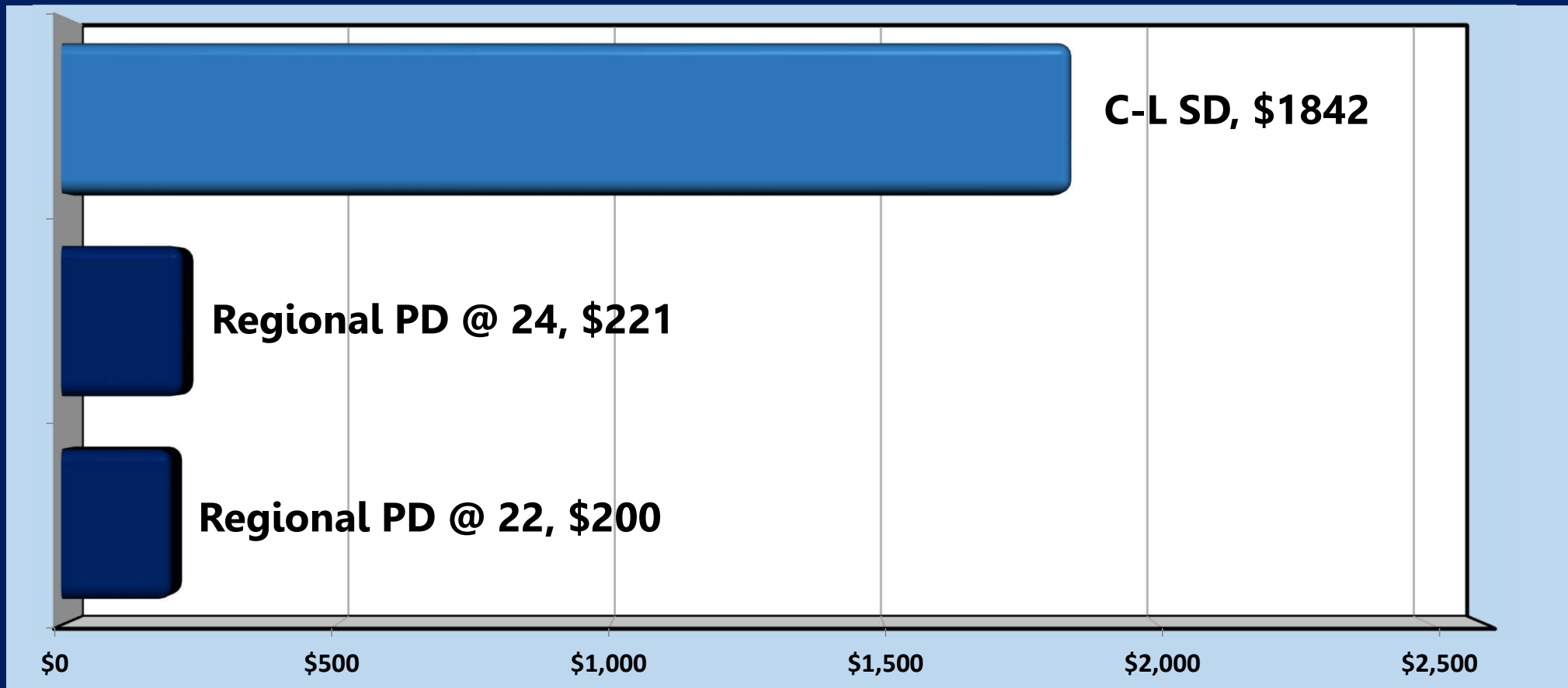
2024 Proposed NCT-NLT Regional PD Gross Budget (21,385 Pop.) = $4,865,000

2023 – 2024 Cornwall Lebanon SD Gross Budget (53,000 Pop.) = $97,600,000

Source: Cornwall – Lebanon School District Website & 2023 – 2024 School District Budget

Some Current U.S. __Household__ Monthly Expenses

pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

Average "NCT-NLT" Household Monthly Police Cost (In 2024) — $50

$4,865,000 Gross / 8,148 Households / 12 Months = $50

Average U.S. Household Monthly Cable/WiFi Cost — $116

Average U.S. One Person Monthly Cell Phone Cost — $127

Average U.S. Household Monthly Utilities Cost — $262

0   50   100   150   200   250   300

◆ 39 Regional PDs in 28 Counties (135+ Municipalities)

+/- 290 more currently contract coverage from another Police Department

(Approximately 425 Municipalities (17%) participate in a Regional PD or are part of a Contractual PD)

35 Previous/Recent DCED Regional studies and some pending Reg PDs
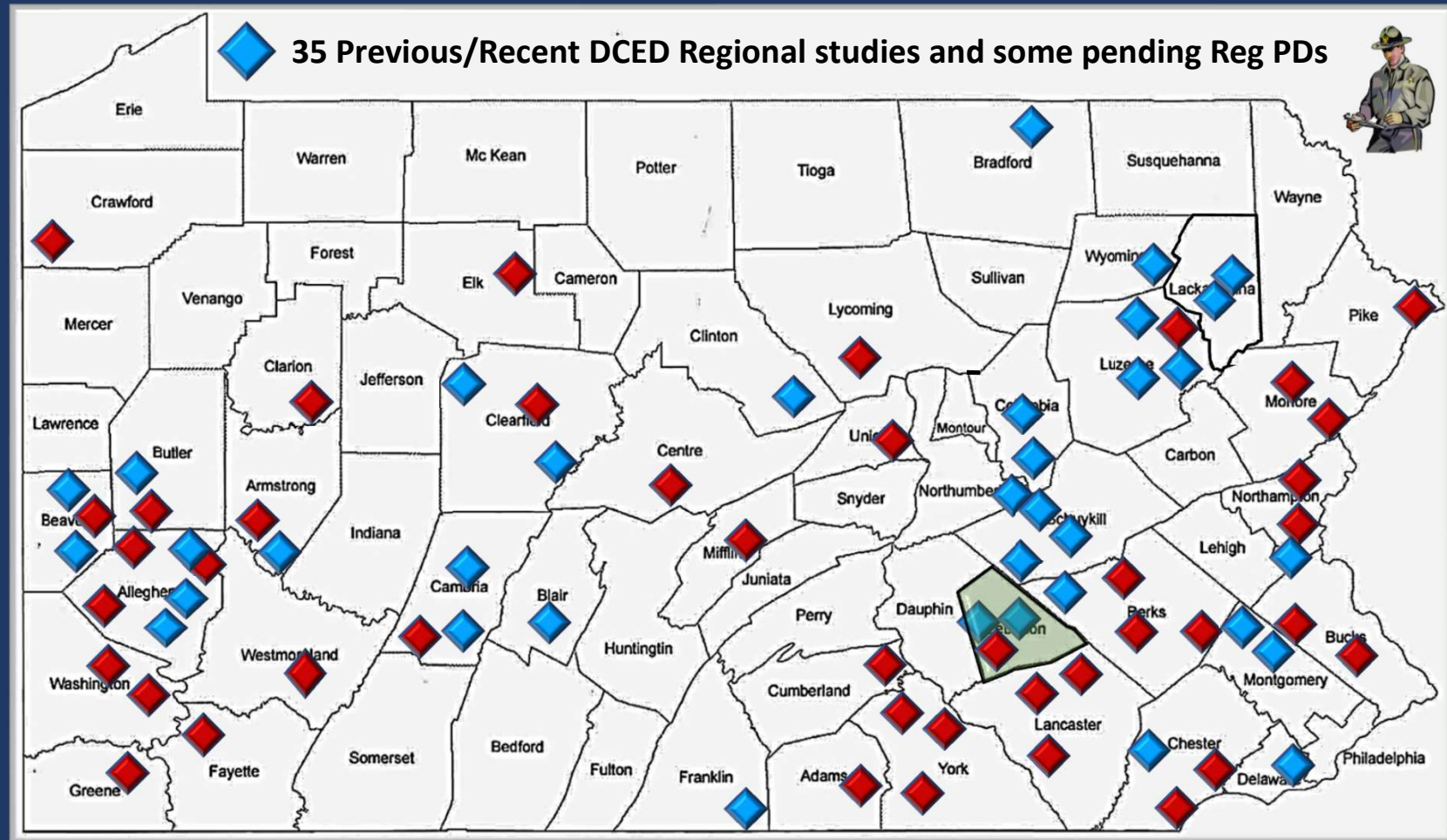
+/- 740 Full-Time & 90 Part-Time Regional PD Officers
State-wide Regional PD average is 21 FTE Officers & 1.1 Officers/1,000

(Data Source: 2023 DCED Regional Police Department Survey)

2,560 Local Municipalities in Pennsylvania

PA State Police cover 82% of all land area & 26% of population (3,400,000)
Municipal Police cover 18% of all land area & 74% of population (9,600,000)
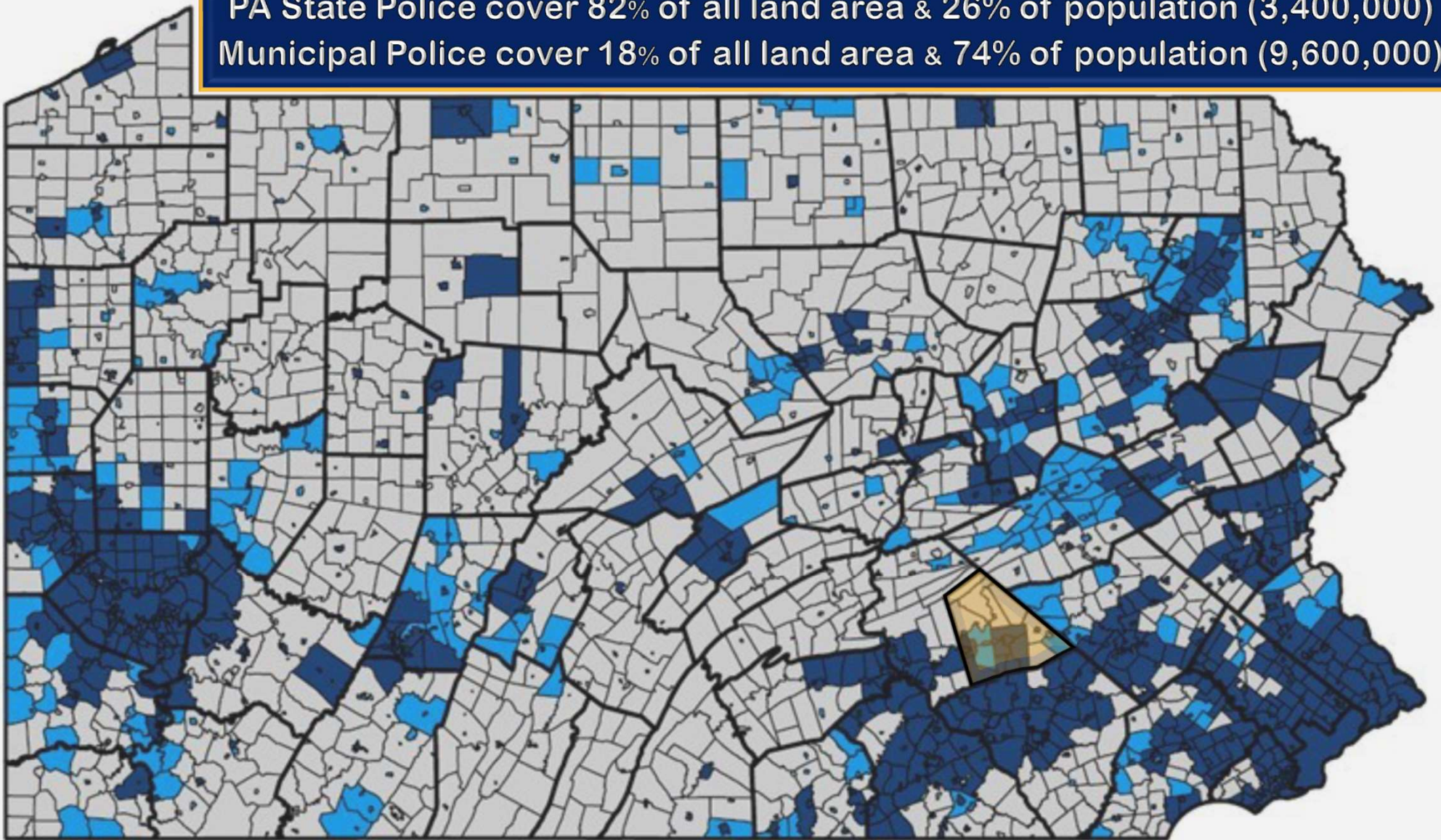
Data Source: PSP, Municipality coverage as of Jan. 2019
House Appropriations Committee (D), Feb. 2019

PA State Police cover 1,721 of the 2,560 municipalities (67%)

Full-Time PSP Coverage   Part-Time PSP Coverage   Full-Time Local Coverage

Four Similar REGIONAL Police Departments

3 Current / 1 Proposed Regional PD's (18,000 – 22,000 Population)	Population	Officers including Part-Time	Square Miles	Municipalities	Police Budget (Gross)	Officers per 1,000 Persons	Cost per Officer (Gross)	Cost per Capita (Net)
NCT – NLT (Lebanon County)	21,385	**24**	26.7	3	$4,865,000	1.1	$202,708	$221
NCT – NLT (Lebanon County)	21,385	**22**	26.7	3	$4,430,000	1.0	$201,364	$200
Northwest (Lancaster County)	19,000	20	53	2	$3,958,357	1.0	$197,917	$208
Colonial (Northampton County)	18,540	27	21	2	$4,687,236	1.5	$173,601	$253
Wyoming Area (Luzerne County)	18,400	19	34	5	$1,800,000	1.1	$97,297	$98
Total / Average	19,331	22	34	3	$3,948,118	1.1	$174,577	$196
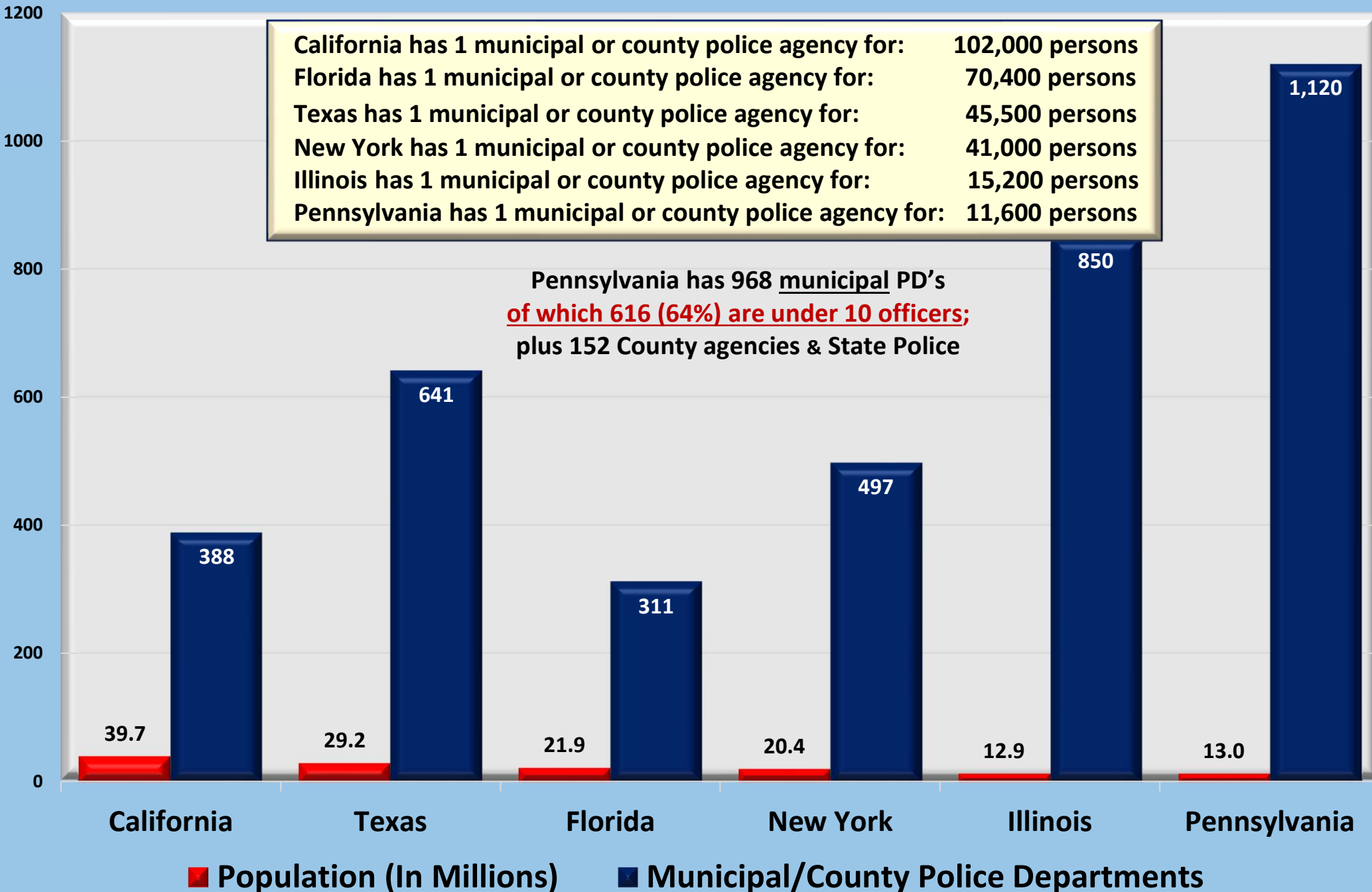
Lebanon County, *Commonwealth* of Pennsylvania
362 Square Miles
140,410 Population

165 Total Officers (FT/PT/PSP)

25 Municipalities & 14 Police Stations

Spotsylvania County, *Commonwealth* of Virginia
414 Square Miles
140,623 Population

234 Total County Officers

1 Municipality & 2 Police Stations

Vehicles and Headquarters Recommendations

Recommended Police Vehicles

IACP Recommended Ratio is 1.5 to 2.0 Officers per Vehicle
Current Vehicles = 13; Recommended Vehicles = 13 (or 12)

# Officers	# Vehicles	Ratio
24	13	1.85
22	12	1.83

NOTE – The current Officer per Vehicle ratio is 1.6 (21 Officers & 13 Vehicles)
The shared F-250 Motor Carrier Truck is NOT included in the current 13-vehicle total

North Cornwall Township currently has 5 Police Vehicles

North Lebanon Township currently has 8 Police Vehicles

Northern Lancaster County Regional Police Department

Northern York County Regional Police Department

Recommended Police HQ Size & Cost

(IACP Recommended <u>Minimum</u> is 250 SF per Full-time Employee)

Total PD Officers (24) Clerical Staff (3)	HQ Size @ 250 sf per Employee <u>recommended</u> per the IACP (27 x 250 sf)	**Proposed use of the current North Lebanon PD (5,400 sf) to be the Regional PD HQ - with a Sub-Station at the North Cornwall PD (2,000 sf)**
		The total HQ costs are estimated at $135,000 for rent, signs, utilities, and other related expenses.
27	**6,750**	**$135,000** <u>Future</u> HQ/SS size would be 7,400 sf or 275 sf per person

North Lebanon Municipal Building & PD HQ (5,400 sf of PD space)
(RECOMMENDED to be the new Regional Police Department Headquarters)

North Lebanon Township
Police Department
Floor Plans
5,400 Square Feet Total
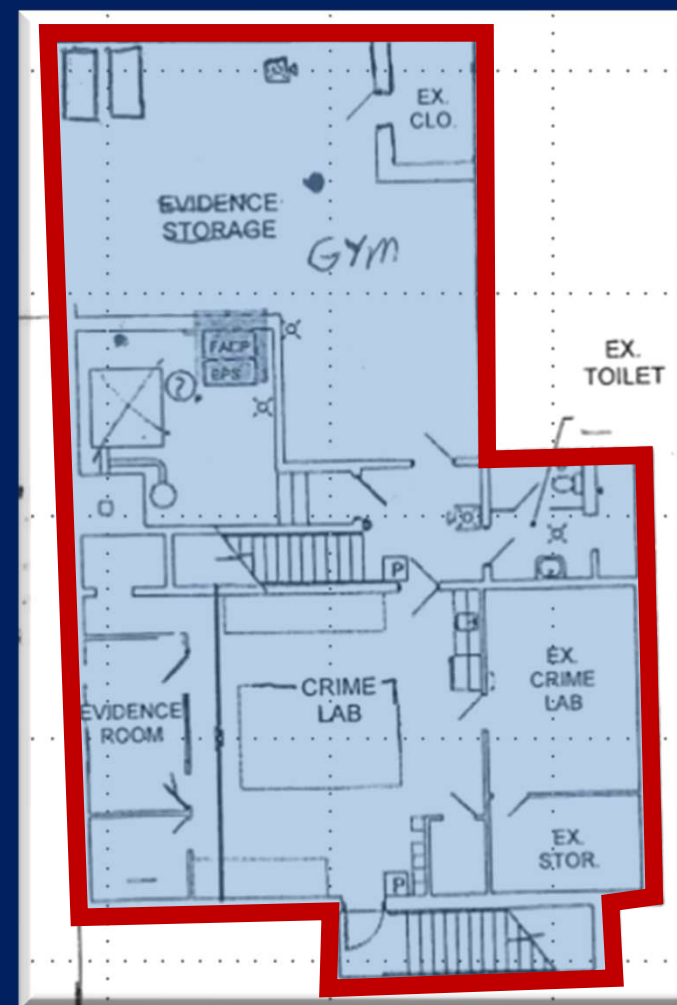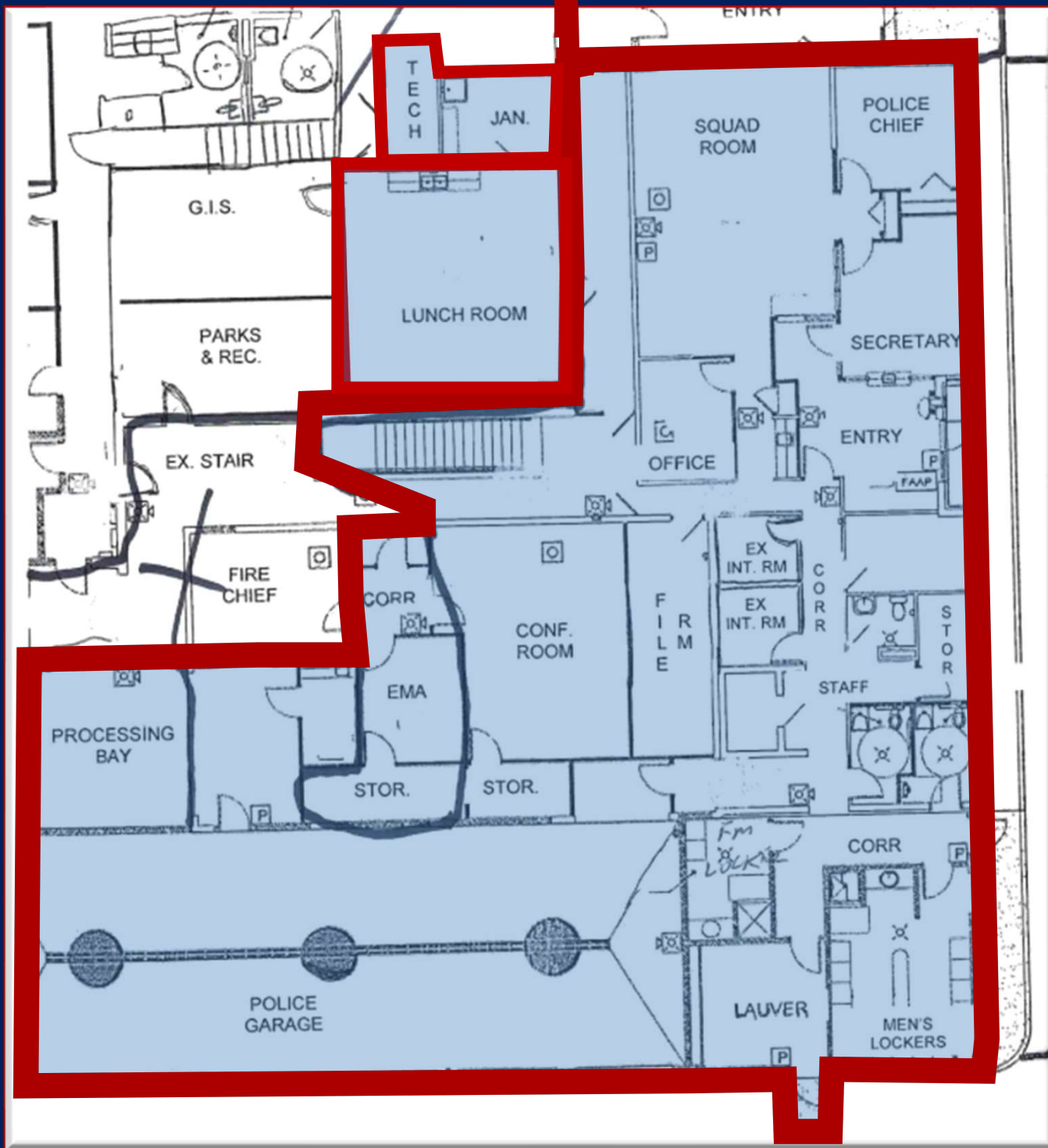
North Cornwall Municipal Building & PD Sub Station (2,000 sf of PD space)
(.7 Mile from the Lebanon Valley Mall complex & .1 Mile from the Lebanon City border)
(RECOMMENDED to be the Regional Police Department Sub Station)

**Northern Lancaster County
Regional PD HQ
Stevens, PA**

**Also, received $521,642
from three separate
PCCD grants between
6/8/22 and 3/8/23**

**Northern York
County
Regional PD HQ
Dover, PA**

**Also, received an
additional
$927,151 grant
from PCCD
on 3/8/23**

(Under construction with the assistance of a $4.5 Million Pennsylvania RACP grant)

State
Accredited
January 2020

20 Officers
1 Clerk
1.6 / 1,000
Persons

JK [2]2

Slate Belt Regional Police Department, Northampton County, PA
Established March 2015 for Pen Argyl Borough, Wind Gap Borough & Plainfield Township
Population 12,458

- DCED (via IACP Formula) estimated the annual incidents to be 6,851
- In 2016, the actual reported incidents were 6,691 (-160 or -2%) ←

- In 2015, DCED estimated the Cost per Officer to be $107,700
- By 2017, the actual Cost per Officer was $114,285 (+2% per year)
- Over 4 years (2016 – 2019), the total PD budget increased only 3.4%

2016 – 2018 Grants = $466,127 for a 20 Officer PD

Slide 48

JK [2]2   Joseph Kirschner, 7/19/2021

Potential Grants for Future Cost Reductions

1) PA Crime & Delinquency Grant for new Regional PD "start-up" costs – *Regional PD's Only*

   https://www.pccd.pa.gov/Funding/Pages/Active-Funding-Announcements.aspx

2) PA Redevelopment Assistance Capital Program (RACP) – *Regional Improvement Projects*

   https://www.budget.pa.gov/Programs/RACP/Pages/Main%20Page.aspx

3) PA Department of Education Grants – *SRO Positions, School Safety Training Programs*

   https://www.education.pa.gov/Schools/safeschools/fundinggrants/Pages/default.aspx

4) PA Liquor Control Board Grants – *DUI Patrols & Checkpoints, Underage Drinking, etc.*

   https://www.lcb.pa.gov/Education/Programs/Pages/Grants.aspx

5) PA Local Share Account (LSA) Statewide Grants – *Municipal & Regional Projects*

   https://dced.pa.gov/programs/local-share-account-lsa-statewide/

6) U.S. DOJ "COPS" Grants – *Additional Police Officers, Community Policing Programs, etc.*

   https://cops.usdoj.gov/grants

7) U.S. Bureau of Justice Assistance "Byrne" Grants – *Equipment, etc. to Municipal PD's*

   https://bja.ojp.gov/funding/opportunities/o-bja-2022-171368?page=1#awards-block-2-cvykkgn-iuzm9fuk

8) Private or Corporate Grants - *MADD, SADD, Insurance Companies, Private Companies, etc.*

PCCD REGIONAL POLICE GRANTS AWARDED 6/8/22 – 3/8/23

AWARD DATE	REGIONAL POLICE DEPARTMENT / COUNTY	AMOUNT
6/8/22	Allegheny Valley (Allegheny)	50,000
6/8/22	Southern Clarion County	149,000
6/8/22	Northern Lancaster County	42,000
6/8/22	Lycoming Area	100,000
6/8/22	Mount Carmel Area (Northumberland)	150,000
6/8/22	York County	100,000
9/14/22	Clearfield Area	43,000
12/14/22	Charleroi Area (Washington)	220,000
12/14/22	Central Berks	153,250
12/14/22	Northern Berks	116,273
12/14/22	Central Bucks (Bucks)	515,793
12/14/22	Pennridge (Bucks)	648,406
12/14/22	Clearfield Area	75,840
12/14/22	Sandy Twp/DuBois City (Clearfield) (Twp & City Merger)	562,937
12/14/22	Lycoming Area	13,445
12/14/22	Lycoming Area	102,924
12/14/22	Pocono Mountain (Monroe)	2,081,490
12/14/22	Westtown – East Goshen (Chester)	821,650
12/14/22	Slate Belt (Northampton)	34,000
3/08/23	Northern Allegheny	105,300
3/08/23	Cranberry Twp (Butler) (Area Regional Services)	488,323
3/08/23	Northern Lancaster County	363,950
3/08/23	Northern Lancaster County	115,692
3/08/23	Mifflin County	49,824
3/08/23	Colonial (Northampton)	146,998
3/08/23	Buffalo Valley (Union)	25,000
3/08/23	Northern York County	927,151
3/08/23	York County	353,254
Total	**28 Separate Regional Police Grant Awards**	**8,555,500**
Average Grant = $306,554 for the 9-month period from June 2022 thru February 2023		

March 16, 2023 –

A total of $5,740,000 in LSA and CFA grants were announced for both Lebanon and Berks counties by the offices of State Senator Chris Gebhard and State Representative Russ Diamond.
(see below links)

State Assistance for Local Projects

PA SENATE REPUBLICANS

https://senatorgebhard48.com/2023/03/22/local-communities-receive-3-1-million-gebhard-says/

https://senatorgebhard48.com/2023/03/16/gebhard-diamond-announce-more-than-635000-for-lebanon-county-municipal-projects

https://senatorgebhard48.com/2023/03/23/diamond-gebhard-announce-more-than-1-7-million-for-water-public-safety-and-infrastructure/

https://senatorgebhard48.com/2023/03/17/gebhard-305000-in-gaming-revenue-to-benefit-berks-county-projects/

Organizational Charts and Officer Staffing

North Cornwall – North Lebanon
Regional Police Commission

Chief of Police

Administrative Assistant

Option # 1
24 Officers
3 Clerical Staff

Deputy Chief / Captain

Sergeant Squad # 1	**Sergeant** Squad # 2	**Sergeant** Squad # 3	**Sergeant** Squad # 4	Detective
Officer	Officer	Officer	Officer	Detective
Officer	Officer	Officer	Officer	Secretary
Officer	Officer	Officer	Officer	Secretary
Patrol/Traffic	Patrol/Traffic	Patrol/Traffic	Patrol/Traffic	

REGIONAL POLICE PA

North Cornwall – North Lebanon
Regional Police Commission

Chief of Police

Administrative Assistant

Option # 2
24 Officers
3 Clerical Staff

Deputy Chief / Captain

Sergeant Squad # 1	Sergeant Squad # 2	Sergeant Squad # 3	Sergeant Squad # 4	Patrol/Traffic Officer	Detective
Officer	Officer	Officer	Officer	Patrol/Traffic Officer	Detective
Officer	Officer	Officer	Officer	Patrol/Traffic Officer	Secretary
Officer	Officer	Officer	Officer	Patrol/Traffic Officer	Secretary

Annual <u>On Duty</u> Officer-Hours

All Officers (24)	24 x 1,730 Average <u>On-Duty</u> Hours	**41,520**
Overtime (for 22)	1,550 Total <u>Overtime</u> Hours	**1,550**
Total <u>On Duty</u> Officer-Hours		**43,070**

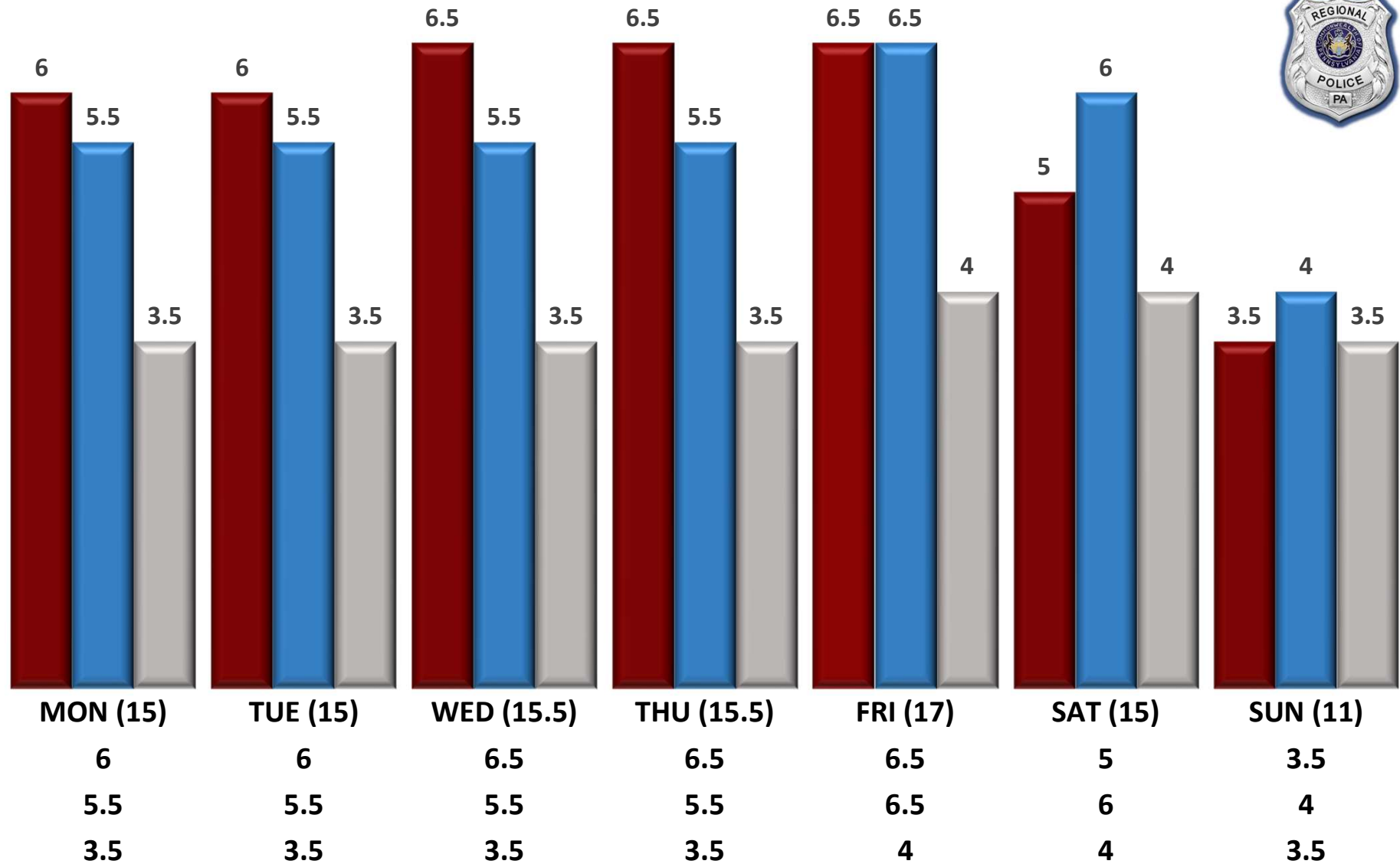| With 828 officer-hours (104 shifts) weekly there will be: • **5 – 7 Officers on-duty** (Day Shifts) **Monday – Saturday** • **5 – 7 Officers on-duty** (Middle Shifts) **Monday – Saturday** • **3 – 4 Officers on-duty** (Day and Middle Shifts) **Sunday** • **3 – 4 Officers on-duty** (All Midnight Shifts) **Monday – Sunday** **An additional 120 hours per week will be worked by the 1 Administrative Assistant and 2 Secretaries**	**43,070/365 =** **828 hours/week** or **118 hours/day** **An average of 15 Officers on duty per day**

Possible Officers on Duty per Week with **24 Officers**

104 8-Hour shifts Per Week; Average of 15 Officers on Duty Per Day

	MON (15)	TUE (15)	WED (15.5)	THU (15.5)	FRI (17)	SAT (15)	SUN (11)
Day	6	6	6.5	6.5	6.5	5	3.5
Middle	5.5	5.5	5.5	5.5	6.5	6	4
Midnight	3.5	3.5	3.5	3.5	4	4	3.5

PA pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT
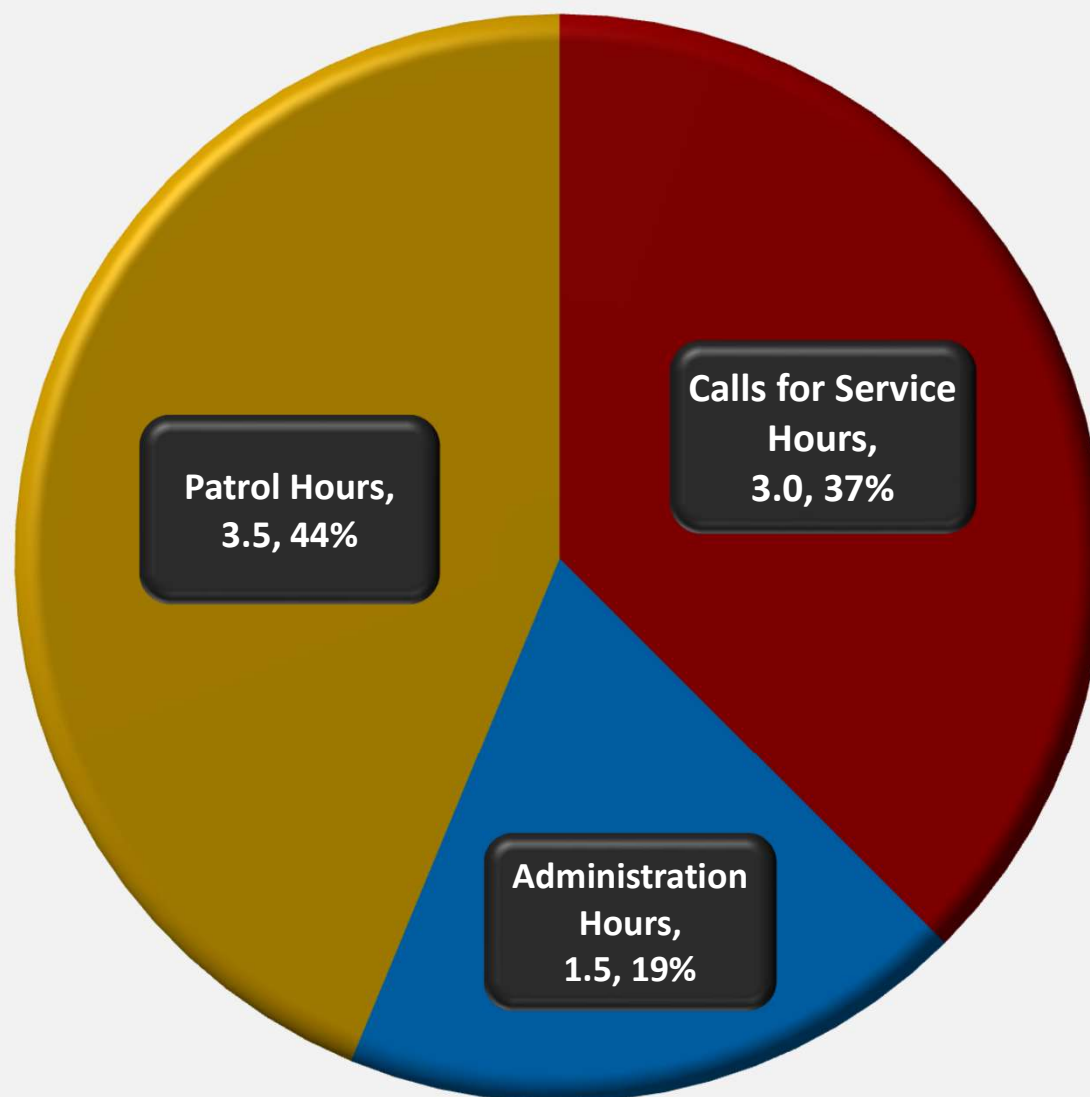
Average Patrol Officer's Breakdown on One 8-Hour Shift
Based on an estimate of 11,762 annual Calls for Service & 20 (or 18) Patrol Officers

Calls for Service Hours, 3.0, 37%

Patrol Hours, 3.5, 44%

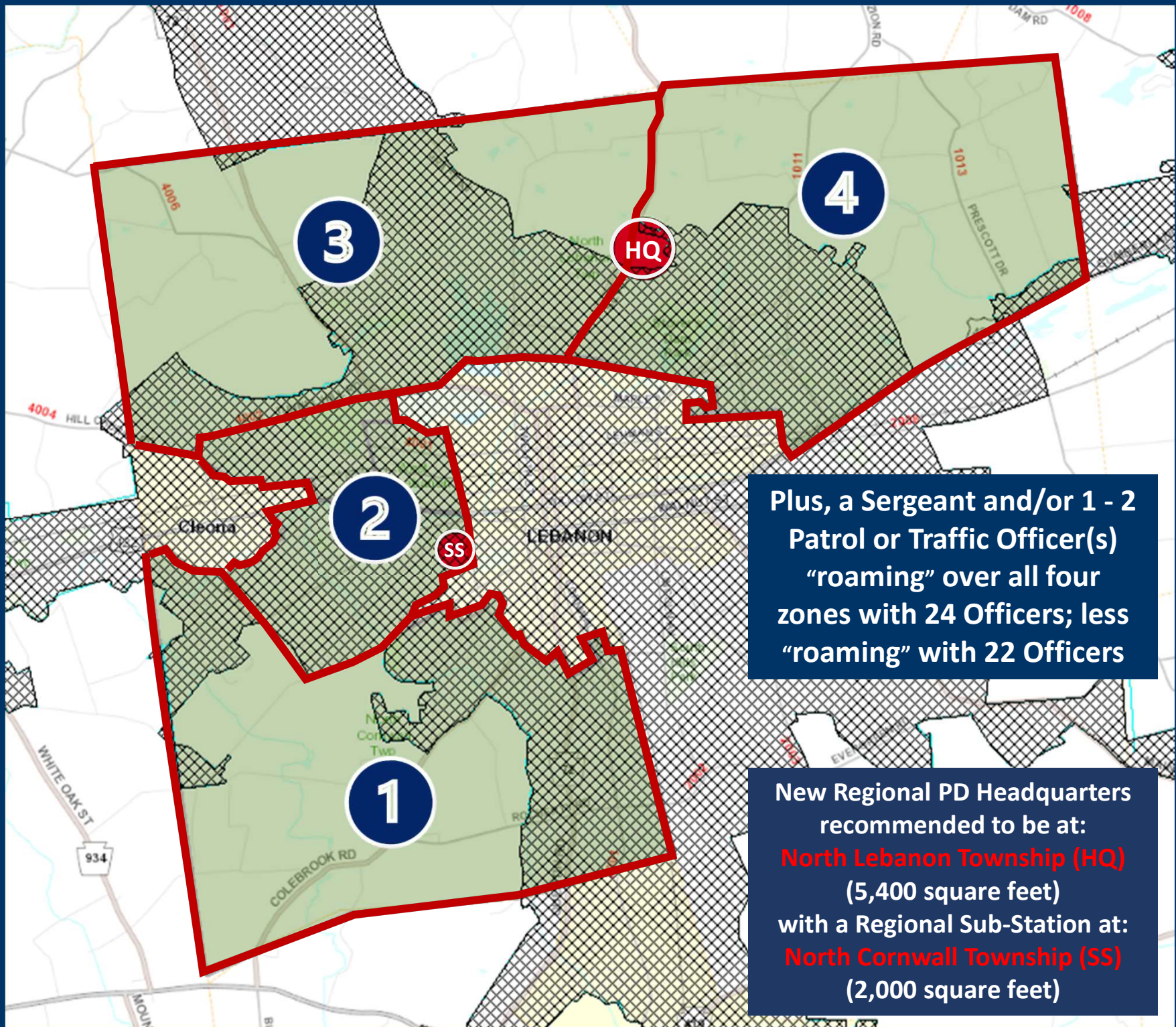Administration Hours, 1.5, 19%

<u>Note</u>: Percentages are the same for either 8-hour or 12-hour patrol shifts, and with 20 or 18 Patrol Officers

Proposed Patrol Zones & Officer Coverage

PATROL ZONES

3

4

HQ

2

SS

1

Plus, a Sergeant and/or 1 - 2 Patrol or Traffic Officer(s) "roaming" over all four zones with 24 Officers; less "roaming" with 22 Officers

New Regional PD Headquarters recommended to be at: North Lebanon Township (HQ) (5,400 square feet) with a Regional Sub-Station at: North Cornwall Township (SS) (2,000 square feet)

Proposed Patrol Coverage by Zones

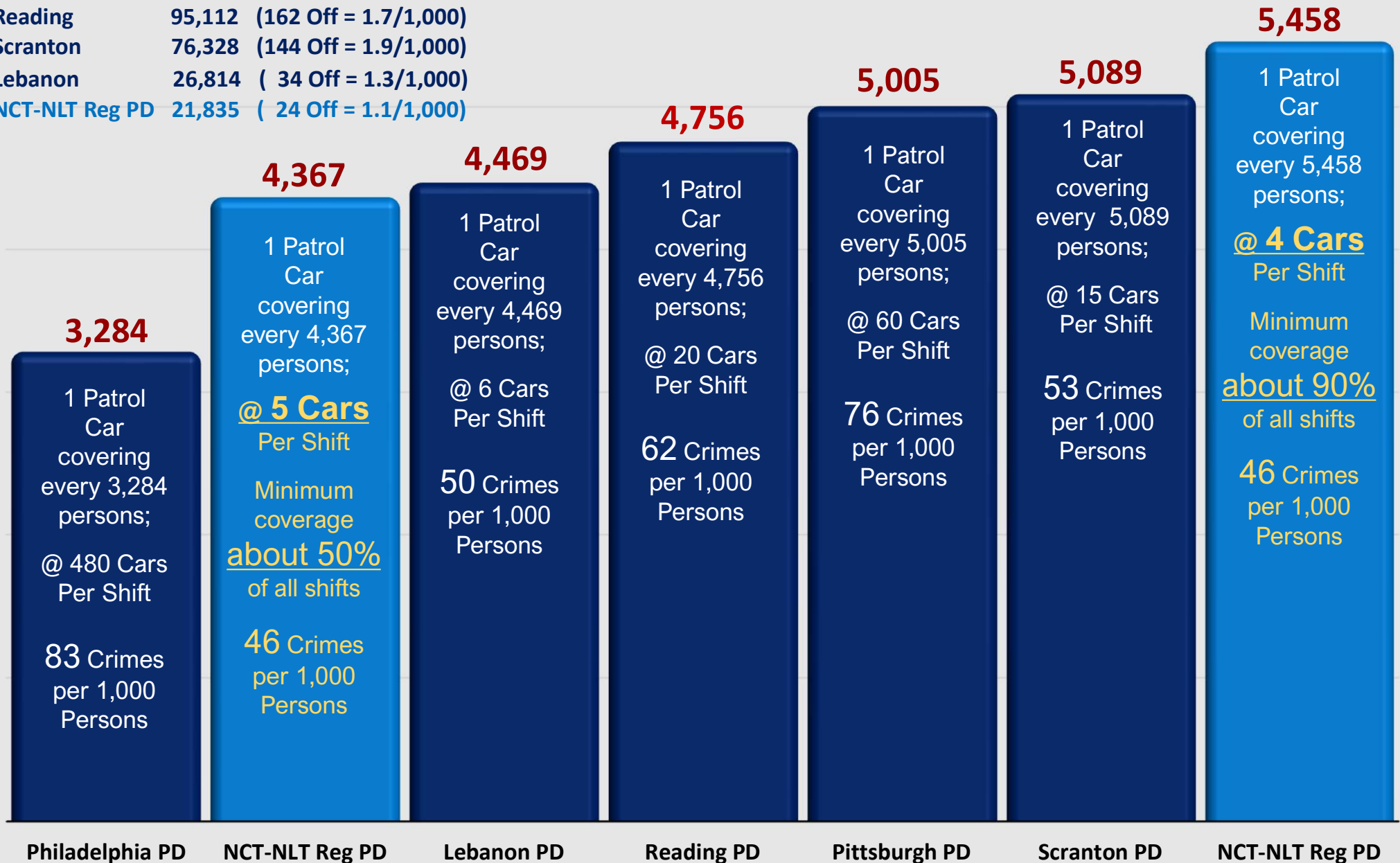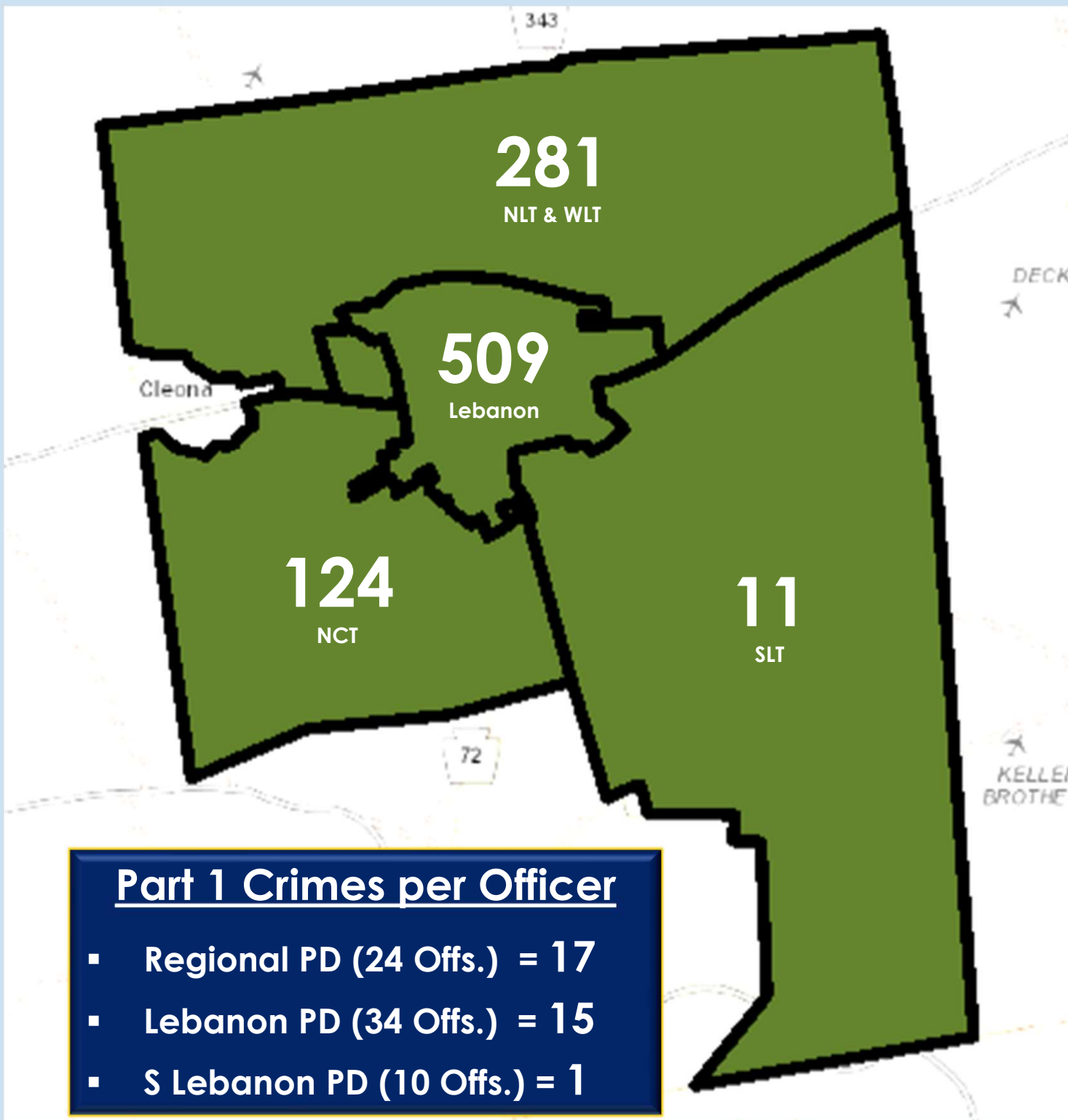| Municipality	Covered By Zone(s)
North Cornwall (1 Patrol Car for every 4,255 persons)	**1 – 2**
North Lebanon (1 Patrol Car for every 4,017 persons)	**2 – 3 – 4**
West Lebanon (1 Patrol Car covering 833 persons)	**2**

Officers per Person & Patrol Car Comparison

Philadelphia   1,576,251   (6360 Off = 4.0/1,000)
Pittsburgh   300,286   (998 Off = 3.3/1,000)
Reading   95,112   (162 Off = 1.7/1,000)
Scranton   76,328   (144 Off = 1.9/1,000)
Lebanon   26,814   (34 Off = 1.3/1,000)
NCT-NLT Reg PD   21,835   (24 Off = 1.1/1,000)

3,284

1 Patrol Car covering every 3,284 persons;

@ 480 Cars Per Shift

83 Crimes per 1,000 Persons

4,367

1 Patrol Car covering every 4,367 persons;

@ 5 Cars Per Shift

Minimum coverage about 50% of all shifts

46 Crimes per 1,000 Persons

4,469

1 Patrol Car covering every 4,469 persons;

@ 6 Cars Per Shift

50 Crimes per 1,000 Persons

4,756

1 Patrol Car covering every 4,756 persons;

@ 20 Cars Per Shift

62 Crimes per 1,000 Persons

5,005

1 Patrol Car covering every 5,005 persons;

@ 60 Cars Per Shift

76 Crimes per 1,000 Persons

5,089

1 Patrol Car covering every 5,089 persons;

@ 15 Cars Per Shift

53 Crimes per 1,000 Persons

5,458

1 Patrol Car covering every 5,458 persons;

@ 4 Cars Per Shift

Minimum coverage about 90% of all shifts

46 Crimes per 1,000 Persons

| Philadelphia PD | NCT-NLT Reg PD | Lebanon PD | Reading PD | Pittsburgh PD | Scranton PD | NCT-NLT Reg PD |

281
NLT & WLT

509
Lebanon

124
NCT

11
SLT

Cleona

DECK

343

72

KELLER BROTHER

Lebanon Area 2022:
925 Part 1 Crimes
- Murder
- Rape
- Robbery
- Aggravated Assault
- Burglary
- Theft
- Motor Vehicle Theft
- Arson

Lebanon City: 509 & 34 Officers
Regional PD: 405 & 24 Officers
South Lebanon: 11 & 10 Officers
(Source: 2022 PA Uniform Crime Report)

Current Crimes per Officer

- NCT PD (11 Offs.) = **11**

- NLT PD (10 Offs.) = **28**

- SLT PD (10 Offs.) =   **1**

Part 1 Crimes per Officer

- **Regional PD (24 Offs.) = 17**

- **Lebanon PD (34 Offs.) = 15**

- **S Lebanon PD (10 Offs.) = 1**

Recommended Regional Police Commission (5) *or ....*

Municipality	Commission Members Recommended	% of Total Population	% of Total Commission
North Cornwall Township Supervisors (3 Year Terms)	**2**	**41%**	**50%**
North Lebanon Township Supervisors (3 Year Terms)	**2**	**59%**	**50%**
Rotating At-Large Community Member or Township Supervisor (1 Year Term)	**1**	**- - -**	**- - -**

Recommended Regional Police Commission (5)

Municipality	Commission Members Recommended	% of Total Population	% of Total Commission
North Cornwall Township Supervisors (3 Year Terms)	**2**	**41%**	**40%**
North Lebanon Township Supervisors (3 Year Terms)	**3**	**59%**	**60%**

New "Western Lebanon Regional" PD

Effective - May 10, 2023 (Source: Regional Police Commission Meeting Minutes)

POLICE COMMISSION MEMBERS

James Tesche	President	Palmyra Borough Elected Official
Rex Moore	Vice-President	Annville Township Elected Official
Henri Lively	Secretary/Treasurer	Annville Township Elected Official
Jane Quairoli	Commissioner	Palmyra Borough Elected Official
Matthew Andrews	Commissioner	Citizen Representative
Fred Carpenter	Commissioner	(Non-Voting) Mayor, Palmyra Borough

12,589 Combined Population; 16 FT Officers & 3 Staff; 1.3 Officers per 1,000 residents

Summary of the Proposed Regional Police Department

- 24 (or 22) Officers & Clerical Staff including:
  - 1 Chief of Police
  - 1 Deputy Chief or Captain
  - 4 (or 2) Patrol Sergeants
  - 16 Patrol Officers
  - 2 Detectives
  - 1 Administrative Assistant
  - 2 (or 1) Clerical Staff

- 5,400 square foot Regional Police HQ proposed at North Lebanon Township
- 2,000 square foot Sub-Station proposed at North Cornwall Township
- 4 Patrol Zones designed by population, staffed 24/7 plus 1 or 2 "roaming" cars
- Coverage by 4 Officers for 80-90% of all shifts; by 5 Officers for 50-60% of all shifts
- Assigned patrol zone coverage (4 zones) for all 26.7 square miles
- Full coverage and emergency "rapid response" plans for schools, businesses, etc.
- Increased patrol visibility and reduced response time to all calls for service
- Police fleet maintained at 13 vehicles (8 Marked & 5 Unmarked recommended)
- Standardized Uniforms, Cars, Equipment, Records Systems, Reports & Policies
- Eligibility for various Regional Only Federal, State and County Police Grants
- Potential State Accreditation by the Pennsylvania Police Chiefs Association
- Daily per Capita Cost of .59 for 24 (or .56 for 22) after grants are received

10 Regional PD's - Annual Report Links (47 Municipalities)

- **Northern York County Regional PD** (.7 Officers/1,000) —
https://nycrpd.org/wp-content/uploads/2023/02/2022-Annual-Report.pdf

- **York County** (Two Recently Merged Regional PD's) **Regional PD** (.8 Officers/1,000) —
https://york.crimewatchpa.com/sites/default/files/42156/page/2023/03/2022_annual_report_final_.pdf

- **Stroud Area (Monroe County) Regional PD** (1.5 Officers/1,000) —
https://2c0f4612-acf7-4e6b-b68b-66cc1b02af59.filesusr.com/ugd/296226_f0daa98942004c9abb3be52d6010ad47.pdf

- **Pocono Mountain (Monroe County) Regional PD** (1.1 Officers/1,000) —
https://static1.squarespace.com/static/60c236d5c697500592c53195/t/627c24e4a511aa56b82acdf5/1652303082003/2021+Annual+Report.pdf

- **Northern (Allegheny County) Regional PD** (.8 Officers/1,000) —
https://nrpolice.com/

- **Northern Lancaster County Regional PD** (.8 Officers/1,000 Persons) —
https://lancaster.crimewatchpa.com/sites/default/files/8795/page/2023/03/nlcrpd_2022_annual_report.pdf

- **Colonial (Northampton County) Regional PD** (1.3 Officers/1,000) —
https://users.neo.registeredsite.com/0/2/6/19497620/assets/Annual_Report_2021.pdf

- **Central Bucks County Regional PD** (1.8 Officers/1,000) —
https://bucks.crimewatchpa.com/sites/default/files/17396/page/2023/03/2022_annual_report_1.pdf

- **Southern Chester County Regional PD** (1.3 Officers/1,000) —
https://www.newgarden.org/sites/g/files/vyhlif3531/f/uploads/4thq.2020.sll_.pdf

- **Slate Belt (Northampton County) Regional PD** (1.6 Officers/1,000) –
https://northampton.crimewatchpa.com/sites/default/files/44211/page/2023/02/2022_year_end_report-compressed.pdf

Appendix B

Sample 12-Hour Patrol Schedule for either a 24 or 22 Officer PD

PA pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

Sample Two Month 12 Hour Schedule (Shifts = 7am x 7pm & 7pm x 7am); 28 Day Rotation (14 On / 14 Off)

Squad	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	Hours
1	7a	7a	X	X	7a	7a	7a	X	X	7a	7a	X	X	X	7a	7a	X	X	7a	7a	7a	X	X	7a	7a	X	X	X	168
2	7p	7p	X	X	7p	7p	7p	X	X	7p	7p	X	X	X	7p	7p	X	X	7p	7p	7p	X	X	7p	7p	X	X	X	168
3	X	X	7a	7a	X	X	X	7a	7a	X	X	7a	7a	7a	X	X	7a	7a	X	X	X	7a	7a	X	X	7a	7a	7a	168
4	X	X	7p	7p	X	X	X	7p	7p	X	X	7p	7p	7p	X	X	7p	7p	X	X	X	7p	7p	X	X	7p	7p	7p	168

Squad	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	Hours
1	7p	7p	X	X	7p	7p	7p	X	X	7p	7p	X	X	X	7p	7p	X	X	7p	7p	7p	X	X	7p	7p	X	X	X	168
2	7a	7a	X	X	7a	7a	7a	X	X	7a	7a	X	X	X	7a	7a	X	X	7a	7a	7a	X	X	7a	7a	X	X	X	168
3	X	X	7p	7p	X	X	X	7p	7p	X	X	7p	7p	7p	X	X	7p	7p	X	X	X	7p	7p	X	X	7p	7p	7p	168
4	X	X	7a	7a	X	X	X	7a	7a	X	X	7a	7a	7a	X	X	7a	7a	X	X	X	7a	7a	X	X	7a	7a	7a	168

Note: One 12-hour "Comp" Day is accrued after three 2-week cycles. 3 cycles x 84 hours = 252; Officer is paid for 240 (3 x 80) plus given a 12-hour "Comp" day.

- "Comp" day can be taken as wanted by an officer within each 3-cycle period; *OR* given as an assigned day off and built into the schedule at regular intervals.
- Overtime would be paid for any hours worked over 12 hours on any scheduled work-day or on any Regular Day Off; e.g. – Court, Special Detail, etc.
- Officers would be assigned to duty either 182 or 183 days each year, depending on squad. The remaining days would be Regular Days Off (X).

Total Number of Annual Days On-Duty per Officer

Days Scheduled = 182   or   Days Scheduled = 183

Days Scheduled = 182		Days Scheduled = 183	
Comp Days (96 Hrs) =	8 Days	Comp Days (108 Hrs) =	9 Days
Vacation (120 Hrs) =	10 Days	Vacation (120 Hrs) =	10 Days
Holidays (96 Hrs) =	8 Days	Holidays (96 Hrs) =	8 Days
Misc. Days (24 Hrs) =	2 Days	Misc. Days (24 Hrs) =	2 Days
Sick Days (24 Hrs) =	2 Days	Sick Days (24 Hrs) =	2 Days
Total Above "OFF" Days =	30	Total Above "OFF" Days =	31
Total "ON-DUTY" Days =	152	Total "ON-DUTY" Days =	152
152/365 Days on Duty =	42%	152/365 Days on Duty =	42%
+ 8 Added "Comp" Hours Off		+ 8 Added "Comp" Hours Off	

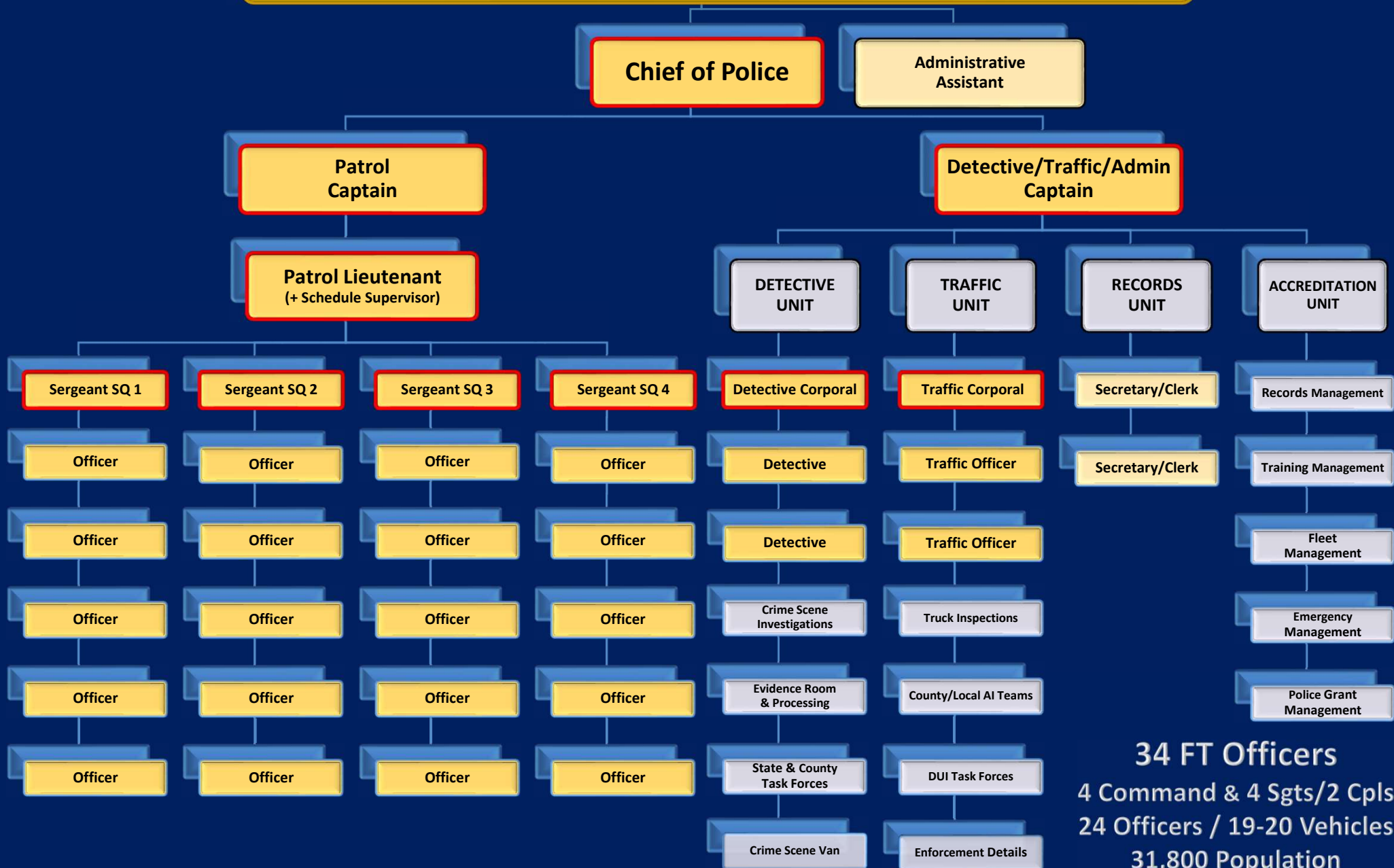*North Lebanon*
*North Cornwall*
West Lebanon
and …
South Lebanon
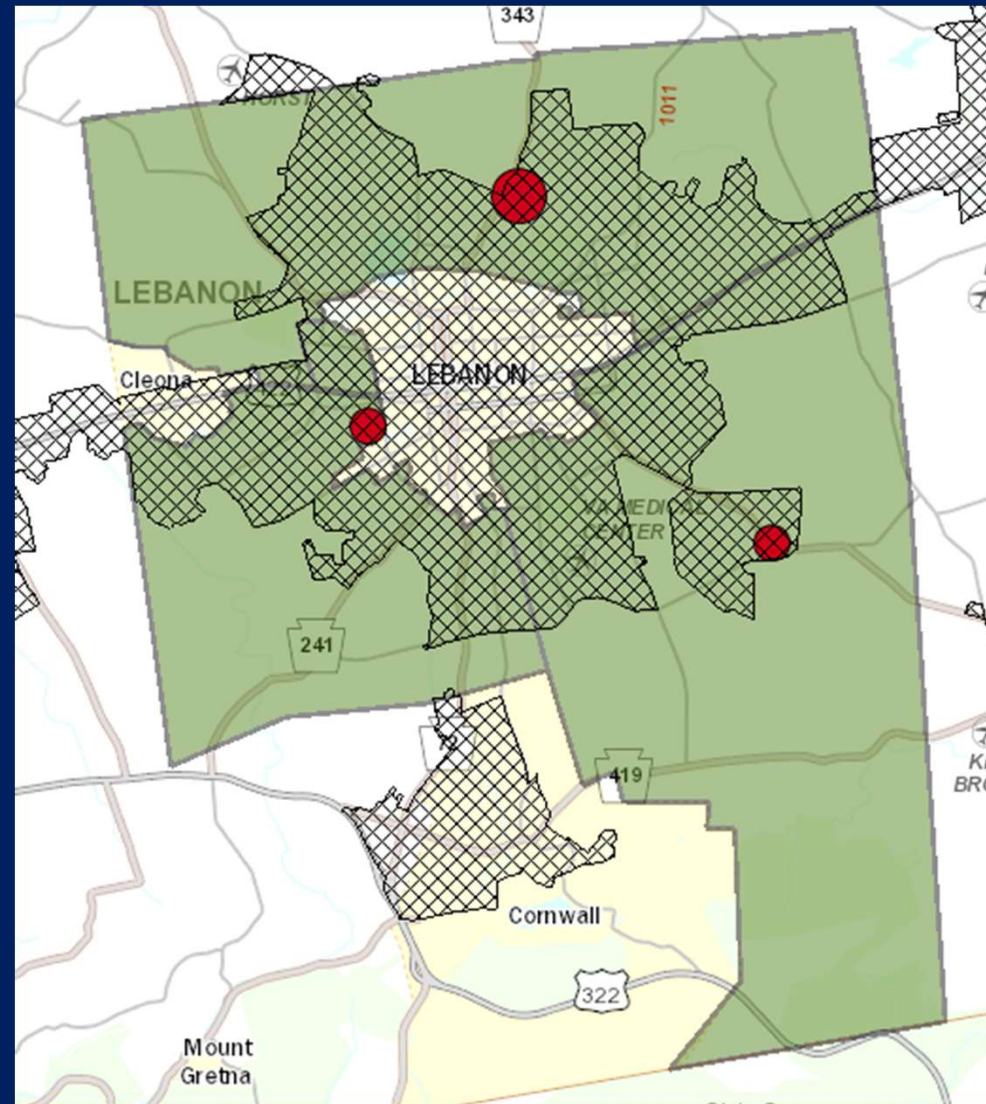
Total Population 31,800

Potential Lebanon Area Regional Police Department
(With 4 Municipalities - 34 FT Officers & 3 FT Staff)

Chief of Police

Administrative Assistant

Patrol Captain

Detective/Traffic/Admin Captain

Patrol Lieutenant
(+ Schedule Supervisor)

DETECTIVE UNIT	TRAFFIC UNIT	RECORDS UNIT	ACCREDITATION UNIT

Sergeant SQ 1	Sergeant SQ 2	Sergeant SQ 3	Sergeant SQ 4	Detective Corporal	Traffic Corporal	Secretary/Clerk	Records Management
Officer	Officer	Officer	Officer	Detective	Traffic Officer	Secretary/Clerk	Training Management
Officer	Officer	Officer	Officer	Detective	Traffic Officer		Fleet Management
Officer	Officer	Officer	Officer	Crime Scene Investigations	Truck Inspections		Emergency Management
Officer	Officer	Officer	Officer	Evidence Room & Processing	County/Local AI Teams		Police Grant Management
Officer	Officer	Officer	Officer	State & County Task Forces	DUI Task Forces		
				Crime Scene Van	Enforcement Details		

34 FT Officers
4 Command & 4 Sgts/2 Cpls
24 Officers / 19-20 Vehicles
31,800 Population
1.1 Officers per 1,000
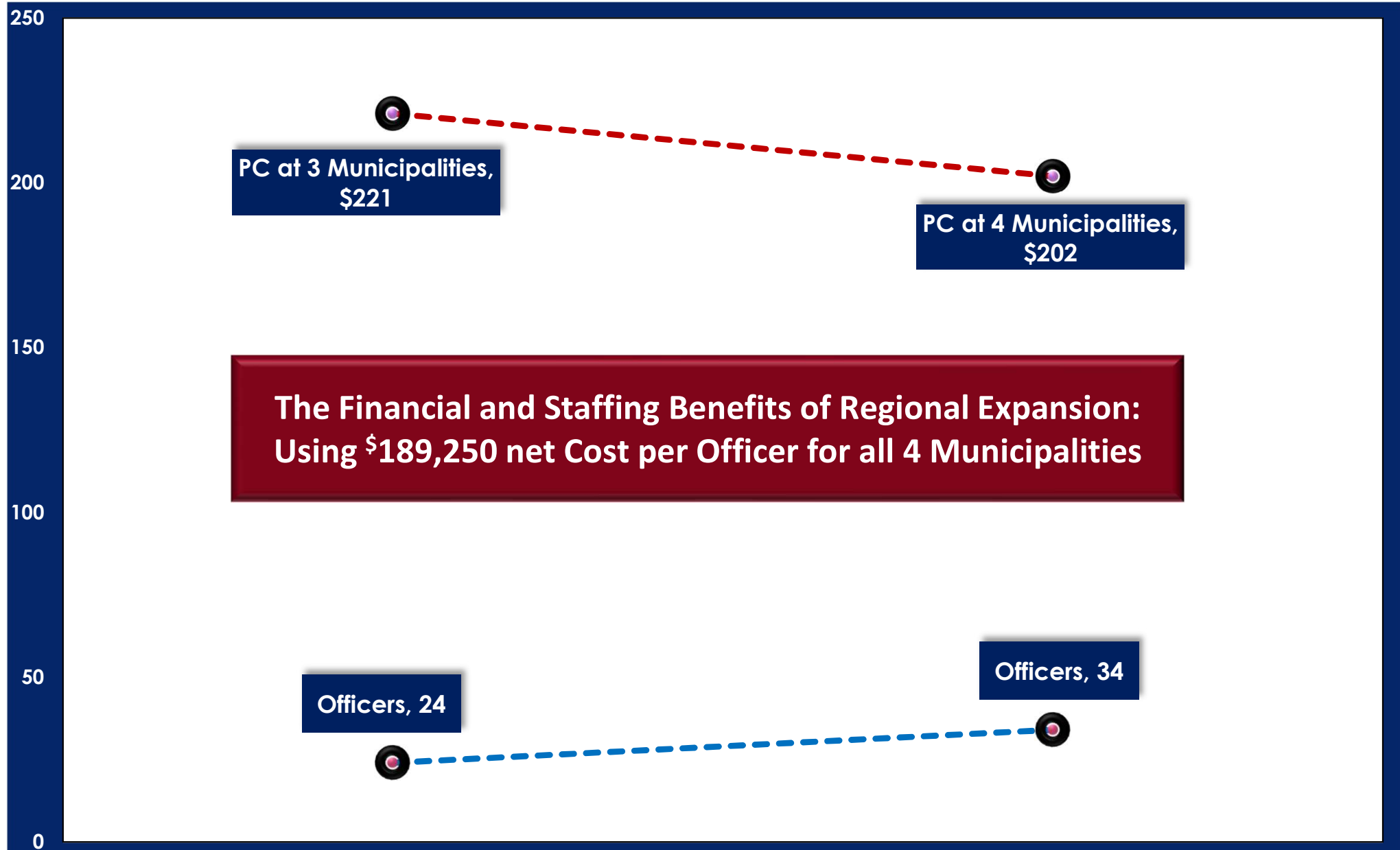
Future ? - 10 Largest Regional PD's by # Officers

pennsylvania DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

Regional PD *7 of 9 current are Accredited by PA Chiefs Assn	County	Population	# of Officers	Officers per 1,000 Persons
Northern York County* (Currently at 11 Municipalities & 214 Square Miles)	York	87,958	65	.7
York County* (Currently at 9 Municipalities & 74 Square Miles)	York	69,803	60	.9
Stroud Area (Currently at 3 Municipalities and 39 Square Miles)	Monroe	35,430	49	1.4
Pocono Mountain* (Currently at 5 Municipalities and 228 Square Miles)	Monroe	43,300	41	1.0
Northern Allegheny (Currently at 4 Municipalities and 50 Square Miles)	Allegheny	38,000	40	1.1
Westtown-East Goshen* (Currently at 3 Municipalities and 23 Square Miles)	Chester	33,000	37	1.1
Northern Lancaster* (Currently at 4 Municipalities and 74 Square Miles)	Lancaster	42,500	34	.8
Lebanon Area (Potential of 4 Adjoining Municipalities and 48 sm)	Lebanon	31,800 (8th Largest Regional in PA)	34	1.1
Colonial* (Currently at 2 Municipalities and 21 Square Miles)	Northampton	18,540	27	1.5
Central Bucks* (Currently at 3 Municipalities and 5 Square Miles)	Bucks	15,426	26	1.7
Average (10)	----------	41,575	41	1.0

The Department of Community and Economic Development and the Police Consultant, Chief Joseph L. Kirschner (Ret.), would like to thank the municipal and police officials from the participating municipalities for their <u>excellent</u> cooperation and assistance in the timely completion of this regional police study.

Appendix C
Some Regional Police Editorials

"Police work should not be part-time "gig" work, but departments in small communities across Pennsylvania have used that model for generations to save money. Even worse, far too many governments have refused to provide their own coverage, deeming it too expense, and have passed on that cost to others by relying on state police for municipal policing. Officers often work part-time shifts for multiple departments on variable schedules, to their own detriment and the public's.
Police work should be full-time, professional employment with standardized high-quality training and performance. One way to resolve those problems is to form regional police forces. They ensure coverage and quality while spreading costs.

It's good news, then, that several governments in the Abington's have launched a serious examination of forming a regional police force. Waverly Township and Clark's Summit have named representatives to an intergovernmental committee to study the idea. Supervisors in South Abington Township, the largest municipality in the Abington's, have said the idea is worth exploring. Other Abington's communities use a variety of methods for police coverage, ranging from small, part-time departments, to relying on state police, to Clarks Green contracting for coverage from neighboring Clarks Summit.

There are multiple regional police agencies in Pennsylvania to which the Abington officials can look for models, including the Mount Pocono Regional Police Department, which covers five municipalities in Monroe County. It was created by two governments in 1994 but has added the others incrementally since then.

The state government offers some organizational guidance and funding for making the transition to regional departments. But the Legislature, given the efficiency and economic benefits that regional police provide for local governments, and the role they play in limiting the drain on state police resources, should mandate regional departments and provide greater incentives. Meanwhile, the Abington's officials' decision to examine regional policing is in the public interest."

The Editorial Board, The Times-Tribune, November 13, 2021

"Economics has begun to overcome political parochialism as 14 municipal governments in Lackawanna County seriously consider creating two regional police forces. In the Abingtons, Clarks Summit and Clarks Green, and South Abington, Ransom, Newton, North Abington and Glenburn townships have launched talks. Waverly Twp., unfortunately, has decided not to participate. Midvalley communities discussing a regional force are Archbald, Blakely, Jermyn, Mayfield, Jessup, Olyphant and Dickson City.

Police departments are costly, usually the most expensive part of small-town budgets. Local departments usually mitigate those costs by using a mix of full-time and part-time officers, but the same pandemic-induced staffing shortages that adversely affect many public agencies and private-sector businesses also have begun to affect small-town police departments.

Part-time police positions often are lousy jobs. They entail widely variable shifts, long hours, and marginal pay and benefits. A growing shortage of part-time officers increases costs by increasing overtime for full-time officers. But creating regional police departments has more benefits for participating communities than dealing with personnel shortages alone. They standardize training and procedures, improve coverage and generally help to build support for more efficient regional governance in general.

The most heartening part of a Sunday Times examination of the issue by reporters Frank Wilkes Lesnefsky and Joseph Kohut is that multiple local officials recognized that regional coverage could increase their costs somewhat, but characterized effective, consistent, professional coverage as being more important.

That alone is substantial progress from earlier regional consolidation efforts in which parochial politics — patronage and in-house control of departments — were the highest priorities. According to the state Department of Economic and Community Development, which provides technical assistance to local governments to create regional departments, Pennsylvania has more local police departments than any other state and 83% of them have fewer than 10 officers.

The state also has 35 regional departments serving 125 communities, so the nascent regional efforts in Lackawanna County have multiple models to emulate. Local government leaders who have joined the regional police effort well serve their communities by seeking better service, and well serve police officers and the cause of effective law enforcement by emphasizing consistent training and procedures, and better working conditions."

The Editorial Board, The Times-Tribune, February 8, 2022

Doylestown Mayor's Report: Without regionalization, police costs would be higher

Bucks County Herald, Thursday, November 18, 2021

Mr. Ron Strouse, Mayor Emeritus, Doylestown Borough (Bucks County)

"As elected officials, we often say our first and foremost function is to provide for public safety. I've defined that to include pedestrian safety and safety that comes from such things as speed humps, bike ways, street lighting and stop signs. However, at its core, public safety is clearly associated with our police. Tonight, council is asked to approve a budget for the Central Bucks Regional Police Department that nets out in excess of $6.5 million. Among the three participating municipalities, Doylestown Borough's portion of that budget will be almost $3.3 million. That $3.3 million represents just over 45% of the anticipated Doylestown General Fund Budget for 2022. These figures are substantial. **However, without the benefit of regionalization, which began in September 2015, <u>our costs today would most likely be higher and the quality of police services would not be nearly as high</u>.**

From the very beginning, we expected regionalization to provide for better training and better equipment at a more economical cost than if we had gone it alone as an independent police department. I've been proud to be one of the borough's representatives on the Central Bucks Regional Police Commission since inception and to have had the responsibility of chairing the commission in three different years.

Under the direction of Chief Knott, we have changed the culture of the department from paramilitary management to a culture of change through shared goals. Long before recent events put an additional spotlight on the nature of policing, the Central Bucks Regional Police Department and the commission were acting to implement goals toward community policing. Five years ago, we took the lead on behalf of nine police departments in Bucks County to acquire a Department of Justice grant for body-worn-cameras. In 2022, we will replace those cameras and the accompanying software with new and improved technology.

Enhanced training has become a hallmark of our department, including de-escalation training, emotional survival training for law enforcement, and autism training for law enforcement. Department leadership have all attended the FBI Law Enforcement Executive Development School. Beyond training, Chief Knott has instituted positive internal changes and with support from the Police Foundation (which I chair) established a two-dog K-9 Corps. The chief has instituted mandatory foot patrols as well. With staff support from Denise Spence, we have consistently and methodically identified grant opportunities to fund new initiatives that are important to our community. We are often the first in the region. With a DOJ grant and additional support from the Police Foundation, we are completing our first year with a Victim Assistance unit as the lead department with several neighboring departments. We have just been awarded a DOJ grant to implement high-tech de-escalation training for ourselves and other Bucks County police departments. We are about to complete our new Central Bucks Regional Police Headquarters and will finish requirements to be fully accredited. Accreditation is a progressive way of helping departments improve overall performance.

<u>Police work is judged by police conduct today. History matters less</u>. There is no opportunity to relax or take pride in past accomplishments, although we certainly build on those accomplishments. There is much more to be done and Central Bucks Regional Police Department, like so many other local departments, struggles to diversify its staff. **<u>Nevertheless, I believe we are spending resources wisely and leveraging them to provide a level of public safety and leadership in public safety deserving of respect</u>**. It has been an honor to be part of the process over these past years."

Forward Township, about 20 miles south of Pittsburgh, disbanded its police department at midnight Tuesday.

Predictably, the department itself decried the move. Arguing that public safety would be compromised, police implied the elimination was related to the department's interest in unionizing. It's also true that more police per resident, or square mile, should mean stronger police-community relationships and better service.

But here's the broader picture: Allegheny County encompasses 130 self-governed municipalities and operates nearly that many police departments. That amounts to roughly one police department every 7 square miles — each with its own budgets, policies and procedures.

Is that really necessary?

Take Forward as a case in point. Does an area with a population of 2,500 really need its own police department? Or will residents be more efficiently and economically served by contracting with neighboring Elizabeth Township, with a population of nearly 13,000? The move saves Forward about $75,000 (having its own force of four officers cost $450,000, compared to $375,000 for contracting with Elizabeth).

Such savings will become increasingly important, given a looming recession that could shrink law enforcement budgets across the board.

Consolidation of smaller departments will ultimately benefit residents by relegating policing to larger, better-funded departments, ensuring more uniform treatment and policies. A 2018 Post-Gazette report revealed massive discrepancies among the 100-plus police departments in the county, with resources based on the tax base, rather than resident needs. Small wonder there has been talk of departmental consolidations for decades. Allegheny County Executive Rich Fitzgerald has strongly supported consolidation for years.

In 2019, Cheswick and Springdale combined police departments to form the Allegheny Valley Regional Police Department. Earlier this year, East Deer sought to merge with the regional force after determining it would save resources and provide better service for residents. Such mergers of municipal services are not only beneficial but also necessary.

Police serve their communities best when they're a consistent presence that interacts with the community. Elizabeth's force should get to know Forward's residents, roadways and culture. It helps that the Elizabeth Forward School District has been joined since 1953. The communities are already intertwined.

Bringing the area under Elizabeth Township Police Department is the next step in modernizing and regionalizing the area's resources and another example of the consolidations that will likely continue to occur across the county.

And that's a good thing.

First Published April 15, 2022, 6:00am

The Editorial Board, Pittsburgh Post Gazette, 4/15/22