

# ALLEGHENY COUNTY REGIONAL POLICE STUDY

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**Governor's Center for  
Local Government Services**

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## INTRODUCTION

The purpose of this study is to explore the feasibility of creating a consolidated police department to service the municipalities of East Pittsburgh, North Braddock, Rankin, Whitaker and Braddock Boroughs.

A regional police feasibility study was initiated at the request of the respective elected officials associated with the following municipalities; East Pittsburgh, North Braddock, Rankin, Whitaker and Braddock Boroughs. The governing bodies of these municipalities made their request via the submission of official “Letters of Intent” to representatives of the Governor’s Center for Local Government Services (GCLGS), located in the Pennsylvania Department of Community and Economic Development. The Letters of Intent officially requested that a study be conducted by the Center and, furthermore, recognized that none of the involved municipalities were obligated, or bound, by the results of the study.

Cultural diversity, a substantial nationwide drug problem, recognition of an enforcement emphasis on family and school violence, fiscal constraints, lawsuits, mandatory training, and other substantial issues, have raised new challenges for municipalities and their police departments. It is becoming more and more difficult for small agencies with limited resources to positively impact the problems faced in their communities. In many communities it has become necessary and desirable to consider alternative ways of improving police service while stabilizing costs.

Currently, the concept of regional policing is a method of providing police services which has proven successful. It is also noteworthy to recognize that Pennsylvania has more police departments, over 1,200, than any other state in the nation. Most are quite small and unable to provide a full range of police services. The first regional department in Pennsylvania was established in 1972. There are now over 36 regional departments. More and more, the concept of regional policing is gaining favor with municipal leaders. Most regional police departments have come into being to strengthen existing police services, including the areas of effective administration, supervision, training, investigation, patrol, and specialty services. The concept of regional policing is continuing to experience growth and interest across the Commonwealth.

Presented in this report will be information that will assist the communities of East Pittsburgh, North Braddock, Rankin, Whitaker and Braddock Boroughs, in reaching a decision about the manner in which they may decide to deliver and receive police service. Information collected by local officials, Governor’s Center for Local Government Services advisors and the peer-to-peer consultants, was used to study, evaluate, and determine the feasibility of establishing a consolidated department for these communities. Recommendations are made regarding the organization of a governing body for the proposed regional police agency, the organization and staffing levels of sworn and civilian members for the proposed regional agency, an estimated operating budget for the fiscal year 2020, and methods of cost distribution. Careful examination of this information should be beneficial in determining whether or not the municipalities desire to continue with the implementation phase of the concept or continue with the current manner in which police services are delivered and received by these municipalities.

On behalf of the Governor's Center for Local Government Services, the peer consultant would like to thank all of the local government officials, appointed officials and employees of the involved municipalities for their excellent cooperation and assistance in completing the management reviews of the associated police agency and municipalities to aid in assessing the feasibility of consolidation. Such cooperation was very much appreciated and contributed immensely to the success of the study.

## CONSOLIDATED POLICE SERVICES

### **Definition:**

Consolidation of police services requires that individual political subdivision boundaries and individual police departments be abolished, and those existing police departments be consolidated into one regional police department encompassing all political jurisdictions. The distinctive characteristic of this method of policing is the operation of the police agency outside the direct control of one specific municipality. The police department operates under, and is governed by, a police commission consisting of elected and/or municipal officials from each of the participating municipalities.

### **Legal Authority for Police Consolidation:**

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

“A municipality by act of its governing body may, or, upon being required by initiative and referendum in the area affected shall, cooperate and 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, serves as the enabling legislation that makes cooperation of public services in the Commonwealth a legal process. Act 180 is now a part of the Pennsylvania Consolidated Statutes Title 53, Sections 2301 through 2315, enacted by State Legislature in 1996.

Section 1202, clause 34 and 35 of the Borough Code; Section 1502, Clause LIII and LIV of the First-Class Township Code; and Section 1507 of the Second-Class Township Code also bestow authority upon municipal governments to enter into agreements for the purpose of intergovernmental cooperation.

### **Governing Law:**

While there has been no decision to date about whether or not any specific law (such as the Borough Code, Police Tenure Act, Civil Service, and/or others) applies, regional police departments have looked to such acts and codes for guidance and direction in the handling of their affairs. However, in so doing, they have not been deemed in any fashion to have adopted or become so bound to abide by said acts and codes, by implication or past practice, unless they decide to do so. If such a decision is made, it must be stipulated within the Articles of Agreement or Charter Agreement.

Note: The GCLGS has taken the position that all laws that are uniform and applicable for all classifications of municipalities in Pennsylvania are also applicable for regional police departments.

**Expressed Authority:**

The newly created police commission should have the expressed authority to conduct business to include, but not limiting itself to, some or all of the following:

- lease, sell, purchase real estate;
- lease, sell, purchase personal property;
- enter contracts for purchase of goods and services, and collective bargaining agreements;
- hire, fire, suspend, promote, demote, discipline, set salaries, and otherwise deal with employees;
- serve as a hearing board for employee grievances;
- establish and maintain bank accounts and other financial accounts;
- invest monies;
- borrow monies;
- establish and fund employee benefit programs, including pension fund, and
- delegate any of its powers, expressed or implied, to the chief of police or his next in command, at the discretion of the police commission.

## **ADVANTAGES OF REGIONAL POLICE SERVICES**

### **Improvement in the Uniformity and Consistency of Enforcement**

Police regulations and local law governing police practices and performance often vary from community to community. The implementation of the regional police force requires the establishment of uniform policies, practices and regulations. The resulting standardization of law enforcement reduces citizen dissatisfaction and encourages voluntary compliance with the law.

### **Improvement in the Coordination of Law Enforcement Services**

Frequently, criminal investigations and law enforcement activities are limited by jurisdictional boundaries. In a regional police department, geographic boundaries are extended, permitting police officers to focus activity on the source of the disorder, rather than simply addressing the symptoms. Under central leadership and direction, with uniformity of purpose, procedure, records keeping and policy, a regional department eliminates duplication of services and competition between local departments. This results in a more cost effective and efficient use of limited public funds.

### **Improvement in the Recruitment, Distribution and Deployment of Police Personnel**

Recent statutory requirements regarding the selection, eligibility criteria, initial training and annual certification of police officers have resulted in increased professionalism in the field. This has consequently resulted in higher wages, increased training costs and competition between various law enforcement agencies in the recruitment of quality personnel. Smaller agencies, offering lower salaries and fewer incentives, are often at a disadvantage in the recruitment and retention of quality officers. Consolidation of services across a broader tax base often results in improved recruitment ability.

Law enforcement services should be distributed and deployed based upon justified demand for services. Small departments do not maintain the staffing levels required to meet demands. Regional departments have greater flexibility in the scheduling and distribution of officers necessary to meet service demands, due to increased staffing levels. Where municipalities may currently not be able to provide any local police services or part-time services at best, consolidation may permit several local governments to employ full-time service police officers through cooperative financing.

### **Improvement in Training and Personnel Efficiency**

Providing proper and necessary police training is mandatory pursuant to Act 120, the Municipal Police Officer Education and Training Law. Annual in-service training includes a minimum of sixteen hours of classroom study, annual qualification with all weapons, CPR and first aid, deadly force and use of force training, and training in hazardous materials operations. At the current time the minimum required time for training is nearly forty hours per officer, per year. Small departments find it difficult to meet training requirements and still maintain appropriate staffing levels. Sending an officer for training often means not providing police patrol during certain periods of the day or paying overtime wages to cover shifts. Officers who do not meet minimum training requirements

will be decertified as police officers. Any arrests made by such officers are invalid and municipalities that choose to ignore these provisions may find themselves in court, defending costly litigation. Consolidation often means that more personnel will be available to attend required training. In many cases, local officers can be certified as instructors, thereby reducing the need to send officers away from the department for training. In addition, vacations, losses due to sick time and work-related injury, court appearances and personal days erode the ability of any department to properly staff its patrol and investigative services. Consolidation allows more flexibility in scheduling for such circumstances.

### **Improved Management and Supervision**

In many small police departments, the chief of police and supervisory officers often function in the capacity of patrol officer, with little time remaining for administration and supervision. They are unable to devote the necessary time to develop and maintain sound management systems. Consolidated departments, depending on size, may permit the chief of police to become a full-time manager, improving the overall function of the department. Consolidated departments are generally better able to offer the salaries and benefit packages, which attract high caliber candidates for the position of chief. Increased efficiency in police administration and management is only one positive result of police consolidation or regionalization.

### **Reduced Costs**

Regionalization of any public-sector service usually results in decreased cost to the individual municipalities involved, if the municipalities already provided that service. This is especially true in the area of law enforcement and police services. There are established minimum costs involved in the development and continued funding of any police department. These costs are centered in the police facility, communications, vehicle fleet, office equipment, records system and administrative services. There are usually many instances where closely adjoining departments duplicate infrastructure and support services. The duplication of support personnel is also a major consideration. Consolidation results in decreased individual costs by reducing duplication of infrastructure and support requirements within the service area. A study previously conducted by the former Department of Community Affairs has indicated in nine out of ten situations and, if properly managed, regional departments save an average of 24% when compared to traditional police departments serving the same municipalities.

### **Improved Career Enhancement Opportunities**

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.

## **DISADVANTAGES OF REGIONAL POLICE SERVICES**

Arguments against consolidation of municipal police services are basically the same. Similar issues arise regardless of the manner in which the agencies may be developed the geographic conditions or the special composition of the area.

### **Loss of Local Services**

Police officers in Pennsylvania, as well as in every other state in the U.S., routinely perform many duties, which are not typically considered to be a police function. These duties are generally traditional in the particular community and were assigned to the police department by default - there was no one else available at the time. These miscellaneous duties are still very much a part of the everyday job of a local police officer. Running errands, delivering documents, turning on lights for special occasions, flood watches, parking meter enforcement and repair, school crossing duties, escorts for funerals and issuing permits and licenses are some of the extra tasks “inherited” by local law enforcement. Typically, when consolidation occurs, the police department discontinues many of these tasks.

### **Loss of Local Control**

In the traditional law enforcement situation, where each 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 agency. Regional police departments are governed by a police commission, which provides broad policy guidance to an administrative chief of police, who is directly responsible for all day-to-day operations of the department. The chief of police has broad authority and responsibility and is accountable to the commission. The commission consists of an established number of representatives from each participating municipality. Direct political and personal control over the department is considerably reduced.

### **Loss of Citizen Contact**

Occasionally there is a concern that the citizens of a participating municipality will not have as close a relationship with the members of a regional police department as they did with their “own” officers. If this situation develops, it will be temporary and will exist only until the police officer becomes acquainted with their “new” area. In addition, many of the police officers employed in a regional police department will have served previously in each of the municipalities.

### **Loss of Position**

Members of the local police department, current chiefs and elected officials may initially fear a loss of position if regionalization efforts prevail. While it is certainly true that every current chief can’t retain the top position in the consolidated department and that some officers may choose not to participate in the new venture, regionalization is not intended to eliminate individual employment positions. Such concerns can be addressed through negotiations and discussion.

## GENERAL DEMOGRAPHICS

Chart 1, which follows, presents data on each community and its police agency. The five municipalities have a total population of 11,847 persons who reside within a 3.30 square mile area, representing a population density of 4,805.37 persons per square mile. When viewed independently, Whitaker Borough has the greatest population density, 4,742.31. North Braddock has the least dense population with 2,863.41 persons per square mile. As a rule, lower population densities would not generate as much police workload as more densely populated areas within the state.

There are 57.31 miles of local and state roads contained within the five municipalities. East Pittsburgh has 7.53 miles of roads, North Braddock Borough has approximately 26.61 miles of road, Rankin Borough has approximately 5.71 miles of road, Whitaker Borough has 5.99 miles of road and Braddock Borough has 11.47 miles of road.

Based on the information provided, all of the communities in this study currently fund their own police department.

It is important to note that East Pittsburgh disbanded its police department in 2017. All their crime data and budget information will reflect that time period.

**CHART 1  
ALLEGHENY COUNTY REGIONAL POLICE STUDY  
GENERAL DEMOGRAPHICS**

<b>Municipality</b>	<b>Population</b>	<b>Percent of Total</b>	<b>Square Mile Area</b>	<b>Percent of Total</b>	<b>Population Density</b>	<b>Road Miles</b>	<b>Percent of Total</b>	<b>Full-Time Officers</b>	<b>Annual Hours Part-Time Officers</b>	<b>Full-time Officer Equiv.</b>	<b>Number of Vehicles</b>
East Pittsburgh	1,763	14.88%	0.40	12.12%	4,407.50	7.53	13.14%	0	17,472	9.93	0
North Braddock	4,696	39.640%	1.64	49.70%	2,863.41	26.61	46.43%	1	20,831	12.84	5
Rankin Borough	2,041	17.23%	0.44	13.33%	4,638.64	5.71	9.96%	1	15,197	9.63	5
Whitaker Borough	1,233	10.41%	0.26	7.88%	4,742.31	5.99	10.45%	0	9,908	5.63	2
Braddock Borough	2,114	17.84%	0.56	16.97%	3,775.00	11.47	20.01%	0	14,976	8.51	4
<b>Total/Average</b>	<b>11,847</b>	<b>100%</b>	<b>3.30</b>	<b>100%</b>	<b>4,085.37</b>	<b>57.31</b>	<b>100%</b>	<b>2</b>	<b>78,384</b>	<b>46.54</b>	<b>16</b>

## FISCAL DATA

Information is presented in Chart 2 (A) and (B) on municipal finances for the five municipalities under study. The information displayed was originally obtained through survey questionnaires and later refined through direct contact with municipal officials and employees.

A total of \$8,338,216 was spent out of the general fund of five municipalities' in 2018 to operate the municipal governments. North Braddock's "General Fund Expenditures" are significantly higher than those of the other four communities. When it comes to police services 18.94% of the \$8,338,216 budgeted for government operations, or \$1,823,543 was utilized to police the five communities.

The 2018 Police budgets indicate that East Pittsburgh (2017 budget) spent \$409,737, North Braddock spent \$562,181, Rankin spent \$341,933, Whitaker Borough spent \$196,394 and Braddock Borough spent \$313,298.

Per officer cost in column five, Chart 2B represents the actual cost of placing one officer on the street, fully equipped with everything a police officer needs to function (car, basic equipment, training, wages, benefits, etc.) These figures include limited supervisory support and clerical support for the four communities that provide this service. The per-officer cost is determined by dividing the full-time officer equivalency into the actual cost for police services.

Column seven, Chart 2B indicates the per hour cost of service each municipality anticipates receiving. When the total hours of service are determined, the total hour figure is divided into the total cost for police service to establish the cost per hour.

When looked upon in terms of how much police services cost the individual citizen of each community, East Pittsburgh residents paid a per capita cost of \$155.65 (2107), North Braddock paid a per capita cost of \$96.81, Rankin paid a per capita cost of \$144.66, Whitaker paid a per capita cost of \$153.99 and Braddock Borough paid a per capita cost of \$194.40.

**CHART 2A**  
**ALLEGHENY COUNTY REGIONAL POLICE STUDY**  
**2018 FISCAL DATA**

<b>Municipality</b>	<b>(1,000) Real Estate Assessed Value</b>	<b>Percent %</b>	<b>Real Estate Tax Rate (Mills)</b>	<b>% of Real Estate Tax</b>	<b>Earned Income Tax</b>	<b>% of Income Tax</b>	<b>Total General Fund Revenues</b>	<b>% of General Fund Revenue</b>	<b>General Fund Expenditure</b>	<b>% General Fund Expd</b>	<b>Percent of Total</b>
East Pittsburgh	\$38,233,187	18.00%	13.4500	23.07%	\$110,847	11.39%	\$1,477,751	17.71%	\$1,480,895	17.76%	17.59%
North Braddock	\$78,656,150	37.03%	11.0000	18.87%	\$327,276	33.62%	\$3,162,805	37.91%	\$3,174,856	38.08%	33.10%
Rankin Borough	\$21,209,790	9.99%	9.6928	16.63%	\$202,780	20.83%	\$1,104,481	13.24%	\$1,120,819	13.44%	14.83%
Whitaker Borough	\$30,747,545	14.48%	10.5000	18.01%	\$119,827	12.31%	\$ 856,863	10.27%	\$ 832,835	9.99%	13.01%
Braddock Borough	\$43,544,761	20.50%	12.65	23.42%	\$212,588	21.84%	\$1,741,602	20.87%	\$1,728,811	20.73%	21.47%
<b>Total/Average</b>	<b>\$212,391,433</b>	<b>100%</b>	<b>58.2928</b>	<b>100%</b>	<b>\$973,318</b>	<b>100%</b>	<b>\$8,343,502</b>	<b>100%</b>	<b>\$8,338,216</b>	<b>100%</b>	<b>100%</b>

**CHART 2B**  
**ALLEGHENY COUNTY REGIONAL POLICE STUDY**  
**2018 ANALYSIS OF POLICE COSTS**

<b>Municipality</b>	<b>% Police From General Fund</b>	<b>Total Police Costs From Survey</b>	<b>% Police Cost</b>	<b>Per Officer Costs</b>	<b>% Per Officer Cost</b>	<b>Police Per Hour Cost</b>	<b>% Police Per Hour Cost</b>	<b>Per Capita Costs</b>
East Pittsburgh	27.67%	\$409,737	22.47%	\$27,641	15.50%	\$15.71	15.47%	\$155.65
North Braddock	17.71%	\$562,181	30.83%	\$35,862	20.01%	\$20.27	20.01%	\$96.81
Rankin Borough	30.51%	\$341,933	18.75%	\$31,861	17.87%	\$18.10	17.87%	\$144.66
Whitaker Borough	23.58%	\$196,394	10.77%	\$34,769	19.50%	\$19.75	19.50%	\$153.99
Braddock Borough	18.12%	\$313,298	17.18%	\$48,343	27.11%	\$27.47	27.11%	\$194.40
<b>Total/Average</b>	21.87%	\$1,823,543	100%	\$178,296	100%	\$101.30	100%	\$182.59

## CRIME AND SERVICE DATA

Chart 3 displays information relating to crime and the police department's ability to deal with it, as well as other factors affecting police response and workload. This information is collected and gathered each month by each police agency on a Uniform Crime Report, which then is submitted to the state police. The monthly information is compiled and released on an annual basis in a document entitled "Crime in Pennsylvania". The statistics included in this report are based on crimes reported to the police agency which provides services to the area. The "clearance rates" indicate the number of crimes cleared by police (by arrest, death of the offended or other disposition). The reported crimes are divided into two groups, "Part I Offenses", representing serious offenses (homicide, robbery, rape, aggravated assault, burglary, larceny/theft, auto theft and arson), and "Part II Offenses" representing less serious crimes (excluding moving traffic offenses and parking violations, which don't count).

The primary purpose of the Pennsylvania Uniform Crime Report (UCR) program is to inform the governor, legislature, and other government officials and the public concerning the crime problem in Pennsylvania and to provide law enforcement administrators with crime statistics for administrative and operational purposes. The federal UCR program is designed to inform federal officials of these same statistics for many of the same purposes and to provide a comparison of these statistics from state to state.

The amount of crime occurring in a community is not entirely the responsibility of the police department. There are many factor and social elements that contribute to the amount of crime occurring in a municipality, most of which are uncontrollable by police. However, the police department does accept a major responsibility for the amount of crime, since crime and its control directly relate to its primary purpose for existing.

Police departments "clear" a crime when they arrest a person for committing a particular crime, or by exceptional means when they can positively identify the person or persons who committed the crime, but, for reasons beyond their control, cannot make an actual arrest. An example of their "exceptional clearance" would be if the perpetrator of a crime was determined but that person is now deceased, and therefore impossible to physically place under arrest.

Part I Offenses generally come to the attention of the police through a report from a citizen or the public, at large. As a rule, there is an increased likelihood of a report being made to police if the public perception is that the severity of the crime is great. Thus, murder, kidnapping and armed robbery are more likely to be reported than a minor theft. There are exceptions. Although extremely serious in nature rape is under-reported because the victim may seek to avoid publicity or social stigma. Where the reporting of rape is encouraged, reported rapes increase. This is not to say that the occurrence has increased, merely that more victims report it (as in the case of Pittsburgh in 1994 where rape offenses showed an alarming increase). There is also a higher percentage of reported crime involving offenses where insurance is involved, such as in auto theft.

<b>CHART 3</b>									
<b>ALLEGHENY COUNTY REGIONAL POLICE STUDY</b>									
<b>2017 CRIME – CLEARENES – CRIME RATE ANALYSIS OF POLICE COSTS</b>									
<b>Municipality</b>	<b>Population</b>	<b>Part I Offenses Reported</b>	<b>PART I Offenses Cleared</b>	<b>Clarence Percentage</b>	<b>Crime Rate</b>	<b>Part II Offenses Reported</b>	<b>PART II Offenses Cleared</b>	<b>Clarence Percentage</b>	<b>Crime Rate</b>
East Pittsburgh	1,763	108	57	52.78%	5,529.95	97	11	11.34%	4,966.72
North Braddock	4,696	9	0	0.00 %	190.23	20	19	95.00%	422.74
Rankin Borough	2,041	36	2	5.56%	1,696.51	118	80	67.80%	5,560.79
Whitaker Borough	1,233	23	0	0.0 %	1,809.60	71	0	0.00%	5,586.15
Braddock	2,114	68	0	0.00%	3,213.61	87	0	0.00	4,111.53
<b>Total/Average</b>	11,849	244	80	32.79%	2,001.15	393	110	27.99%	3,223.16

\*All crime data is obtained from the 2017 Uniform Crime Reports Published by the PA State Police.

## PROJECTED POLICE MANPOWER NEEDS

Police personnel needs are determined by workload. The workload of a police department is determined by the number of incidents reported to police with adequate time allowed for preventive patrol and handling the other administrative tasks associated with municipal policing. It is necessary that appropriate staffing levels be established in advance of making any decisions about whether consolidation of police services is practical. Once staffing levels are established, it is then possible to determine approximately how much it will cost each community to become a part of a regional police effort, as well as how much service it should expect from the department.

The International Association of Chiefs of Police (IACP) developed a formula to determine police personnel needs. The Regional Police Study Committee used this formula to determine staffing levels. The formula has been used and applied extensively throughout the Commonwealth by the Governor's Center for Local Government Services and found to be reliable. However, like most situations where an overall standard is used to determine a factor, it is subject to error and should not be considered infallible.

The IACP formula is based on the assumption that it takes an officer forty-five (45) minutes to handle the average call for service. It also assumes that one third of a police officer's time should be utilized handling calls for service. Finally, the formula takes into consideration the amount of time the officer is actually available for duty. On average once the total of all forms of time off are computed (vacation, training, holidays, sick leave, court time, personal days and emergency days) an officer is actually available for duty approximately 1,760 hours a year.

The calculation determines only the manpower needs for officers "on the street" handling calls, and does not include administrators, supervisors, or specialists. It is extremely important that the number of incidents reported in the survey be accurate. If accuracy cannot be assured, then an estimate of the incident level can be determined by applying the standard that approximately 550 incidents should occur for every 1,000 residents in the community, or .55 per person. The IACP formula is summarized as follows:

### DETERMINING PATROL FORCE MANPOWER NEEDS

#### Step 1:

Determine the number of complaints or incidents received and responded to by the police department. Complaints and incidents include all forms of police activity where an officer responded and/or took an official action. Incidents do not include situations where advice was given 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 a police department, records are not accessible or are unreliable, an estimate may be used.

#### Step 2:

Multiply the total complaints or incidents by 0.75 (45 minutes). It is generally conceded that 45 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 requests for services. Other requirements for servicing police vehicles, personal relief, eating, and supervision must also be taken into consideration. Multiplying by three accounts for these factors and the unknown.

**Step 4:**

Divide the product by 2,920, the total number of hours necessary to staff one basic patrol unit for one year (365 days X 8 hours = 2,920). The result of applying the IACP formula establishes the number of patrol elements necessary to police the community (not the number of officers, but the number of patrol elements).

To determine the number of officers required to staff each patrol element, the assignment/availability factor must be determined. This is accomplished by determining how many hours each year the average police officer is not available for duty on the street and subtracting that time from the patrol element hours of 2,920. Summarized below is the calculation to determine the assignment/availability factor.

<b>FACTOR</b>	<b>ANNUAL MAN HOURS AWAY FROM DUTY</b>
Regular 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
Sick and Injury (10 days per year)	80
Miscellaneous Leave (1 day per year)	8
<b>Total</b>	<b>1,160</b>
(2,920 hours - 1,160 Non-Available Hours = 1,760 Available Hours)	

Once the total available hours of the average patrol officer is established, the assignment/availability factor is determined by dividing the available hours into the patrol element requirement of 2,920 hours. This results in a factor of 1.7. In other words, it takes 1.7 police officers to staff each patrol element required to police the community. This does not include administrators, supervisors, or specialists. This calculates only the number of patrol personnel necessary.

Once the patrol force manpower is established, as outlined above, a factor of one supervisor or support person, per four police officers, is added to the equation. This determines how many police officers including supervisory/support personnel (full-time equivalency) is needed for the regional police department based on the criteria established. By taking the amount of officers needed times 1,760 we determine the amount of hours that are needed. A percent of the total is then calculated by calculating

the hours of service needed in each of the municipalities.

To demonstrate the application of the IACP manpower formula to the study committee members, Chart 3 is the statistical representation of the above explanation utilizing the populations of the participating municipalities.

Again, it should be noted that these formulas only address “patrol manpower needs” and not ranking or specialized officers and, should not be considered an absolute but, a “gage” in determining police manpower needs.

COMMENT: While the IACP Formula may be used to determine manpower needs, in structuring a regional police department staffing compliment, all existing full-time police officers should be included in the proposed regional police department. If the IACP Formula determines a lesser amount of patrol officers, then the regional police department, once implemented, may consider the IACP Formula manpower be attained through attrition. If the IACP Manpower formula indicates a need for more police officers than presently employed, then the regional police study committee, in structuring the report may want to increase staffing to that level. In all cases it should be understood that the minimum level to provide 24 hour police service is a police compliment of the equivalent of five full-time police officers. The IACP Formula, once calculated may not provide the staffing level of 5 full-time police officers in all cases.

It is also important to note that the IACP no longer supports this formula. They have concluded that each municipality should determine the amount of police coverage that they want.

**CHART 4**  
**ALLEGHENY COUNTY REGIONAL POLICE STUDY**  
**ESTIMATED POLICE PERSONNEL NEEDS, DISTRIBUTION AND HOURS OF SERVICE**  
**BASED UPON POPULATION (IACP FORMULA)**

<b>Municipality</b>	<b>Population Times 0.55</b>	<b>Step 1 Times 0.75</b>	<b>Step 2 Times 3</b>	<b>Step 3 Divided by 2,920</b>	<b>Step 4 Times 1.7</b>	<b>Plus Supervisory &amp; Support Component</b>	<b>Total</b>	<b>Hours of Service</b>	<b>Percent</b>
East Pittsburgh	969.65	727.24	2181.71	0.75	1.27	0.00	1.27	2,235.51	12.06%
North Braddock	2,582.80	1,937.10	5,811.30	1.99	3.38	1.00	4.38	7,714.59	41.61%
Rankin Borough	1,122.55	841.91	2,525.74	0.86	1.47	1.00	2.47	4,348.02	23.45%
Whitaker Borough	678.15	508.61	1,525.84	0.52	0.89	0.00	0.89	1,563.46	8.43%
Braddock Borough	1,162.70	872.03	2,616.08	0.90	1.52	0.00	1.52	2,680.58	14.46%
<b>Total/Average</b>	<b>6,515.85</b>	<b>4,886.89</b>	<b>14,660.66</b>	<b>5.02</b>	<b>8.54</b>	<b>2.00</b>	<b>10.54</b>	<b>18,542.16</b>	<b>100%</b>

## ORGANIZATION OF THE POLICE AGENCY

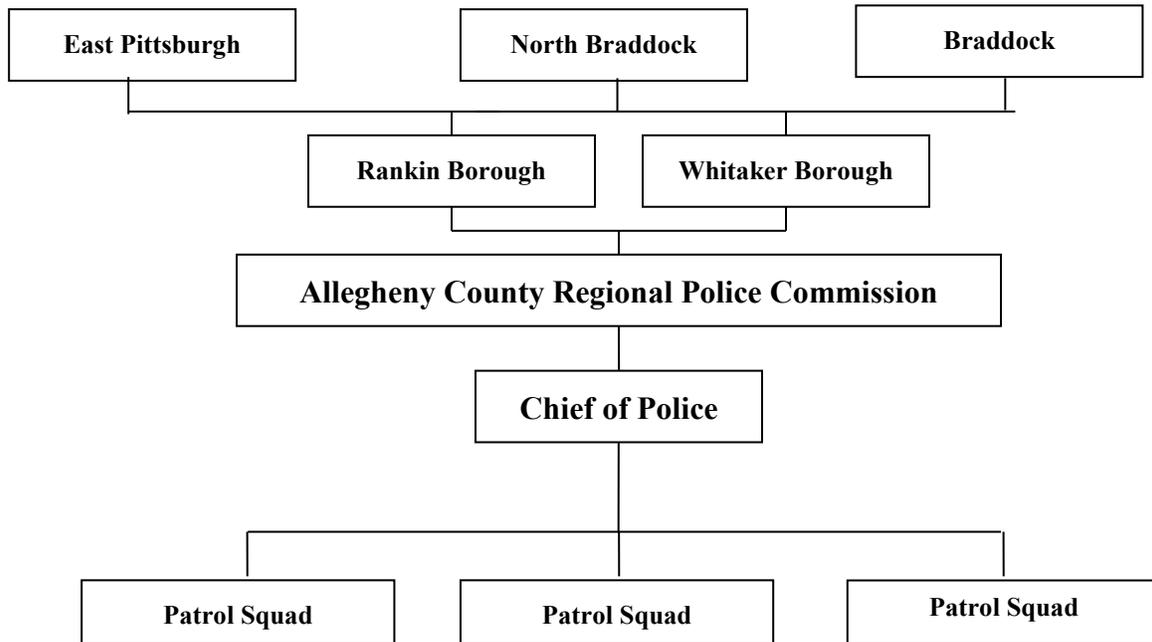
It is a basic premise in developing a regional police department that all currently employed full-time officers in the participating municipalities be incorporated into the regional police department. A 24-hour-a-day police agency was developed consisting of 12 full-time police officers. The 12 officers would consist of a Chief of Police, and 11 patrol officers. It should be noted that it generally takes the equivalent of five full-time officers to provide a minimum twenty-four-hour police service, seven days a week. The manpower suggested for patrol officers, using the IACP formula, indicate that there is a need for 11 full-time patrol officers for the area covered.

It is suggested that a five-member board or commission govern the department and be composed of one elected official from each community. The primary members should each have an alternate member who may be any interested party including another elected officials. Discussions should take place to determine how these members are chosen.

The police agency should be housed in one of the municipal facilities. Based on existing facilities, we would recommend the North Braddock Borough, until other facilities can be made available and agreed upon. One municipality should be designated as the administrative municipality and perform the functions of maintaining police payroll and personnel records, titles to equipment, insurance policies and financial records, until such time as those responsibilities may be assumed by the police chief and administrative staff of the regional department. The Commission may decide to contract some of these support services.

A civil service or personnel system should be decided upon and developed prior to the actual merger of the departments. An organizational chart (Chart 5) on the following page depicts the structure of the organization.

## CHART 5 REGIONAL POLICE ORGANIZATION CHART



## OPERATIONAL BUDGET

In order to establish an actual cost for a police agency, structured and staffed as outlined previously and designed to serve five municipalities, an operating budget was developed. The budget that appears on the following pages is based upon a Chief of Police, and 11 full-time officers. The financial plan calls for an outlay of \$1,534,984 in the first full year of operation. On the following page is a proposed budget for the first year of the regional department.

The proposed budget does not anticipate any cost reductions, which may be achieved through an application for a Municipal Assistance Program (MAP) grant through the Governor's Center for Local Government Services or a Regional Assistance Grant Program from the Pennsylvania Commission on Crime and Delinquency. An additional funding opportunity is the COPS Hiring Program (CHP) through the US Department of Justice. These grants may assist in the initial implementation of the regional department but should not be viewed as ongoing annual funding; more information on these programs is provided at the end of this report.

It is important to note that earlier in this study the calculations indicated that it would take 11 officers to staff this department while the budget indicates 12 full-time officers. Between the existing four departments only two full-time officers exist. As stated earlier it is a basic premise in developing a regional police department that all currently employed full-time officers in the participating municipalities be incorporated into the regional police department. The regional police budget is based on 12 full-time police officers.

Many of the costs associated with traditional police operations, such as labor negotiations, legal counsel, insurance, taxes, and facilities, which would normally appear in the municipal budget instead of the police budget, will now be reflected within the regional police department budget. It is important to remember that the regional police department will be an agency independent from its municipalities, and consequently is responsible for all of its own operating costs. Therefore, when reviewing the operating budget, there are no additional or hidden costs over and above those which appear within the budget.

Many variables will impact upon the proposed budget in comparison to the finalized actual budget. These variables include actual staffing levels, the selection of the police facility, salary scales established, new equipment purchased, utilizing the equipment from each department where practical. For these reasons, the proposed 2020 operating budget is an estimate only, to be used as a guide for further study and negotiations. It should be noted that the budget assumes that all the patrol units from the participating municipalities will become part of the regional department to assist in controlling costs.

**ALLEGHENY COUNTY REGIONAL POLICE DEPARTMENT  
2020 OPERATING BUDGET PROPOSAL**

**Personnel Services**

410.110	Salary of the Chief	\$ 54,000
410.111	Salary of Captain (0)	\$ 0.00
410.112	Salary of Sergeants (0)	\$ 0.00
410.113	Salary of Officers (11)	\$ 457,600
	Part-time Officers (0)	\$ 71,000
410.114	Police Overtime	\$ 50,000
410.115	Salary of Support Staff	\$ 0
410.196	Medical and Hospitalization Insurance	*\$ 185,000
410.190	Other Personnel and Insurance benefits	\$ 0
410.352	Professional Liability	\$ 50,000
410.198	Life Insurance	\$ 0
410.198	Disability Insurance	\$ 0
410.195	Workman's Compensation (.1013)	\$ 69,123
410.192	Social Security (.062)	\$ 42,306
410.193	Medicare (.0145)	\$ 9,849
410.194	Unemployment	\$ 47,765
410.111	Shift Differential	\$ 0
410.112	Educational Bonus	\$ 0
410.113	Longevity (in wages)	\$ 0
410.197	Pension Contribution (covered by state aid)	\$ 152,194
	Other Personnel Costs/Legal Fees	\$ 4,000
	<b>Total Personnel Services</b>	<b>\$ 1,180,552</b>

**Medical & Hospitalization** – It is next to impossible to estimate the rise in this benefit. The expectation is that it will rise in double digit percentages for the next couple of years. The size of that rise will be significantly impacted on by the plan that is being renewed. The better plans will rise at a greater rate in an effort to discourage renewal of those plans.

The rise in the health care may be offset by the reduction in overtime.

**Supplies**

410.238	Clothing and Uniforms	\$15,000
410.239	Ammunition and Similar Supplies	\$ 8,000
410.341	Advertising and Printing	\$ 400
410.210	Office materials and supplies	\$ 8,000
410.215	Postage	\$ 500
410.750	Equipment Replacement	\$15,000
	<b>Total Supplies</b>	<b>\$46,900</b>

### Support Services and Charges

	Errors & Omissions	\$ 4,000
410.311	Auditing Services	\$ 4,200
410.314	Legal Services	\$ 4,000
410.460	Training	\$ 7,000
410.471	Personnel recruiting and testing	\$ 2,000
410.374	Office machine maintenance	\$ 5,000
410.321	Communications expenses	\$ 10,000
410.489	All other unclassified expenses	\$ 4,000
410.420	Membership fees and expenses	\$ 1,000
	<b>Total Support Services and Charges</b>	<b>\$ 41,200</b>

### Vehicle Expense

	Mechanic	\$ 15,000
410.236	Vehicle Material and Supplies	\$ 5,000
410.352	Vehicle Insurance	\$ 6,500
410.451	Vehicle Maintenance and Repair	\$ 8,000
410.231	Fuel Oil Lube	\$ 18,000
410.239	Tires and Tubes	\$ 8,000
	Minor Equipment	\$ 3,000
410.740	Vehicle Purchase (2)	\$ 70,000
	<b>Total Vehicle Expenses</b>	<b>\$ 133,500</b>

### Headquarters Expense

410.321	Telephone	\$ 4,000
410.351	Contents Insurance	\$ 7,000
410.383	Rental of Headquarters	\$104,832
410.361	Electric Costs	\$ 5,000
410.368	Heating Costs	\$ 5,000
410.374	Maintenance and Repair	\$ 3,000
410.720	Furniture and fixtures	\$ 8,000
	Building Insurance	\$ 0
	Other Facility Expenses	\$ 5,000
	<b>Total Headquarters Expense</b>	<b>\$ 141,832</b>

### Budget Summary

Total Personnel	\$1,180,552
Total Supplies	\$ 46,900
Total Support Services	\$ 41,200
Total Vehicle Expenses	\$ 133,500
Total Headquarters	\$ 141,832
<b>Total Proposed Budget</b>	<b>\$1,543,984</b>

## COST COMPARISONS AND DISTRIBUTION METHODS

The immediate concern, after a budget has been developed, is a method of determining how much of the total cost will be paid by each municipality. Some of the more common factors which have been used in developing a cost distribution program are as follows:

### 1. Population

Population is often used as the sole factor for cost distribution. The primary responsibility of any police department is to protect the public and render service. Population is a very reliable factor, especially if the U.S. census figures are current. It is important that the source for population figures used to determine cost distribution be reliable.

### 2. Land Area and Road Mileage

Population, when combined with land area and/or road mileage adds another dimension to the impact of people on police services. The distribution of population over an area (population density) can affect the policing needs of that area. The miles of roads that must be patrolled or traveled to serve the residents directly impacts upon the department.

### 3. Property Value

Assessed valuation of real property can be used in conjunction with population as a formula for cost distribution. The combination links two components that are any police agency's primary goal: to protect life and property. Assessed market value is determined at the local level through county assessment.

### 4. Revenue and Taxes Collected

The percentage of distribution of total municipal revenues and taxes collected reflect the wealth of a community. A cost distribution analysis adds the factor of "total taxes collected" which is very similar to the Assessed Market Valuation Factor.

### 5. Police Protection Unit

The Northern York County Regional Police Department uses a "police protection unit" concept in determining cost shares 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 services it receives. Each municipality determines, in advance of the budget year, how many units of ten-hours-a-week it desires in the coming year. A separation of administrative costs from direct service costs occurs in the Northern York Regional Police cost assessment method. In reality, each community pays a percentage share equal to the proportional share of the total units purchased.

With all of the above methods of cost distribution, the main point that must be kept in mind is that the level of service is commensurate to the percent of budget being paid by each municipality. In

other words, a regional police department with a complement of 10 sworn officers could ostensibly provide 1,760 hours of police service per officer or 17,600 hours annually. (10 officers x 1,760 hours = 17,600)

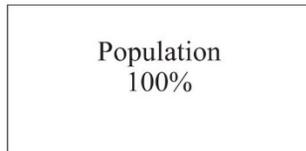
If community “X” pays 10% of the regional police budget, it would be entitled to receive 10% of the department’s services, or 3,528 hours of service annually.

If community “Y” pays 50% of the regional police budget, that community will be paying five times the amount as community “X”, and therefore, it is entitled to five times the hours of service, or 17,640 hours of annual service.

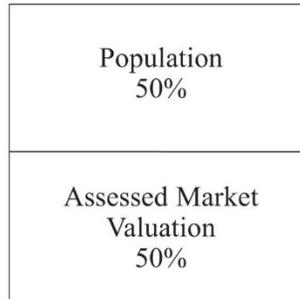
Community “Y” with 17,640 hours of service would have an officer in their community at all times, while community “X” with 3,528 hours of police service for their year would not. In essence, each community should receive the amount of service for which it pays. Please refer to the next page for the accompanying graphics for the previously mentioned methods of cost distribution.

### Example Plans for Cost Distribution

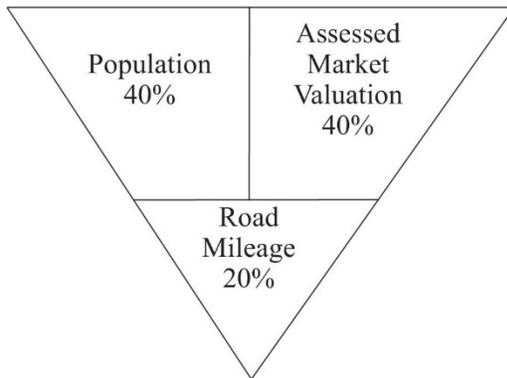
**Plan A**



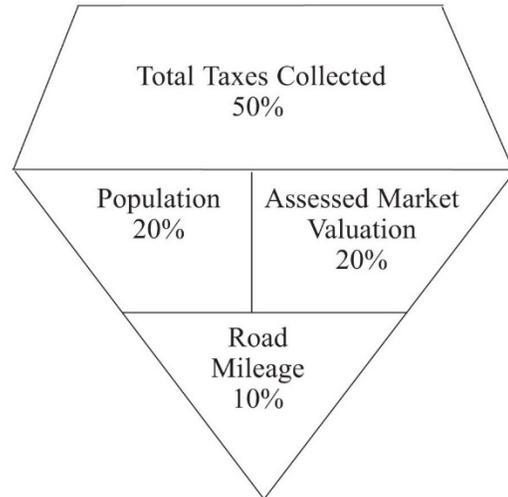
**Plan B**



**Plan C**



**Plan D**



**COST DISTRIBUTION PLAN B - APPLIED TO THREE EXAMPLE COMMUNITIES**

Community	(1) Population	(2) Percent of Total	(3) Times 50%	(4) Market Value Property	(5) Percent of Total	(6) Times 50%	(7) Total % Share Columns 3 & 6	(8) Cost Share of Total Budget
A	19,500	57.02	28.51	\$22,500,000	54.09	27.04	55.55	\$680,592
B	4,500	13.16	6.58	4,200,000	10.09	5.05	11.63	\$142,490
C	10,200	29.82	14.91	14,900,000	35.82	17.91	32.82	\$402,107
Totals	34,200	100.00	50.00	\$41,600,000	100.00	50.00	100.00	\$1,225,188

The following charts demonstrate cost distribution based on three of those formulas. They are:

- Chart 9: Cost Distribution based on 50% population and 50% road miles
- Chart 10: Cost Distribution based on 50% population and 50% assessed value
- Chart 11: Cost Distribution based on 33% population, 33% road miles and 33% assessed value

**CHART 6**  
**ALLEGHENY COUNTY REGIONAL POLICE STUDY**  
**COST DISTRIBUTION BASED ON 50% POPULATION AND 50% ROAD MILES**

Municipality	Population	Percent of Total	Times 0.50	Road Miles	Percent of Total	Times 0.50	Average Percentage	Cost using Proposed Budget
East Pittsburgh	1,763	14.88%	7.44%	7.53	13.14%	6.57%	14.01%	\$215,315.81
North Braddock	4,696	39.64%	19.82%	26.61	46.43%	23.22%	43.04%	\$664,456.71
Rankin Borough	2,041	17.23%	8.61%	5.71	9.96%	4.98%	13.60%	\$209,915.03
Whitaker Borough	1,233	10.41%	5.20%	5.99	10.45%	5.237%	10.43%	\$161,034.65
Braddock Borough	2,114	17.84%	8.92%	11.47	20.01%	10.01%	18.93%	\$292,261.81
<b>Total/Average</b>	<b>11,847</b>	<b>100%</b>	<b>50.00%</b>	<b>57.31</b>	<b>100%</b>	<b>50%</b>	<b>100.00%</b>	<b>\$1,543,984</b>

	<u>2018 Final Police Costs</u>	<u>2019 Police Budget</u>	<u>2020 REGIONAL COST</u>	<u>SAVINGS</u>
East Pittsburgh Borough	\$409,737 (2017)	\$409,737 (2017)	\$216,315.81	\$ 184,651.50
North Braddock Borough	\$562,181	\$633,187	\$664,456.71	\$ (31,269.71)
Rankin Borough	\$341,933	\$308,305	\$209,915.03	\$ 169,035.61
Whitaker Borough	\$196,394	\$237,398	\$161,034.65	\$ 76,237.40
Braddock Borough	\$313,298	\$441,230	\$292,261.81	\$152,750.65
TOTAL	\$1,823,543	\$2,101,857	\$1,543,894.00	\$557,873.00 Savings

**CHART 7**  
**ALLEGHENY COUNTY REGIONAL POLICE STUDY**  
**COST DISTRIBUTION BASED ON 50% POPULATION AND 50% ASSESSED VALUE OF PROPERTY**

Municipality	Population	Percent of Total	Times 0.50	Assessed Value	Percent of Total	Times 0.50	Average Percentage	Cost using Proposed Budget
East Pittsburgh	1,763	14.88%	7.44%	\$ 38,233,187	17.92%	\$19,116,594	16.40%	\$253,200.49
North Braddock	4,696	39.64%	19.82%	\$78,656,150	36.86%	\$39,328,075	38.25%	\$590,564.30
Rankin Borough	2,041	17.23%	8.61%	\$21,209,790	9.94%	\$10,604,895	13.58%	\$209,729.94
Whitaker Borough	1,233	10.41%	5.20%	\$30,747,545	14.41%	\$15,377,733	12.41%	\$191,582.83
Braddock Borough	2,114	17.84%	8.92%	\$44,544,761	20.87%	\$22,272,381	19.36%	\$298,906.44
<b>Total/Average</b>	<b>11,847</b>	<b>100%</b>	<b>50.00%</b>	<b>\$213,391,433</b>	<b>100%</b>	<b>\$106,695,717</b>	<b>100%</b>	<b>\$1,543,984</b>

	<u>2018 Final Police Costs</u>	<u>2019 Police Budget</u>	<u>2020 REGIONAL COST</u>	<u>SAVINGS</u>
East Pittsburgh Borough	\$409,737 (2017)	\$409,737 (2017)	\$253,200.49	\$156,536.51
North Braddock Borough	\$562,181.00	\$633,187.00	\$590,564.30	\$ 42,622.70
Rankin Borough	\$341,933.00	\$308,305.00	\$209,729.94	\$170,575.06
Whitaker Borough	\$196,394.00	\$237,398.00	\$191,582.83	\$ 45,815.17
Braddock Borough	\$313,298.00	\$441,230.00	\$298,906.44	\$142,323.56
<b>TOTAL</b>	<b>\$1,832,543.00</b>	<b>\$2,101,857.00</b>	<b>\$1,543,984.00</b>	<b>\$557,873.00</b>

**CHART 8**

**ALLEGHENY COUNTY REGIONAL POLICE STUDY**

**COST DISTRIBUTION BASED ON 33% POPULATION AND 33% ASSESSED VALUE OF PROPERTY AND 33% ROAD MILES**

Municipality	Population	Percent of Total	Times 33%	Assessed Property Value (1,000)	Percent of Total	Times 33%	Road Miles	Percent of Total	Times 33%	Average of Three
East Pittsburgh	1,763	14.88%	4.91%	\$ 38,233,187	18.00%	5.94%	7.53	13.14%	4.34%	15.4%
North Braddock	4,696	39.63%	13.08%	\$78,656,150	37.03%	13.22%	26.61	46.43%	15.32%	41.03%
Rankin Borough	2,041	17.23%	5.68%	\$ 21,209,790	9.99%	3.30%	5.71	9.96%	3.29%	12.39%
Whitaker Borough	1,233	10.41%	3.43%	\$30,747,545	14.48%	4.78%	5.99	10.45%	3.45%	11.78%
Braddock Borough	2,114	17.86%	5.89%	\$43,544,761	20.50%	6.77%	11.47	20.01%	6.60%	19.46%
<b>Total/Average</b>	<b>11,847</b>	<b>100%</b>	<b>33.00%</b>	<b>\$ 212,391,761</b>	<b>100%</b>	<b>33.00%</b>	<b>57.31</b>	<b>100%</b>	<b>33.00%</b>	<b>100%</b>

	<u>2018 Final Police Costs</u>	<u>2019 Police Budget</u>	<u>2020 REGIONAL COST</u>	<u>SAVINGS</u>
East Pittsburgh Borough	\$407,737 (2017)	\$409,737 (2017)	\$236,843.26	\$172,893.74
North Braddock Borough	\$562,181.00	\$633,187.00	\$633,534.22	\$ (347.22)
Rankin Borough	\$341,933.00	\$380,305.00	\$191,323.39	\$188,981.61
Whitaker Borough	\$196,394.00	\$237,398.00	\$181,854.03	\$ 55,543.97
Braddock Borough	\$313,298.00	\$441,230.00	\$300,429.09	\$140,800.91
TOTAL	\$1,823,543.00	\$2,101,857.00	\$1,543,984.00	\$557,873.00

## CONCLUSION AND RECOMMENDATIONS

At the initiation of this study the Consultant met with representatives of all the participating communities. There were a number of individuals that were concerned with the cost of providing police services. They were genuinely concerned that their community would not be able to afford their share. These concerns were reinforced as the Consultant visited and rode with representatives of each community to become more familiar with the area.

Although there are advantages to regionalizing police departments, the one most sought by the participating municipalities is a reduction in costs. Those cost reductions must be spread across the board so that each community gains some financial relief.

Three charts were drafted distributing costs in different ways. Regrettably, every option shows one community experiencing increased costs. Chart 6 shows significant cost increase to East Pittsburgh. Chart 7 & 8 show North Braddock will have minor increases in costs. Since North Braddock is the community that is recommended to house the police facility, an opportunity arises for additional scrutiny of these costs and distribution among the other four communities to affect a reduction in costs for North Braddock.

Out of the participating municipalities the North Braddock Police Department has the available space to house the regional department. Determining the square footage cost of space in North Braddock was impossible. The Consultant called numerous realtors to gain a perspective on cost. None of the companies contacted would provide a cost per square foot in North Braddock. The Consultant contacted the Turtle Creek Cog for assistance, and they were unable to obtain a definitive cost per square foot.

North Braddock occupies 5,824 square feet of the municipal building, including an indoor range. At \$18 per square foot it comes to \$104,832. Based on providing approximately 375 sq. foot of space per officer, the space requirement would be 4,500 square feet. At \$18 per square foot the cost is now \$81,000.

Since an actual cost per square foot is unavailable the actual cost per square foot is probably lower than \$18 per sq. foot. At \$14 per square foot the cost would be \$63,000. Utilizing the \$63,000 figure in Charts 7 & 8 results in North Braddock realizing a savings of \$10,133 and \$14,490 in Charts 7 & 8 respectively.

Regionalizing the five police department will result in the following major improvements in the delivery of police services:

1. The ability to establish a uniform and consistent police enforcement program throughout the participating municipalities.
2. The ability to provide more efficient and effective police service by eliminating the duplication of services.

3. The ability to provide 24-hours 365-days a year police service (with full-time personnel).

The following facts regarding the consolidation of police departments reinforce our recommendation for consolidation of the five municipalities in Allegheny County into a regional police department.

1. The National Advisory Commission on Criminal Justice Standards and Goals notes in Standard 5.2 that every state and local government and every police agency should provide police services by the most effective and efficient organizational means available to it. It also notes that, at a minimum, police agencies that employ less than ten (10) sworn employees should consolidate for improved efficiency and effectiveness.
2. Pennsylvania adopted in its Pennsylvania Police Standards for the Improvement of Police Services, Standard 6.4 which notes that where appropriate to do so, police departments should consolidate to improve efficiency or effectiveness, but in no case should an arbitrary limit on agency size be imposed, and in no case should individual agency members lose salary or status as a result of such consolidation.
3. The Pennsylvania Crime Commission in its annual report notes that Pennsylvania has over a thousand individual police departments. There is no other state in the nation, which comes even close to Pennsylvania's number of local police units. Over 60 percent of Pennsylvania full-time police departments have less than five (5) officers. Small agencies lack officers to provide adequate continuous patrol and an ability to provide a full range of police services. A consolidated force eliminates duplication, better utilizes resources, provides better training, and is better able to respond to area-wide problems.
4. A study titled "*A Review of the Northern York County Regional Police Department*", completed in 1989 by the Pennsylvania Department of Community Affairs, and concluded that the regional police department was providing a higher level of service at a significantly lower cost by using less personnel and resources. (Reference DCA Bi-Monthly Publication Volume 2- No. 3, August 1989). This fact was recently affirmed through another DCA study conducted using data from 1996.

We commend the elected officials from the participating municipalities for looking into the possibility of consolidating police services. We know that intergovernmental cooperation in municipal policing is probably more difficult to achieve than in any other municipal service.

The President's Commission Law Enforcement Administration of Justice Task Force Report on police states that:

"The political and social pressures linked to the desire for local self-government offers the most significant barrier to the coordination and consolidation of police services".

Internal opposition has occurred with nearly every major change in policing since the turn of the century. Today, police academy training, civil service merit systems for hiring and promotions, and telecommunications systems that dispatch police for whole counties are taken for granted as indispensable to a modern police force, but each of these innovations was accepted only after a hard-

fought battle.

The “Implementation Chart” is included only for consideration of a new regional police department. It serves no purpose if the communities decide to join the existing regional police department.

## REGIONAL POLICE IMPLEMENTATION FLOW CHART

DATE:  
Recommendations Presented to  
the Participating Municipalities

One Municipality Rejects  
Recommendations  
No Further Action Needed

DATE:  
The Five municipalities  
Accept Recommendations

DATE:  
Governing Bodies Applies for SMS  
Grant and/or a Regional Policing Grant

DATE:  
Governing Bodies Appoint  
Regional Police Commission

DATE:  
Police Commission Prepares a Plan for  
Implementation - Minimum  
Requirements Listed on Pages F-1, F-2,  
and F-3 of "Regional Police Services in  
Pennsylvania"

Governing Bodies Reject Plan  
No Further Action Needed

DATE:  
Governing Bodies Accept Plan

DATE:  
Solicitor Reviews and Approves  
Agreement

DATE  
Police Agency Begins Operations

COMMENT: While this implementation process may also seem overwhelming to some, please keep in mind that technical assistance and guidance provided by the GCLGS will assist the regional police study committee in developing all aspects of implementation.

## **MUNICIPAL ASSISTANCE GRANT PROGRAM**

This grant program is administered by the Governor's Center for Local Government Services. Grant funds are usually used to finance up to 50% of the total project cost. Any group of two or more municipalities, or a body authorized to act on behalf of two or more municipalities is eligible to apply for the funds. Police eligible activities include Regional Police Departments and Municipal Police Agencies providing contractual police services or a related intergovernmental police service to another municipality. Eligible activities may include: Start-up costs for small regional police agencies, new or used equipment purchased by regional police departments or contractual police departments and the cost of police personnel that may provide police services to one or more communities. Grant applications are received year-round and grant awards are made throughout the year. For applications and program information, contact the Governor's Center for Local Government Services, Madra L. Clay, at our toll-free number 888-223-6837, or email [maclay@pa.gov](mailto:maclay@pa.gov).

## **REGIONAL POLICE ASSISTANCE GRANT PROGRAM**

This grant program is administered by the Pennsylvania Commission on Crime and Delinquency (PDDC). The purpose of this grant is to improve the delivery of public safety services through intergovernmental cooperation, by facilitating the formation of full-time, full service regional police departments.

The Articles of Agreement, between municipalities forming a regional department, must be executed in order to be eligible to apply for funding. New departments may be considered for up to three years of funding to support the police chief's salary and benefits at a maximum of 50% of the chief's salary, not to exceed \$50,000.

Continuation applications are required each year, and continued funding in years two and three is contingent upon acceptable performance in previous year(s) as well as the availability of funding. For applications and program information, contact Pennsylvania Commission on Crime and Delinquency, 717-265-8456.

## **COPS HIRING PROGRAM**

This program is a competitive solicitation, open to all state, local, and tribal law enforcement agencies with primary law enforcement authority. Funding is used to hire and re-hire entry level career law enforcement officers in order to preserve jobs, increase community policing capacities and support crime prevention efforts. Information is available at <https://cops.usdoj.gov/chp>.

## **PENNSYLVANIA LAW ENFORCEMENT ACCREDITATION PROGRAM**

The Pennsylvania Chiefs of Police Association introduced the Pennsylvania Law Enforcement Accreditation Program to the Commonwealth in July 2001. Since then, over 364 law enforcement agencies have enrolled and 116 law enforcement agencies have attained accredited status.

Accreditation is a progressive and time-proven way of helping institutions evaluate and improve their overall performance. The cornerstone of this strategy lies in the promulgation of standards containing a clear statement of professional objectives. Participating administrators then conduct a thorough analysis to determine how existing operations can be adopted to meet these objectives. When the procedures are in place, a team of independent professionals are assigned to verify that all applicable standards have been successfully implemented. The process culminates with a decision by an authoritative body that the law enforcement agency is worthy of accreditation.

The Pennsylvania Law Enforcement Accreditation Program was designed and developed by professional law enforcement executives to provide a reasonable and cost effective plan for the professionalization of law enforcement agencies within the Commonwealth. The underlying philosophy of the program is to have a user-friendly undertaking for the departments that will result in a “success” oriented outcome.

Your law enforcement peers want the program to be consistent and achievable for all types and sizes of law enforcement agencies within the Commonwealth. That perspective has been used in the development of the program and in its implementation. Regardless of the size of your agency your department can successfully undertake and complete the Pennsylvania Law Enforcement Accreditation Program of the Pennsylvania Chiefs of Police Association.

Of course there will be complex work involved, but that is true of any professional project that is worth accomplishing. However, the Commission members, the accreditation staff, and the accreditation coalition support groups in various parts of the state are in place to assist you and your personnel with the process leading to accredited status and the Commission recognition and certification.

It is the goal of the Pennsylvania Law Enforcement Accreditation Program to be affordable, Pennsylvania-specific, and user-friendly. They will continue to endeavor to accomplish those purposes for the law enforcement agencies of the Commonwealth of Pennsylvania.

The program can be broken down into three phases.

### **Phase One – Application:**

The police department and local government officials make the joint decision to pursue police accreditation. Together, you notify the accreditation staff at the Pennsylvania Chiefs of Police Association via a Letter of Intent. Staff then provides all materials to begin the accreditation process. Not only does the agency receive the manuals, but also organizational materials such as

labels for the accreditation folders and a software tracking program. A video is included to assist you in concisely explaining the program to your agency staff. A free training class is also available for newly appointed Accreditation Managers and their Chief. There is a one-time fee of \$100 to participate in the Pennsylvania Law Enforcement Accreditation Program. This payment should accompany the Letter of Intent.

### **Phase Two – Self-Assessment:**

The Accreditation Manager will begin the process internally by performing a self-assessment of the agency. This begins as an exercise in comparison. The Accreditation Manager will compare how the current policies comply with the program's 123 standards. Most agencies will discover that they are closer to compliance than anticipated.

When the agency has completed the self-assessment phase, it will want to host a mock-assessment. This is a final review to ensure a smooth assessment in phase Three. Staff is available throughout the process, offering support and guidance to ensure every agency's success. In addition, several localized coalitions have been formed by Accreditation Managers to assist one another. There is also a state coalition that can be very helpful.

### **Phase Three – Formal Assessment:**

The final phase of the accreditation process is the Commission assessment. Trained assessors will do an on-site, two day review of agency files ensuring compliance with all standards. Please note that the assessment is a success oriented process.

Your accredited status will remain valid for a three years period. With accredited status, your agency may experience insurance savings; stronger community relations; and increased employee input, interaction and confidence in the agency.

For program information contact Pennsylvania Accreditation Coordinator, Pennsylvania Chiefs of Police Association, 3905 N. Front Street, Harrisburg, PA 17110, telephone 717-236-1059.