

BERKS COUNTY PENNSYLVANIA POLICING STUDY



**GOVERNMENT OF
THE COUNTY OF BERKS
PENNSYLVANIA**

FINAL REPORT

July 2009



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Major Findings

The Berks County Board of Commissioners contracted with the Police Executive Research Forum (PERF) to examine the police organizations currently operating in Berks County and provide alternatives, including a countywide option, for delivering police services to the community. There are now 35 municipal police agencies in Berks County, five of which provide police services to nearby jurisdictions on a contractual basis. Three regional departments provide service to eight jurisdictions and two municipalities contract police service from departments outside Berks County. The Reading and Hamburg stations of the Pennsylvania State Police (PSP) provide police service for the remaining municipalities throughout the county as well as those that do not provide 24-hour coverage by their own department. Additional services are provided by Berks County District Attorney's Office detectives, the Berks County Sheriff's Department, and the Berks County Department of Emergency Services, which is responsible for the police dispatch function in most municipalities.

An analysis of current departments throughout the county revealed a wide variety of organizations that vary in size and capabilities. The largest department – Reading – is a full-service agency with a staff of approximately 200. There are 18 agencies made up of less than ten sworn officers. These departments provide primarily patrol service. For many of the smaller agencies investigative and other specialized services are provided by either the State Police or the Berks County District Attorney's Office. To maintain minimum staffing levels, sixteen departments employ part-time officers. PERF used one year's data of calls for service and 2008 Pennsylvania Uniform Crime Report information to determine staffing levels for each of the proposed consolidated agencies.

A large range of salaries and benefits exist among the county's police departments. There is nearly a \$25,000 difference in starting pay for officers. The cost per resident for current police services ranges from a low of \$33 to a high of \$465. Two Fraternal Order of Police organizations represent all municipal sworn personnel in the county. Pennsylvania legislation regulates salary and benefits for police when consolidation or regionalization of agencies occurs.

As an example, retirement benefits can not be decreased and an individual's salary must remain the same regardless of their new position or rank in a merged or consolidated department.

PERF developed five options for mergers and consolidations. Each scenario includes jurisdiction and population served; staffing levels; organizational structure; first year estimated budget; startup cost; and facility needs. Below is a summary of each option:

- **County-Wide Police Department** – One police department that would serve the entire Berks County with a staff of 792 sworn officers and 38 civilians. An all inclusive budget for the agency is estimated at \$99,090,756 for a service population of 403,595 at a cost of \$245.53 per resident.
- **“Ring” Approach** – Under this configuration, the Reading Police Department remains as it currently operates. The remaining 37 borough and township police departments would form a single agency made up of 437 sworn officers and 29 civilians. The department's services a population of 258,638 with a budget estimated at \$55,181,839 for a per resident cost of \$213.36.
- **Two Agencies** – In this scenario, the 37 existing municipal police departments – other than Reading – that provide either full or part-time services are divided into two independent regional departments, the North Region and South Region. The North Region has a staff of 237 sworn and 14 civilian employees. The budget is estimated at \$29,950,825 for a service population of 137,398 at a cost of \$217.99 per resident. The South Region is slightly larger with a staff of 256 sworn and 14 civilian employees. The budget is estimated at \$32,221,438 for a service population of 121,240 at a cost of \$265.77 per resident.

- **Metro Plan** - Thirteen police departments that make up the central urban-suburban core of Berks County, including Reading, would form a single Metropolitan Police Department with a staff of 434 sworn officers and 73 civilians. The budget for the agency is estimated at \$57,593,750 for a service population of 207,578 for a cost per resident of \$221.81.
- **Regional Departments** - The existing municipal police departments – with the exception of Reading – would be reorganized into ten different, independent regional departments made up of between two and six existing agencies. There would be no requirement that any particular number of these mergers would need to occur. Departments were consolidated based upon several factors including: contiguous boundaries, geography, maintaining the organization of current regional agencies, crime and disorder problems, and response times. Staffing ranges from a high of 85 in Region 3 to a low of 13 in Region 2. The service populations vary from 44,035 in Region 5 to 7,989 in Region 2. The cost per resident fluctuates from \$307.30 in Region 7 to \$129.73 in Region 9.

Introduction

The Berks County Board of Commissioners contracted with the Police Executive Research Forum (PERF) to examine the police organizations currently operating in Berks County in order to determine whether significant cost savings can be realized while maintaining a high level of effectiveness by increased sharing of services and/or merging the local departments into one or more consolidated agencies. PERF was asked to consider a single county-wide agency structure as one alternative, along with other options, such as consolidating smaller groups of departments according to proximity and the need to maintain an ability to address local concerns. In order to accomplish this objective, PERF identified a number of tasks to be undertaken in order to fully understand the potential benefits and challenges if the county's various police departments were to consolidate resources and provide law enforcement services through one of several consolidation approaches.

Critical to PERF's ability to complete the Berks County Policing Study was the need to collect data on police services from the county's existing 35 municipal and three regional police departments, the Pennsylvania State Police, the Berks County Sheriff's Department, the Berks County District Attorney's Office and the Berks County Department of Emergency Services. Requests were made for crime and workload data; written policies, procedures and directives; calls for service information; memoranda of understanding; and bargaining agreements.

PERF agreed to conduct site visits to 25 municipalities to talk with elected officials, municipal administrators, and, in the jurisdictions that have police departments, police chiefs and officers. All three Berks County Commissioners were interviewed as part of the study, and each provided valuable input on identifying which municipalities PERF should visit. Because resources constraints prevented site visits of every police department and municipality in the county, it was important that the 25 selected be representative of the county: large departments, small departments, regional agencies, and municipalities relying exclusively on the Pennsylvania State

Police for service; inclusion of all geographic areas in the county; and urban, rural and suburban areas. Based upon input from the Berks County Commissioners, police leaders, and PERF's own expertise, a slightly larger group of 28 jurisdictions for site visits was chosen. (In addition, a phone interview with a representative of the Hereford Township Board of Supervisors was conducted.)

1. Amity Township
2. Berks County District Attorney's Office
3. Berks County Sheriff's Department
4. Berks-Lehigh Regional Police
5. Bern Township
6. Bethel Township
7. Birdsboro Borough
8. Boyertown Borough
9. Brecknock Township
10. Central Berks Regional Police
11. Cumru Township
12. Douglass Township
13. Earl Township
14. Exeter Township
15. Hamburg Borough
16. Kenhorst Borough
17. Kutztown Borough
18. Maiden creek Township
19. Muhlenberg Township
20. Reading City
21. Shoemakersville Borough
22. Spring Township
23. Tulpehocken Township
24. Union Township
25. West Reading Borough
26. Womelsdorf Borough
27. Wyomissing Borough
28. Pennsylvania State Police

In order to further understand the present-day organizations, staffing and services of the police agencies in Berks County, PERF developed a Police Service Survey instrument. (PERF modeled this survey on a law enforcement questionnaire previously used by the Pennsylvania state government, in order to provide a format that would be familiar to Berks County law enforcement agencies.) Surveys were sent to all 40 municipal, regional, county and state police agencies in Berks County (but not to departments providing service exclusively on a college or

university campus). All but five agencies returned a survey. PERF was able to get some information on non-respondents through open source materials.

Members of Berks County's communities were also provided opportunities for input into PERF's study of policing. Two public forums open to anyone were advertised and held at different parts of the county; a focus group meeting of service providers who work with the police was conducted; and the Berks County Government website provided a direct link at "policestudy@countyofberks.com" where any member of the community could submit comments on the police study. In addition, representatives of the county's two Pennsylvania Fraternal Order of Police organizations were interviewed: FOP Lodge 9, which represents Reading police officers, and FOP, Berks Lodge 71, which represents municipal police officers in Berks County other than the City of Reading and Berks County Sheriff's deputies.

After gaining available information from a wide variety of sources as described above, PERF used the following steps to analyze the information in order to develop different geographic and regional scenarios for providing police service in Berks County:

1. Examination of each police agency in the county to inventory its resources (personnel, facilities, vehicles, and equipment) and to identify the functions it currently performs to meet the needs of its citizens.
2. Review of the methods and staffing systems employed by the local departments to complete necessary non-patrol functions. This includes investigations, traffic, and administrative functions such as personnel and training.
3. Analysis of cooperative agreements between police departments, and identification of services provided to various departments from external agencies (e.g. central booking, investigative support, arrestee/prisoner transportation).

4. Evaluation of each department's organizational structure, including the number of managers and supervisors at every level and function, and the number of line employees assigned to each unit and the nature of work performed in each unit.
5. Review of current patrol staffing and workload data for each police department.
6. For each consolidation strategy proposed, calculation of the total staffing needs and the most appropriate approach to gain maximum use from facilities and equipment.
7. Analysis of current budgets, with a particular focus on operating expenses.
Determination of the total current cost of providing law enforcement services throughout Berks County.

Berks County Community Perspective

One focus group and two public forums were held with members of the community to gain perspectives on the consolidation of the police departments in Berks County. PERF team members facilitated these meetings to discuss concerns and identify issues important to the public. Finally, telephone interviews were also conducted with members of the Berks County Mental Health/Mental Retardation Program, due to their unique role in working with the police departments throughout Berks County.

Public Forums

The first public forum was held at the Fleetwood High School on Tuesday, March 10, 2009 from 6:30 p.m. to 8:00 p.m. A total of 36 representatives from the community were in attendance. Attendees also included local officials and members of local law enforcement agencies and the District Attorney's Office.

The views of the participants regarding regionalization generally revolved around community oriented policing, response times, specialized units and the cost-effectiveness of services. Several participants were concerned that they would not receive the current level of community

oriented policing if they were serviced by a larger department. Since most residents live in relatively small communities, they know the officer who is responsible for their neighborhood, and are fearful of losing the personal relationship that they hold with their local police department. Many community members were also concerned that since the problems in their jurisdiction do not require the level of service as other areas, such as Reading, tax increases would only benefit areas with higher crime rates. The participants also noted that a larger department may place priorities on larger crime issues, which would be problematic for municipalities that focus on smaller issues in order to prevent more serious crime.

Community members who supported the regionalization of police services said that jurisdictions that rely on the State Police for services have encountered long response times. Participants also speculated that specialized police services might be another positive aspect of regionalization. Participants noted that regionalization would also increase the sharing of information, equipment, and technology, which would benefit the smaller departments that currently have only limited access to these services.

Community members were interested in the process and timeline for regionalizing services. They were also concerned about whether they would be forced into regionalization, or if the decision would be voluntary. Participants proposed that municipalities should have the ability to share comments and concerns prior to finalization of the report.

The second public forum was held in the County Services Center on Thursday, March 12, 2009 from 6:30 p.m. to 8:00 p.m. A total of 32 representatives from the community participated. As with the first forum, attendees also included local officials and members of local law enforcement agencies as well as the District Attorney's Office.

Most of the discussion at the second forum revolved around the politics of creating a regionalized police force, and the challenges of implementing community policing. Some participants were concerned that regionalization would be difficult to execute, because most residents identify with their borough or township, rather than the county as a whole. Due to their local autonomy, they are generally not concerned with other areas' policing issues. Some

attendees were also worried that they would have to deal with more bureaucracy within a larger department. Some noted that elected officials would need to support regionalization before any changes could move forward, and that elected officials generally respond to the needs of their constituents. As in the first public forum, attendees were concerned that regionalization would hinder community policing. Residents said they currently know officers on a first-name basis and have participated in several anti-crime programs, such as Neighborhood Crime Watch and National Night Out. The community members also perceived a larger agency as causing longer response times, since the department would be farther away.

Participants cited current joint operations by police agencies as a basis for supporting regionalization. Some agencies have Memorandums of Understanding with other departments, which have significantly helped with investigations. Police departments often cooperate with each other when one has a need that the other can assist with. Some participants expressed the view that county-wide detectives would be beneficial to all municipalities. As with the first community forum, participants noted that regionalization would provide specialized training that many of the smaller agencies do not have. The District Attorney's office has successfully assigned officers to specialized units that work with each other regardless of municipal boundaries. A prison Special Operations Group (SOG) team also has been created, and has been sharing resources with local departments. Additionally, the community members agreed that 24-hour coverage would be valuable to agencies that currently rely on the state police for calls for service that occur after hours.

Due to the current downturn in the economy, community members were concerned with the balance of cost and coverage. Some participants said they would rather keep tax money at the local level than give it to the county to be allocated. However, one participant noted that when Wyomissing and Wyomissing Hills consolidated, they were able to reduce the number of staff members while increasing services.

Focus Group Meeting

A focus group was held at the Office of the Commissioners on Thursday, March 12, 2009 from 12:00 p.m. to 1:45 p.m. This session provided an opportunity to conduct a more probing

interview with community members. Ten participants representing community-based agencies voluntarily participated at the invitation of the Board of Commissioners:

- Christine Gilfillan, Prevention Education Director, Berks Women in Crisis
- George Vogel, Executive Director, Council on Chemical Abuse
- Lisa Siciliano, Deputy Court Administrator – Family Division
- Scott Rehr, Executive Director, Berks Connections/ Pretrial Services (the county pretrial services agency)
- Gail Landis, Greater Reading Chamber of Commerce
- George Kovarie, Executive Director, Berks County Children and Youth Services
- Tina Steif, Years of Tears
- Rev. Calvin Kurtz, Executive Director, Reading-Berks Conference of Churches
- Modesto Fiume, President, Opportunity House
- David Reyher, Executive Director, Easy Does It, Inc.

A telephone conference call was also conducted with members of the Berks County Mental Health/Mental Retardation Program (BCMHRP) to solicit their input and experience in working with the various Berks County police departments.

Members of the focus group and BCMHRP indicated they and their staffs work with law enforcement as part of their organizational responsibilities. They felt that while the police are supportive, they are often not adequately trained for the specialized services needed. Due to confidentiality rules, the participants are not always able to cooperate with the police on certain cases, which can create tension between the local departments and community organizations.

Focus group participants cited the following reasons in support of regionalization:

1) Workload

- Many police departments are perceived to be very busy, and regionalization would allocate the workload among a greater number of officers.
- Often investigators have multiple roles in the department and are not able to follow up in a timely manner.
- Communities that rely on the State Police often encounter long response times.

2) Resource Sharing

- Greater resource sharing among departments and county police would be possible. Currently, many agencies do not have resources or experience to conduct high-quality investigations.
- Regionalization could help eliminate what was called the “three-tier” system, in which cities have the most resources, townships have lesser capabilities, and rural areas have the least.
- Many departments are not open 24 hours a day, so information may not get to the responding agency in time. With regionalization, there could be a records office to keep all of the information available whenever it is needed.

3) Training

- Regionalization could help ensure that officers have specialized training to deal with certain situations (such as domestic violence). One participant said that a recent crime scene investigation of two homicides had been jeopardized because the officers did not have proper training.
- Departments may be prevented from providing training about “hot topics” because the training agenda and the funding stream are established a year in advance.

Regionalization could result in encouraging officers from different department to more readily assist each other.

As with the community forums, some of the focus group participants were concerned that regionalization would eliminate the close relationship that many neighborhoods have with their local police. They suggested that instead of a full regionalization, some departments should be centralized, while others should remain independent. They also noted that while many jurisdictions would not want to increase taxes, public safety is their first priority and they might be willing to make an exception if they thought safety would be substantially improved.

Berks County Governance

Berks County is designated as a Class 3 county within Pennsylvania based upon its population of approximately 403,000. A population of 210,000 to 499,999 is required for this classification. The county is separated into municipalities, which are incorporated as cities, boroughs, or townships. Berks County contains a single city, 29 boroughs and 44 townships.

Reading is the sole city within the county. In 1996, the city changed from a commission form of government to a strong mayor/council system with a home rule charter.

Most boroughs are governed by a mayor/council government, and while the mayor has relatively few powers, one important function is oversight of the police department. The council president is appointed and borough council members have broad oversight and appointing authority. A few boroughs in Pennsylvania have replaced the mayor/council form of government with a council/manager system in which a borough manager oversees the day-to-day operation of the municipality under the general guidance of the council. A borough must comply with civil service processes as outlined in the borough code.

Boroughs

- Adamstown Borough
- Bally Borough
- Bechtelsville Borough
- Bernville Borough
- Birdsboro Borough
- Boyertown Borough
- Centerport Borough
- Fleetwood Borough
- Hamburg Borough
- Kenhorst Borough
- Kutztown Borough
- Laureldale Borough
- Leesport Borough
- Lenhartsville Borough
- Lyons Borough
- Mohnton Borough
- Mount Penn Borough
- New Morgan Borough
- Robesonia Borough
- St. Lawrence Borough
- Shillington Borough
- Shoemakersville Borough
- Sinking Spring Borough
- Strausstown Borough
- Topton Borough
- Wernersville Borough
- West Reading Borough
- Womelsdorf Borough
- Wyomissing Borough

Townships are divided into Class 1 or Class 2 based upon their population. To become a first class township, townships of the second class must have a population density of 300 inhabitants per square mile and voters must approve the change of classification in a referendum. However, some townships have chosen to remain second class townships even though they meet the population density requirements to become first class townships.¹

¹”Pennsylvania Local Government” Commonwealth of Pennsylvania.
http://www.portal.state.pa.us/portal/server.pt/gateway/PTARGS_0_71264_0_0_18/. Retrieved on 2009-07-03.

"Class 1 Townships are overseen by a board made up of five to nine elected commissioners who serve a six-year term. Class 2 Townships are governed by a board of three to five elected supervisors, also serving a six-year term. Class 1 Townships must comply with civil service requirements, but Class 2 Townships do not.

Townships

- Albany Township **
- Alsace Township **
- Amity Township **
- Bern Township **
- Bethel Township **
- Brecknock Township **
- Caernarvon Township **
- Centre Township **
- Colebrookdale Township *
- Cumru Township *
- District Township **
- Douglass Township **
- Earl Township **
- Exeter Township **
- Greenwich Township **
- Heidelberg Township **
- Hereford Township **
- Jefferson Township **
- Longswamp Township **
- Lower Alsace Township **
- Lower Heidelberg Township **
- Maiden creek Township **
- Marion Township **
- Maxatawny Township **
- Muhlenberg Township *
- North Heidelberg Township **
- Oley Township **
- Ontelaunee Township **
- Penn Township **
- Perry Township **
- Pike Township **
- Richmond Township **
- Robeson Township **
- Rockland Township **
- Ruscombmanor Township **
- South Heidelberg Township **
- Spring Township **
- Tilden Township **
- Tulpehocken Township **
- Union Township **
- Upper Bern Township **
- Upper Tulpehocken Township **
- Washington Township **
- Windsor Township **

* Class 1 Township
 ** Class 2 Township

General Demographics

Berks County is located in southeastern Pennsylvania with an estimated population of 403,595 ², according to the 2008 U.S. Census estimate. From 2001 to 2008, the county population increased 8%. The Berks County Planning Commission (BCPC) in 2003 estimated the county population would grow to 421,304 in 2020. The land mass is 858.88 square miles. The largest city is Reading, with an estimated population of 81,000 in 10 square miles.

The service population, square miles, and type of government reported to PERF for the City of Reading, townships, boroughs or policing jurisdiction is listed below. Some additional data was obtained from the U.S. Census Bureau.

Berks County Entities that Provide Police Service

Agency	Service Population	Square miles	Type of government
Amity Twp	11,431	19	2nd class township
Bally Borough	1,105	1	Borough
Berks Lehigh Regional Police Dept.	19,000	52	Regional police
Bern Twp	7,115	26	2nd class township
Bernville Borough	884	0.9	Borough
Bethel Twp	4,496	42	2nd class township
Birdsboro Borough	5,206	1.2	Borough
Boyertown Borough	3,958	0.8	Borough
Brecknock Township	4,874	17.8	2nd class township
Caernarvon Twp	3,425	9	2nd class township
Central Berks Regional Police Dept.	7,766	36	Regional police
Colebrookdale Twp	5,453	14.3	1st class township
Cumru Twp	14,789	23	1st class township
Douglass Twp	3,517	13	2nd class township
Exeter Twp	24,776	28	2nd class township
Fleetwood Borough	4,028	30	Borough
Hamburg Borough	4,197	2.3	Borough
Heidelberg Twp	1,756	13.9	2nd class township
Kutztown Borough	5,038	4.1	Borough
Laurendale Borough	3,780	0.8	Borough
Lower Heidelberg Twp	5,130	15	2nd class township
Mohnton Borough	3,093	0.0	Borough
Muhlenberg Twp	18,085	12	1st class township

² 2008 population estimates were available for the county of Berks but not available for individual municipalities, so 2006 data were used. The total estimated 2006 population is estimated at 401,149. PERF chose to use the more recent population estimate of 403,595 for county wide calculations made in this report.

Northern Berks Regional Police Dept.	9,812	25.1	Regional police
Oley Twp	3,661	24.2	2nd class township
Pennsylvania State Police*	83,508	---	State
Reading	81,183	10	City
Robeson Twp	7,513	36.6	2nd class township
Robeson Borough	2,070	1	Borough
Shillington Borough	5,049	1	Borough
Sinking Spring Borough	3,504	1.5	Borough
South Heidelberg Twp	6,924	13.7	2nd class township
Spring Twp	26,349	18.2	2nd class township
Tilden Twp	3,792	18	2nd class township
Tulpehocken Twp	5,556	37.8	2nd class township
Wernersville Borough	2,458	0.75	Borough
West Reading Borough	4,091	1.1	Borough
Womelsdorf Borough	2,794	0.9	Borough
Wyomissing Borough	10,456	6	Borough

* Service population served by PSP

According to the U.S. Census Bureau, the population of Berks County is made up of 50.8% females; 14.1% of the entire population is 65 years of age and over; 23.8% are under 18 years old; and 6.5% are under 5 years old. Whites represent the majority of the population with 92.2%, while blacks represent 5.1%, American Indian and Alaska Natives 0.2%, Asians 1.3%, and Native Hawaiian and Other Pacific Islanders 0.1%. Hispanic or Latino origin represents 13.3%.³

The U.S. Census Bureau reported that high school graduates in Berks County as a percentage of those 25 years of age and older represent 78% of the population, while Bachelor's degree recipients or higher represent 18.5%. Nearly 15% of those five years or older have a disability. The median household income is \$52,620. According to the census, 11.1% of the county's population lives below the poverty level.

The Pennsylvania Department of Labor and Industry reported in June 2009 that manufacturing, health care and social services, retail trade, and local government were the major employers in Berks County.

³ Percentage equals more than 100 per cent as "Hispanics" are also included in the "White" population figure.

The U.S. Census Bureau also reported that 74% of the population own their own home and 61.1% have lived in the same house for 5 years or more. The median value of owner-occupied housing is \$104,900.

Berks County Law Enforcement Agencies

Police service in Berks County is currently being performed by state, county and municipal police departments. There are 35 stand-alone municipal police agencies, five of which provide police services to eight nearby jurisdictions on a contractual basis. There are three regional departments providing service to eight boroughs and townships in the county, and there are two municipalities that contract for police service from jurisdictions outside Berks County. The Reading and Hamburg stations of the Pennsylvania State Police provide police service for the remaining municipalities throughout the county as well as those that do not provide 24-hour coverage by their own department. Additional police services are provided by Berks County District Attorney's Office detectives, the Berks County Sheriff's Department, and the Berks County Department of Emergency Services, which is responsible for the police dispatch function in most municipalities.

Municipal Police Departments

Berks County Municipalities that have their own police departments include:

Amity Township, Bally, Bern Township, Bernville, Bethel Township, Birdsboro, Boyertown, Brecknock Township, Caernarvon Township, Colebrookdale Township, Cumru Township, Douglass Township, Exeter Township, Fleetwood, Hamburg, Heidelberg Township, Kutztown, Laureldale, Lower Heidelberg, Mohnton, Muhlenberg Township, Oley Township, Reading, Robeson Township, Robesonia, Shillington, Sinking Spring, South Heidelberg, Spring Township, Tilden Township, Tulpehocken Township, Wernersville, West Reading, Womelsdorf and Wyomissing.

Contract Police Services

There are currently seven examples of municipal departments providing police service on a contractual basis to another municipality:

- The Fleetwood Police Department provides contract police service for Richmond Township;
- The Tulpehocken Township Police Department provides contract police service for Strausstown Borough and Marion Township;
- The Cumru Township Police Department provides contract police service for Kenhorst Borough;
- The Exeter Township Police Department provides contract police service for St. Lawrence Borough;
- The Colebrookdale Township Police Department provides contract police service for Bechtelsville Borough; and
- Earl Township is one of two municipalities in Berks County that contracts for police service from a department outside the county. The New Holland Borough Police Department in Lancaster County provides police service for Earl Township. The second municipality is Adamstown Borough which contracts for police service from the East Cocalico Township Police Department in Lancaster County.

Regional Police Departments

Three regional approaches to policing now exist in Berks County: Berks-Lehigh, Central Berks, and Northern Berks Regional Police Departments. Berks-Lehigh provides policing for Maxatawny Township, Topton and Lyons Boroughs, and Upper Macungie Township (which is located in Lehigh County). Central Berks Regional Police provides coverage for Mount Penn Borough and Lower Alsace Township. The third regional agency, Northern Berks Regional Police, provides police service in Leesport Borough along with Maiden creek and Onteluanee Townships.

The Berks County District Attorney's Office

The Berks County District Attorney's Office is an active partner with the county's law enforcement agencies. In addition to prosecutorial duties, the DA's Office works in collaboration with police agencies and provides investigative support through the Berks County Detectives (BCD), who are directly responsible to the Berks County District Attorney and have countywide jurisdiction. The Berks County Detectives work closely with police officers

throughout the county as well as with the Pennsylvania State Police and various federal authorities. The BCD provides investigative support to the departments that do not have the expertise or resources to handle more complicated or protracted investigations. The DA has also committed drug forfeiture funds to provide those departments with equipment and training that they may not be able to obtain through their normal budgetary processes.

The BCD is divided into two sections, the Criminal Investigation Section and Narcotics Section. The Criminal Investigations Section's primary function is to assist local law enforcement to investigate crimes when they lack high-level expertise and specialized equipment. In addition, the Criminal Investigations Section routinely assists state and federal agencies with investigations in Berks County. The section is organized by areas of responsibility, which are:

- Forensic Services,
- Automated Fingerprint Identification System,
- Computer Forensics,
- Crash Reconstruction (supplemented by ten trained officers from other agencies within the county),
- Financial Crimes/Elderly Abuse Investigation,
- Child Abuse Investigation,
- Auto Theft/Major Crime (a BCD detective works with auto theft peers from Reading PD and Muhlenberg Township Police, and all assist Pennsylvania State Police troopers to investigate auto theft in and around Berks County),
- Homeland Security/Major Crime (a federally sworn member of the FBI Joint Terrorism Task Force operating out of the Allentown Office),
- Forfeiture-Bingo-Tobacco Enforcement, and
- Property/Bad Checks.

The Narcotics Section is the drug enforcement arm of the District Attorney's Office. This section's mission includes the investigation of narcotics trafficking, prostitution, and gambling, which is accomplished by assisting the Reading Vice Section, the state police Vice Unit, and other local county police departments with investigation of drug crimes. The Narcotics Section

also has members assigned to the DEA Task Force stationed in Allentown and the ATF Homeland Security Task Force in Reading. Detectives are trained not only in narcotics investigation but also electronic surveillance, photography, and video and physical surveillance techniques. All of the detectives are qualified as experts in the field of drug identification and investigation with the Berks County Court System, and two of the detectives are certified experts in federal courts.

The Berks County Sheriff's Department

The Berks County Sheriff's Department (BCSD) is staffed with 107 full-time employees and operates from the Berks County Courthouse. The Sheriff's Department is responsible for a multitude of duties, including court functions, civil process, central booking for the county, and criminal warrants.

The court function is responsible for transporting prisoners to and from the Berks County Prison for court appearances, and for maintaining security for the courtrooms and Sheriff's Cell Block. The BCSD transports 22,000 adult prisoners annually (10,000 criminal defendants from Berks County Prison to Court and 12,000 from the Court to Berks County Prison) as well as more than 2,500 juvenile defendants (1,500 juvenile defendants from the Youth Detention Center to Court and over 1,000 Juveniles from Court to the Youth Detention Center). Transports also include servicing defendants for the Adult and Juvenile Probation, Domestic Relations, and the District Attorney's Office.

The Civil Process Division is responsible for issuing photo IDs to all county employees as well as processing a wide variety of legal documents including: sheriff's sales, protections from abuse orders, civil complaints, tax notices, and Pennsylvania concealed firearms licenses. In all, the division receives over 10,000 documents to be processed annually and thousands of additional tax sale documents for processing and serving.

The BCSD is responsible for the Central Booking of arrestees in Berks County. The associated processes include receiving suspects taken into custody by all members of the Berks County law enforcement community; determining and documenting the identity of suspects through the most

efficient use of technology and providing data for investigative purposes as required; ensuring that suspects have no outstanding wants or warrants; arraigning suspects before the on-duty Magisterial District judge using a closed circuit television network; and transporting remanded subjects to the Berks County Prison.

The Sheriff's Department's Warrants Division is made up of two units: the Fugitive Warrant Unit and the Domestic Relations Sections Warrant Unit. The Fugitive Warrant Unit is responsible for all local, out-of-county, and out-of-state arrest, probation, and parole warrants. Deputies are crossed designated as Special Deputy U.S. Marshals to serve in a task force and conduct extraditions throughout the United States. Members of the Domestic Relations Section's Warrant Unit enforce all non-support warrants in the county.

Although sheriff deputies have limited power according to state law, some members of the Sheriff's Department have been granted expanded powers through their participation in county-wide, state or federal task forces. The department provides assistance to other county agencies in such programs as: Operation Nightlight, DUI enforcement checkpoints, tobacco compliance enforcement, and community events such as the Berks County Fair.

The Berks County Sheriff wants to continue professionalizing the department and providing further support to all law enforcement agencies in delivering police service to Berks County. Deputies are put through a 19-week training academy, which the sheriff said complies with the minimum requirements of the Municipal Police Officers' Education & Training Commission (MPOETC). The state Commission has not certified this training as a "mandatory basic training course." Under Pennsylvania law (Pennsylvania Consolidated Statutes Title 53, Municipalities Generally; Part III, Government and Administration; Subpart C Executive Departments, Officers and Employees; Chapter 21, Employees; Subchapter D, Municipal Police Education and Training; Section 2161) a "police department" is defined as:

A public agency of a political subdivision having general police powers and charged with making arrests in connection with the enforcement of the criminal or traffic laws. This paragraph includes the sheriff's office in a county of the second class.

This law excludes the Berks County Sheriff's Department, because Berks County is a third class county. Therefore a change in state legislation would be required for Berks County deputies to have general police officer powers as defined by the state's police commission.

Pennsylvania State Police

The Pennsylvania State Police (PSP) provides coverage through out the state on a geographic basis dividing the state into Areas, Troops and Stations. Each Troop is in charge of a group of counties within its Troop area. Troop L of the Pennsylvania State Police has responsibilities for providing police services in Lebanon, Schuylkill and Berks Counties. Services for Berks County are provided from the headquarters in Reading and the Hamburg Station. There are approximately 200 sworn officers and civilian employees serving the three-county area, and approximately 100 employees dedicated to Berks County.

The Reading and Hamburg Stations provide law enforcement services to the municipalities within Berks County. By state law, PSP is obligated to provide services to any municipality desiring them, including townships, boroughs, and cities, regardless of whether or not they have their own police department. According to the Reading and Hamburg stations, the Pennsylvania State police are the full-time primary police agency for the following municipalities in Berks County:

Full-Time Coverage

<u>PSP - Reading Station</u>	<u>PSP - Hamburg Station</u>
Alsace Township	Albany Township
Centerport Borough	Greenwich Township
Centre Township	Lenhartsville Borough
District Township	Perry Township
Earl Township	Shartelestown Borough
Hereford Township	Shoemakerville Borough
Jefferson Township	Tulpehocken Township
Longswamp Township	Upper Bern Township
New Morgan Borough	Windsor Township
North Heidelberg Township	
Penn Township	
Pike Township	
Rockland Township	
Ruscombmanor Township	
Union Township	
Washington Township	

The state police also supplement municipal police coverage in jurisdictions that do not provide police coverage around the clock. This coverage is primarily provided during the late night, early morning hours and/or during the weekend. According to the PSP, supplemental police services are provided for the following municipalities:

Part-Time Coverage

<u>PSP - Reading Station</u>	<u>PSP - Hamburg Station</u>
Bally Borough	Bethel Township
Bernville Borough	Frystown Borough
Douglass Township	Hamburg Borough
Heidelberg Township	Rehpersburg Borough
Marion Township	Strausstown Borough
Mohnton Borough	Tilden Township
Oley Township	Upper Tulpehocken Township
Robesonia Borough	
Wernersville Borough	
Womelsdorf Borough	

Berks County has access to the full array of state police services, which can include: Patrol Services (Amber Alert activation, K-9, aviation, and equestrian); Investigative Services (Major Case Team, computer crime, collision analysis and reconstruction, vehicle fraud, forensic services and fire marshal); and Specialized Services (polygraph, drug recognition experts, special emergency response team, clandestine lab response team, hazardous device and explosives, liquid control enforcement); and the Pennsylvania Criminal Intelligence Center.

Troop L works closely with the Berks County District Attorney, the Berks County Detectives and the Reading Police Department on criminal investigations. They contribute two full-time positions to the DA's Task Force.

Additionally, Troop L has one officer assigned to Community Relations, and one other assigned as a public information officer. While PSP Headquarters at Harrisburg performs all the recruiting, hiring and training, crime analysis, and internal affairs investigations functions, each station has its own property and evidence section. Reading Headquarters has a forensic unit with three full-time sworn officers assigned.

All special operations are conducted from the training center in Hershey. Should a Troop require assistance from the Special Emergency Response Team (SERT), K-9, Aviation, or the Equestrian Unit, a request is made and the response time ranges from 15 minutes to three hours, depending on the availability of resources and location of the incident.

Berks County Law Enforcement Personnel

According to the completed PERF survey, there are nine individual ranks of sworn personnel within the Berks County law enforcement community. Those ranks in descending order are: Chief/Sheriff, Deputy Chief/Chief Deputy, Inspector, Captain, Lieutenant, Sergeant, Corporal, Detective/Investigator, and Officer/Deputy. No single department has all eight ranks in its organization. The Reading Police Department has the highest number of ranks (seven) encompassing all but the corporal position. The PSP make the greatest use of the corporal position, indicating 20 troopers have that rank.

The largest two organizations, Reading Police Department and the Berks County Sheriff's Department, are the only agencies with a "second in command." RPD and BCSD along with the Pennsylvania State Police are the three agencies that utilize the rank of captain.

Six departments completing the survey (Bally, Heidelberg, Robesonia, Sinking Spring, Tilden and Tulpehocken) have no ranks between the position of chief and officer. The most common organizational structure is Chief followed by a first line supervisor of either sergeant (19 departments) or corporal (6 departments).

Span of control is an organizational-level factor (Walker 2006)⁴ detailing how many officers a supervisor can be expected to effectively control. While there is no definitive figure, experts (Walker 2006, Hale 2004, Lane 2006)⁵ tend to agree on a ratio of roughly eight officers per supervisor. Hale specifically states that "...it is highly unlikely that a single supervisor could effectively supervise more than eight patrol officers" (2004). A larger ratio would more than likely result in too many officers to effectively supervise, while too small a ratio would not be an optimal use of supervisory resources. Lane (2004)⁶ notes that in a study of 140 police agencies, spans of control ranged up to a ratio as large as 1:15 in a "very large" agency; however, the average span of control of those agencies participating in the survey was 1:7.

4 Walker, Sam. 2006. Police Accountability: Current Issues and Research Needs. Paper presented at the National Institute of Justice (NIJ) Policing Research Workshop: Planning for the Future, Washington, DC, November 28-29, 2006. <http://www.ncjrs.gov/pdffiles1/nij/grants/218583.pdf>

5 Hale, Charles D. 2004. Police Patrol: Operations and Management, Third Edition. Chapter 9 "Patrol Force Organization and Management." P. 309. Prentice Hall. Upper Saddle River, NJ.

6 Lane, Troy. 2006. Span of Control for Law Enforcement Agencies. October. Police Chief Magazine. http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1022&issue_id=102006

Ranks in Berks County Law Enforcement Agencies

Agency	Chief/ Sheriff	Deputy Chief	Captain	Lieutenant	Sergeant	Corporal	Detective	Officer/ Deputy
Amity Twp.	1					3		7
Bally Boro	1							4
Berks Co. Sheriff	1	1	4		8			80
Berks Lehigh RP	1				3	1		21
Bern Twp.	1				2		1	9
Bernville Borough	1				1			3
Bethel Twp.	1					1		2
Birdsboro	1				1			5
Caernarvon Twp.	1				1	1		8
Central Berks RP	1				2		1	8
Colebrookdale Twp.	1					1		6
Cumru Twp.	1				8		4	11
Douglass Twp.	1				1			2
Exeter Twp.	1				5		4	26
Fleetwood	1				1			7
Hamburg Borough	1					2		9
Heidelberg Twp.	1							2
Kutztown Borough	1				1	1		8
Lower Heidelberg Twp.	1				1	1		5
Muhlenberg Twp.	1				6		5	22
Northern Berks RP	1				2		1	10
Penn. State Police			1	3	5	20	28	60
Reading Police	1	1	3	8	31		30	126 (est.)
Robeson Twp.	1				1			6
Robesonia Borough	1							6
Shillington Borough	1				1		1	4
Sinking Spring	1							8
South Heidelberg Twp.	1				1			7
Spring Twp.	1			2	5		4	16
Tilden Twp.	1							1
Tulpehocken Twp	1							2
Wernersville	1				1			5
West Reading	1					2	2	12
Womelsdorf Borough	1					1		4
Wyomissing	1				4		4	14
Total	34	2	8	13	92	34	85	600

*Reading Police Department has a rank of Inspector which is between Assistant Chief and Captain. Reading and Cumru also have the rank of Detective Sergeant.

In Berks County, sergeants and corporals fulfill the responsibilities of first-line supervisors. The ratio of supervisors to officers ranges from a high of one supervisor for every seven officers to a low of one supervisor for every 1.9 officers. The high number of supervisors to officers is a product of the number of small police departments in Berks County, and may present an opportunity in regionalizing or consolidating police services. Based upon PERF's expertise and experience, this study recommends a span of control for patrol of 1 sergeant to 8 officers and for investigators one sergeant to 10 detectives. The higher ratio for investigations is based upon more direct contact between detective supervisors and their subordinates, and the fact that detectives are generally more experienced employees.

Nearly one-third of the departments (11) reported the position of detective or investigator in their agency. Other than Reading – with 30 detectives – no municipal department reported more than five detectives. Most agencies indicated the initial responding officer is responsible for conducting both the initial investigation as well as any follow-up investigation necessary. In those incidents where cases are either extremely complex or time-consuming, municipal agencies have the option of using the investigative resources of the Pennsylvania State Police or District Attorney's Office to act as lead in these cases.

Uniform patrol service is the most basic of all police functions. The Reading Police Department and Pennsylvania State Police have the highest number of officers positions assigned to patrol. The number of officers available to provide patrol services to the remainder of the county departments ranges from 26 officers in Exeter Township Police Department to one officer in Tilden Township Police Department. Excluding the two largest departments, there is an average of 8.1 patrol officer positions for the other county police agencies.

The next chart details the full-time and part-time staffing levels of sworn and civilian personnel among Berks County law enforcement agencies. With the exception of Bernville Borough, which has a staff of one part-time chief, all police departments in Berks County have full-time staff. The largest agency is Reading with an authorized staff of 200 and PSP with 89 sworn personnel from Troop L providing service in Berks County. The average number of sworn personnel is 9.5 officers, excluding Reading and the state police.

The use of part-time sworn officers is particularly beneficial to smaller agencies that need to fill gaps in their full-time deployment. It adds a layer of flexibility in scheduling not available through the exclusive use of full-time personnel. For instance, part-time staff can be used to provide coverage during full-time officers' vacations, or they can be deployed during peak call for service times. It is not unusual for full-time officers in one agency (including some chiefs) to work part-time in another department.

Sixteen departments reported the use of at least one part-time officer. Seven of the county's smallest municipal police departments reported having more part-time officers than full-time; and the number of part-time officers in agencies using this strategy ranged from a high of seven to a low of one. The number of monthly part-time hours deployed varied widely. Three departments indicated there was no set number of hours allocated, and part-time officers are used as needed. Others had a specific number of hours available that ranged from 40 (Heidelberg PD) to 560 (Womelsdorf PD) hours a month. The average part-time hours available per month is 191.

**Staffing of Berks County Law Enforcement Agencies
Source: Response to PERF Police Survey**

Agency	Sworn				Civilians	
	FT authorized	FT actual	Part-time	PT hrs/mo	Authorized	Actual
Amity	14	11	0	---	1	1
Bally	2	2	5	120	0	0
Berks Co. SO	94	89	0	0	15	15
Berks Lehigh	30	26	---	---	---	---
Bern	13	13	0	0	1	1
Bernville	0	0	5	216	1	1
Bethel	2	2	2	185	0	0
Birdsboro	7	7	0	7	1	1
Boyertown *	7.5 FTE					
Brecknock *	7.5 FTE					
Caernarvon	9	9	2	Unlimited	1	1
Central Berks	12	12	---	---	1	1
Colebrookdale	9	8	1	Unk.	2	2
Cumru	25	24	0	0	3	3
Douglass	3	3	1	80	1	1
Exeter	32	32	0	---	3	3
Fleetwood	6	6	---	240	4	3
Hamburg	5	5	7	280	1	1
Heidelberg	1	1	2	40	---	---
Kutztown	11	11	1	100	14	10
Laureldale *	7 FTE					
L. Heidelberg	8	8	0	0	1	1
Mohnton *	7.5 FTE					
Muhlenberg	32	29	0	---	3	3
N. Berks	14	14	0	---	1	1
Oley *	6 FTE					
PA St. Police	89	89	0	---	24	24
Reading	200	---	0	0	30 *	---
Robeson	6	6	2	64	1	1
Robesonia	2	2	5	145	1 (p/t)	1 (p/t)
Shillington	8	7	---	---	---	1
Sinking Spg.	6	6	3	No set hrs.	1	1
S. Heidelberg	7	7	2	As needed	0	0
Spring	30	28	0	---	2	2
Tilden	2	2	0	---	0	0
Tulpehocken	---	3	---	---	---	1
Wernersville	2	2	5	220	1	1
West Reading	15	15	2	80	4	2
Womelsdorf	1	1	5	560	0	0
Wyomissing	23	23	0	0	6	6

* Source other than PERF Police Survey

Twenty-five of the departments completing the PERF Survey indicated they employ civilians. The Reading Police Department has the highest number (30) followed by the PSP (24). The average number of civilian employees is 4.7 per department. Excluding the two largest departments of Reading and the state police, the average number of civilian employees is 2.4 per agency, and a number of the smaller agencies reported they have no civilian employees.

Additional Law Enforcement in Berks County

There are two additional entities performing law enforcement duties in Berks County: constables and university police. Constables serve six-year terms and perform services for the Pennsylvania Magisterial courts, including warrant service, prisoner transport and civil process service.

Officers of the Kutztown University Police are commissioned police officers in the State of Pennsylvania, as are officers that police the Pennsylvania State University regional campus.

The Penn State University Police also have the same authority as municipal police officers throughout the state. Bicycle patrol and canine units are used to provide patrol services for the campus and University-owned properties year round. The department is also responsible for traffic control and parking enforcement and provides students, staff and faculty with information regarding security policies and procedures on the campuses along with crime data and general crime prevention information.

While PERF acknowledges that constables and university police contribute to law enforcement in Berks County, based upon the unique and limited nature of their duties and responsibilities, they are not included in this study of regionalization.

Hiring Police Personnel

A distinction with Pennsylvania townships as compared to cities and boroughs is they do not have to abide by civil service requirements as part of the hiring process. By practice, those regional departments that combine a township with other municipalities have established a process that mirrors civil service procedures, with the exception of instituting a citizen's civil service board. Such a practice has the potential for standardizing the hiring process of police officers throughout Berks County as well as raising the caliber of potential applicants to fulfill law enforcement duties.

All of the responding agencies currently include an oral interview and background investigation in the hiring process of police officers. Eleven departments (Bern, Birdsboro, Cumru, Exeter, Fleetwood, Hamburg, Kutztown, Muhlenberg, PSP, Shillington and Spring) employ all ten elements of the hiring process included in the PERF Survey (see chart below). As a general rule, the smaller the department, the fewer the components that are included in the hiring process. Twenty-two require applicants to pass a written exam and physical agility test. Twenty-nine departments mandate that applicants complete a fingerprint check, psychological testing, medical examination and credit review. Twenty-five agencies utilize a drug test as part of the hiring process, while 15 departments include a polygraph examination.

Sworn Personnel Hiring Process

Agency	Written test	Backgrnd invest.	Oral interview	Fingerprint check	Physical agility test	Drug test	Psych. exam	Medical exam	Polygraph	Credit check
Amity	X	X	X	X	X	X	X	X		X
Bally		X	X			X	X	X		
Berks Lehigh RP	X	X	X		X	X	X	X	X	
Bern	X	X	X	X	X	X	X	X	X	X
Bernville		X	X	X		X	X	X		X
Bethel		X	X	X			X	X		X
Birdsboro	X	X	X	X	X	X	X	X	X	X
Caernarvon		X	X	X	X	X		X		X
Central Berks RP	X	X	X	X	X	X	X	X		X
Colebrookdale	X	X	X	X	X		X	X		X
Cumru	X	X	X	X	X	X	X	X	X	X
Douglass		X	X	X						X
Exeter	X	X	X	X	X	X	X	X	X	X
Fleetwood	X	X	X	X	X	X	X	X	X	X
Hamburg	X	X	X	X	X	X	X	X	X	X
Heidelberg		X	X	X			X	X		X
Kutztown	X	X	X	X	X	X	X	X	X	X
Lower Heidelberg	X	X	X			X	X	X		X
Muhlenberg	X	X	X	X	X	X	X	X	X	X
N. Berks RP	X	X	X	X	X	X	X	X		X
PA St. Police	X	X	X	X	X	X	X	X	X	X
Reading	X	X	X	X	X	X	X	X		
Robeson	X	X	X	X	X	X	X			
Robesonia		X	X	X			X	X		X
Shillington	X	X	X	X	X	X	X	X	X	X
Sinking Spring	X	X	X		X	X	X	X	X	X
S. Heidelberg		X	X	X	X	X	X	X	X	X
Spring	X	X	X	X	X	X	X	X	X	X
Tilden		X	X	X				X		X
Tulpehocken		X	X							
Wernersville		X	X	X			X	X		X
West Reading	X	X	X	X	X	X	X	X		X
Womelsdorf		X	X	X			X	X		X
Wyomissing	X	X	X	X		X	X	X	X	

Additional hiring practices used by departments in Berks County include:

- The Douglass Police Department requires a “physical and/or psychological [exam], if not certified.”
- The Reading Police Department utilizes a voice stress analyzer.

- The next table lists the hiring requirements for full-time sworn personnel as reported by the 35 agencies responding to the PERF Survey. Seventy-six percent (25 departments) indicated both an age and educational requirement for police officer applicants. With the exception of Bernville, which has all part-time staff, all departments mandate that candidates possess a valid driver’s license. “ACT 120,” a reference to a state law by that number, is the Municipal Police Officers' Training Academy, certified by the Pennsylvania Municipal Police Officers Education and Training Commission. Twenty-six of the responding agencies require certification for new officers. The remaining departments will sponsor recruits in the police academy.

Sworn Personnel Hiring Requirements

Agency	Age	Education	Driver's License	ACT 120
Amity	X	X	X	X
Bally		X	X	X
Berks Lehigh	X	X	X	X
Bern	X	X	X	X
Bernville				
Bethel	X	X	X	X
Birdsboro	X	X	X	X
Caernarvon	X	X	X	X
Central Berks	X	X	X	X
Colebrookdale	X	X	X	X
Cumru	X		X	
Douglass			X	X
Exeter	X		X	X
Fleetwood	X	X	X	X
Hamburg		X	X	X
Heidelberg	X	X	X	X
Kutztown	X	X	X	X
Lower Heidelberg	X	X	X	X
Muhlenberg	X	X	X	
Northern Berks	X	X	X	X
PA State Police	X	X	X	
Reading	X	X	X	
Robeson	X	X	X	X
Robesonia	X	X	X	X
Shillington	X	X	X	
Sinking Spring	X		X	X
S. Heidelberg	X	X	X	X
Spring	X	X	X	
Tilden	X	X	X	X
Tulpehocken			X	X
Wernersville	X	X	X	X
West Reading	X	X	X	X
Womelsdorf	X	X	X	X
Wyomissing		X	X	

In the PERF survey, fifteen agencies provided hiring requirements for full-time civilian personnel. All indicated an age, education, or driver's license requirement, but only four require all three categories. The remaining eleven had either one or two such requirements. An important additional requirement of Berks Lehigh and Robeson is typing skills.

Civilian Personnel Hiring Requirements

Agency	Age	Education	Driver's License	Other
Berks Lehigh	X			Typing
Central Berks	X	X	X	
Colebrookdale	X	X		
Cumru			X	
Douglass	X			
Fleetwood	X		X	
Lower Heidelberg	X	X	X	
Muhlenberg		X		
Northern Berks	X	X	X	
PA State Police			X	
Robeson	X	X		Typing
Robesonia		X	X	
Sinking Spring		X		
S. Heidelberg			X	
Womelsdorf	X	X	X	

Training Requirements

An important element of a professional police department is the level of training provided to new employees as well as ongoing training of tenured staff. Law enforcement agencies responding to the PERF Policing Survey indicated that all their members are in compliance with ACT 120.

The Municipal Police Officers' Training Academy (ACT 120) is certified by the Pennsylvania Municipal Police Officers Education and Training Commission. The purpose of the Academy is to provide recruits with the professional skills necessary to function as a municipal police officer and to certify police officers in the State of Pennsylvania. After completion of academy training or upon hiring for lateral employees, additional training is provided to ensure officers are not only familiar with state statutes but also the policies, procedures and practices of the employing department. This is provided “on-the-job” by a more experienced member of the department, either informally or in a formal structure usually referred to as a Field Training Officer Program (FTO). Generally, the larger the organization, the more extensive and formal the FTO program.

Of the surveyed agencies in Berks County, 22 departments indicated they have a formal FTO program. Of those agencies, 13 use a formal FTO Manual that is “signed off” upon successful completion of training. The number of hours incorporated into each department’s FTO Program varies greatly, from a high of 1,040 hours by the Cumru Township Police to 40 hours by Wernersville. Four agencies indicated the time is tailored to the individual officer. The remaining 37 per cent of the departments (13) reported they do not have a formal FTO Program. And 21 of the responding county agencies do not use a manual to document new officers’ training. Twenty-four departments responding indicated they complete written evaluations of new officers. The frequency of the evaluation ranges from daily to “at the completion of the FTO training period.”

Field Officer Training Program

Agency	Officers in compliance with ACT 120	Agency has a structured FTO training program	Number of hours in FTO training program	FTO manual signed off for each officer	Frequency Probationary officers evaluated
Amity	Yes	No		---	---
Bally	Yes	No		N/A	N/A
Berks Lehigh RP	Yes	Yes	400	---	Daily
Bern	Yes	Yes	480	Yes	End of program
Bernville	Yes	No		---	---
Bethel	Yes	No		No	During probation
Birdsboro	Yes	Yes	unk	No	Weekly
Caernarvon	Yes	No		---	---
Central Berks RP	Yes	Yes	480	Yes	Daily/weekly/mos
Colebrookdale	Yes	Yes	---	Yes	Weekly
Cumru	Yes	Yes	*1040	Yes	Weekly
Douglass	Yes	Yes	*	No	End of coach tng
Exeter	Yes	Yes	504	Yes	Daily
Fleetwood	Yes	No		---	---
Hamburg	Yes	Yes	*	No	Weekly
Heidelberg	Yes	No		---	---
Kutztown	Yes	Yes	999	Yes	Weekly
Lower Heidelberg	Yes	No		---	Quarterly
Northern Berks RP	Yes	Yes	80	No	Not completed
Muhlenberg	Yes	Yes	168	Yes	Daily
PA State Police	Yes	Yes	---	Yes	Daily
Reading	Yes	Yes	---	Yes	Weekly/ Monthly
Robeson	Yes	Yes	---	No	Quarterly
Robesonia	Yes	No		---	Not completed
Shillington	Yes	Yes	480	Yes	Daily
Sinking Spring	Yes	Yes	90	Yes	6 months
So. Heidelberg	Yes	No		---	3 months
Spring	Yes	Yes	320	Yes	Daily
Tilden	Yes	No		---	---
Tulpehocken	Yes	No	---	---	---
Wernersville	Yes	Yes	40	No	Weekly
West Reading	Yes	Yes	320	No	320 hours
Womelsdorf	Yes	Yes	*	---	Weekly
Wyomissing	Yes	Yes	200	Yes	Weekly

* Hours vary depending on employee's skill level

In-service training for Pennsylvania law enforcement officers is overseen by the Commonwealth's Municipal Police Officers' Education and Training Commission (MPOETC). Every department completing the PERF Policing Study, with the exception of the Bernville Borough Police Department, indicated that all their officers are in compliance with MPOETC in-service training requirements. Over three-fourths of the respondents (26) indicated that supervisory training has been completed for the ranks of sergeant and above in their agency. Four agencies specified this training has not been completed and four did not answer the question.

Specialization

Most of the services provided by Berks County police departments are delivered within a “generalist” rather than a “specialist” approach. Typical of smaller agencies, staffing dictates that members of the department are multi-functional and perform patrol and investigative duties, rather than providing a singular and specific duty as would be performed by a detective, traffic officer, or administrator.

Nineteen of the 35 agencies completing the PERF Police Study indicated some degree of specialization in which personnel perform a function other than patrol, full-time. Four of the departments (Exeter, Muhlenberg, Reading and Spring) have specialized services in all three areas of investigations, traffic, and administration. Fifty-four percent of the agencies (19) have full-time administrative assignments (which includes many of the department's chiefs). Only 14 percent (5) of the departments completing the survey indicated they have personnel devoted full-time to traffic duties. Of the 35 agencies, 15 staff the investigative function with full-time detectives or investigators.

The next table shows the degree of specialization within Berks County police agencies.

Berks County Police Specialized Duties

Agency	Investigation	Traffic	Administration
Amity	X		X
Bern	X		X
Bernville Borough			X
Caernarvon			X
Central Berks RP	X		X
Cumru	X		X
Exeter	X	X	X
Muhlenberg	X	X	X
Northern Berks RP	X		X
PA State Police	X		X
Reading Police*	X	X	X
Shillington	X		X
Sinking Spring			X
South Heidelberg			X
Spring	X	X	X
West Reading	X		X
Wyomissing	X		X

*Also indicated other specialized, full-time duties, including crime prevention and assignment at the police academy

Detectives

There were 28 detectives assigned to the Berks County District Attorney's Office as full-time officers and reported to the Pennsylvania Uniform Crime Report Employees Report for 2009. The District Attorney's Office also reported two civilians as part of their investigative staffing.

There were 85 additional detectives reported by the various police departments in Berks County that are not part of the District Attorney's Office detectives. The following table shows how they were distributed among the agencies.

Berks County Detectives, by Agency

<u>Agency</u>	<u>Detectives</u>
Amity Twp.	0
Bally Boro	0
Berks Lehigh RP	--
Bern Twp.	1
Bernville Borough	0
Bethel Twp.	0
Birdsboro	0
Caernarvon Twp.	0
Central Berks RP	1
Colebrookdale Twp.	0
Cumru Twp.	4
Douglass Twp.	0
Exeter Twp.	4
Fleetwood	0
Hamburg Borough	0
Heidelberg Twp.	--
Kutztown Borough	0
Lower Heidelberg Twp.	0
Muhlenberg Twp.	5*
Northern Berks RP	1
Penn. State Police	28
Reading Police	30
Robeson Twp.	0
Robesonia Borough	0
Shillington Borough	1
Sinking Spring	0
South Heidelberg Twp.	0
Spring Twp.	4
Tilden Twp.	0
Tulpehocken Twp	0
Wernersville	0
West Reading	2
Womelsdorf Borough	0
Wyomissing	4
Total	85

*Detectives assigned to Auto Theft Task Force and Drug Task Force are part-time members

Most police departments in the United States do not have a systematic method to determine how many detectives they need. Furthermore, the average case load for detectives varies from jurisdiction to jurisdiction. Some police authorities suggest the ratio of detectives to all sworn personnel should be no more than 10%. Other police

departments, instead of using a fixed percentage, believe that if the case closure rate for cases that are aggressively investigated is satisfactory, then the number of detectives is adequate.

What is generally common from agency to agency is the process used to review cases to determine where investigative priorities are set. A detective supervisor, or a senior detective, will review cases forwarded from patrol officers to confirm that a crime has occurred and to determine either formally or informally that there are enough factors present (solvability) to assign the case for further investigation by a detective.

The notion of solvability factors generally include such things as an identified suspect, the presence of evidence, identified vehicle or a considerable description, a witness or witnesses to the crime, or property that is distinguishable and/or traceable. Cases that have a high level of solvability factors present and/or those that garner public interest or notoriety tend to be assigned to a detective for further investigation.

Investigative workload can be estimated based upon crime reports that are submitted to the Uniform Crime Reporting (UCR) system maintained nationally by the Federal Bureau of Investigation. This system seeks to standardize police departments' reporting of crime for comparison and identifying trends locally, regionally and nationally. (A more comprehensive discussion of the UCR and the Part I and II offenses that make up the UCR report is conducted in the "Crime Reporting" section of the report). Generally patrol officers in small departments handle the majority, if not all, of reported Part I and Part II crimes. Investigations of murder and drug offenses, gambling, and prostitution require substantially enhanced resources and equipment and may be handled by larger police departments, such as the Pennsylvania State Police, or the District Attorney detectives.

The Part II crimes of simple assault, vandalism, sex offenses other than rape and prostitution, forgery and counterfeiting, fraud, embezzlement, offenses against family and children, and other offenses except traffic are also typically handled by the smaller police departments. In some police departments, detectives may be assigned these crimes, while

in others, these do not represent a routine assigned investigation. The District Attorney detectives and their forensic and computer resources also help local police departments with these types of investigations.

There were 1,728 vice and drug offenses reported in Berks County for 2008 – 49 prostitution and commercialized vice cases, 1,666 drug offenses (including 650 sale and manufacturing offenses), and 13 gambling and bookmaking offenses. Most of the drug offenses were for possession, which resulted from both undercover operations of detectives and the proactive enforcement activity of uniformed officers in the field. This problem is large enough that later in this study, in the large merged agencies, a Special Enforcement Unit is proposed. The size of this vice and narcotics unit varies depending on the coverage anticipated for the particular consolidated agency.

Law Enforcement Facilities

Information on the police facilities for Berks County law enforcement was obtained either through the PERF Police Survey and while conducting site visits (Refer to Appendix 1). All police agencies in Berks County have dedicated space, some in stand-alone facility, others in a shared facility. Three departments reported multiple facilities: Northern Berks Regional PD reported having a storage facility in addition to its headquarters; the state police has barracks in both Reading and Hamburg; and Reading police department indicated they have a headquarters building and K-9 kennels.

Of the municipal departments providing information through the survey, 28 reported operating from a shared facility and eight are stand-alone.

Facilities differ greatly in size. The Reading headquarters is the largest facility. The next largest is a 20,475 square foot, 12-year-old shared facility that houses the Cumru Police, followed by the Spring Police facility, a 36-year-old shared structure with 16,500 square feet. Four departments (Bally, Bethel, Douglass and Womelsdorf) reported facilities less than 1,000 square feet, ranging from 840 to 200. The annual cost to operate the largest

facility in Cumru is \$217,500, and the smallest reported facility in Bally has a cost of \$1,000 per year. The large majority of the municipalities (32) said they own their police facility, while two lease their buildings and one rents the space used by the police. The age of the police facilities varies greatly from over a century old (Womelsdorf) to a two-year-old building (Tilden, Northern Berks County RPD headquarters, and Douglass). Research conducted by PERF, which is discussed in detail later in the Methodology portion of this report, indicates that between 280 and 320 feet of space per employee is necessary. Comparing this requirement with the size of the municipal police departments throughout Berks County, other than the Reading Police Department facility few would be suitable to house a staff of more than 50, which is a complicating factor in considering consolidation of departments.

Police Vehicles and Specialty Equipment

Berks County law enforcement reported to PERF a total of 391 police vehicles throughout the county. Lists of marked, plain and specialty vehicles by agency are found in Appendices 2 – 4. Reported were:

- 235 marked police vehicles;
- 105 plain, unmarked units;
- 5 motorcycles;
- 11 K9 units;
- 3 evidence vehicles;
- 3 prisoner vans;
- RV Command Vehicle;
- 4 bomb squad vehicles; and
- 25 additional specialty vehicles including SUVs, Humvees, ATV, traffic, utility ambulance, training, and special service trucks.

It was reported that nearly one-fourth of the fleet (91 vehicles) will need replacement within two years and another 11.5 percent (45 vehicles) will need replacement in 2 to 5 years.

Departments have a variety of vehicle replacement policies. Most use a formula based upon mileage, years of service or a combination of both to rotate vehicles in and out of the fleet. An emerging trend identified in Berks County, which is being mirrored throughout the nation, is an attempt to extend the service time of police vehicles as a response to the current economic challenges facing municipalities.

The Reading Police Department reported the highest number of marked police vehicles with 57, with Spring Township the next highest of 16. Without Reading, the average number of marked units per reporting agency is 5.8. Although some vehicles are over ten years old, most have been purchased since 2004. The miles per year driven by patrol vehicles varied greatly from a high of 100,000 in South Heidelberg to a low of 6,000 in Bernville. Among the 30 agencies responding to the PERF survey, the average number of miles per year driven by marked patrol units is 32,246 miles.

Unmarked police vehicles are most often used by executives, detectives or personnel in administrative assignments. For that reason not all agencies have such vehicles in their fleet. Twenty-two departments reported to PERF that they use unmarked cars. In some of the departments interviewed, PERF was advised these units are often used for multiple purposes by several members of the department. Some agencies, including Spring and Reading, reported to PERF that they lease unmarked vehicles. Reading reported the highest number of plain vehicles in the county with 41. Excluding Reading, the average number of unmarked units per reporting agency is 3.8.

As is common with other American police departments, unmarked vehicles are usually not driven as much as marked units and therefore consist of older models that are kept in the fleet longer. Unmarked cars range in model year from 1993 to 2009. Only six of the 22 reporting agencies have unmarked vehicle year models of 2007 or newer. Eighteen departments provided PERF with information on annual mileage of unmarked vehicles. The range of miles driven per year was 500 to 24,000 and averaged 10,472 miles per year, approximately one-third the miles of marked cars.

Fourteen departments responding to PERF's survey indicated the use of specialty police vehicles in their fleet. The largest category is canine vehicle – 13 – with the Berks County Sheriff's Department reporting two, Douglass one, Exeter four, Reading five and West Reading one. The police departments in Muhlenberg, Reading and West Reading each reported having motorcycles. Some highly specialized functions have assigned vehicles, including SWAT, Bomb Squads, traffic, and evidence vans. Other specialized vehicles reported to PERF include trucks and vans used to transport property and prisoners.

Weapons

The Glock Model 22 - 40 caliber handgun was the weapon most often reported (14 agencies) being carried by police departments in Berks County. The Bushmaster AR-15 (6 agencies) and the Colt AR-15 (5 agencies) were the most often carried rifles, while the Remington 870 (13 agencies) was the most carried shotgun reported. Reading, which has the largest number of officers, reported carrying the Smith & Wesson model 4006 - 40 caliber handgun, the Colt AR-15 rifle, and the Remington 870 shotgun. The Taser Model 26 (25 agencies) was the Conducted Energy Device (CED) reported most often. Only three agencies reported carrying pepper spray and three agencies reported carrying an expandable baton.

Every police department has access to a police firing range in Berks County. The most common firing ranges used by the police departments were the Cumru police range (five agencies), private firearms range (four agencies), Muhlenburg police range (three agencies), Robensonia Fish and Game range (three agencies), Berks County range (three agencies), Hamburg police range (two agencies), Oley police range (two agencies), Orwigsburg firearms range (two agencies), and individual police department firearms ranges only used by their agency. Information on weapons by agency is included in Appendix 5.

Compensation

PERF was able to obtain some data on 2009 salary schedules for 38 of the police agencies in Berks County (Refer to Appendix 6). Police mergers that have occurred in the United States typically do not result in salaries and benefits being reduced to those of the least generous agency; they are often standardized at the higher level. Mergers require a great deal of cooperation, negotiation, and persistence by the participating agencies. Discussions of salary and benefits for police officers and their unions can be very difficult if the planned merger requires a reduction in salary and benefits as the only economical way for it to occur. Existing union contracts already establish the current salary and benefits packages for each officer. Police officers and their unions are more likely to support the notion of a county-wide police department if the salaries and benefits remain in place or are increased. Legal challenges could also occur if police officers in a county-wide department are doing essentially the same work but are getting paid different salary and benefits because they came from different departments.

Berks County Range of Police Salaries by Position

Position	Low Range	High Range	Median
• Entry level police officer	\$30,264.00	\$55,123.00	\$42,693.50
• Police officer 3rd class	\$45,884.80	\$59,723.00	\$52,803.90
• Police officer 2nd class	\$44,853.22	\$63,847.00	\$54,350.11
• Police officer 1st class	\$41,600.00	\$68,033.00	\$54,816.50
• Detective/Investigator	\$62,566.40	\$68,033.00	\$65,299.70
• Corporal	\$41,600.00	\$66,918.00	\$54,259.00
• Sergeant:	\$50,000.00	\$70,951.00	\$60,475.55
• Detective Sergeant (N=1)	\$71,773.45		
• Lieutenant	\$68,463.84	\$74,276.80	\$71,370.32
• Captain (N=1)	\$77,671.96		
• Inspector (N=1)	\$88,241.82		
• Deputy Chief (N=1)	\$97,000.00		
• Chief of Police (N=12)	\$41,600.00	\$108,700.00	\$75,150.00

Pennsylvania Act 111 authorizes collective bargaining between police officers and firefighters and their public employers, provides for arbitration in order to settle disputes, and requires compliance with collective bargaining agreements and findings of

arbitrations. The Act has a direct bearing on a merger of agencies, as existing bargaining agreements must be renegotiated or complied with. Pennsylvania also provides that in the case of a merger of police departments, employees cannot lose their “position,” meaning employment, or salary. Nothing would preclude a merger from lowering the rank of individuals, but their salary must stay the same. This may result in an issue of equity in that members of the realigned department with the same rank may have different salaries.

Benefits

All agencies who responded to the survey reported having medical insurance for their full-time police officers. Merging into a county-wide police department generally allows for lower premiums, since a larger group may be able to leverage better coverage and benefits.

Annual leave benefits for responding agencies included a range from:

- Vacation: 10 hours to 272 hours (median 141 hours)
- Holiday: 40 hours to 210 hours (median 125 hours)
- Personal leave: 8 hours to 264 hours (median 136 hours)
- Bereavement: 8 hours to 60 hours (median 34 hours)
- Sick leave: 40 hours to 246 hours (median 143 hours)
- One department reported compensatory time for full-time police officers of up to 480 hours. Another had non-family leave of 16 hours, and another agency carries over vacation from previous years up to a maximum of 40 hours.

Pennsylvania Act 600 was amended in 2005, increasing the maximum dollar amount that regional police departments are authorized to provide to retired police officers as “length of service increments.” Like other discretionary Act 600 pension benefits, a municipality is not legally required to increase the length of service increment, but may voluntarily agree to the increase during contract negotiations or be directed to provide such an increase by an interest arbitration panel. A merged agency would have to provide the same pension benefit to sworn members of the new department, negotiate pension benefits with its members or comply with the findings of an interest arbitration panel if convened.

A lists of benefits reported to PERF are included in Appendices 7 – 11.

Crime Reporting

The Uniform Crime Report (UCR) system, maintained nationally by the Federal Bureau of Investigation, seeks to standardize crime reporting across the country. Crimes are reported to the police via complaints from victims, witnesses, or other sources. Police officers may also discover infractions and report these as well. The data is systematically coded through a published list of guidelines. Uniform guidelines ensure consistency between police agencies in reporting, to allow for a better understanding of the patterns and trends of crime across the nation. This information is typically reported on a monthly basis and published on a semi-annual and annual basis in a series of reports.

The State of Pennsylvania mandates reporting of crime by all police agencies through the UCR. While there are some limitations to the UCR, the data is captured by police agencies in Berks County and is readily available.

The UCR records crime in two major categories, Part I (or Index Crimes), and Part II. Part I offenses are the more serious matters in a community and the most likely to be reported to police. They include Crimes Against Persons (homicide, forcible rape, robbery, aggravated assault) and Crimes Against Property (burglary, larceny, motor vehicle theft, and arson). UCR Part II offenses may not seem to be as serious as Part I offenses, but can be troublesome for jurisdictions. These include various offenses such as alcohol, prostitution, and narcotic violations as well as other offenses including non-aggravated assaults and vandalism.

The UCR uses three approaches to present crime data. The first is to count the number of crimes reported to the police, a measure of volume. The second is to report the volume of crime over a specific population. This is referred to as the crime rate. Depending on the size of the jurisdiction, the crime rate can be presented as crimes per 1,000 population, crimes per 10,000, or crimes per 100,000. The final way to present crime data is by the volume of crime and/or crime rate compared from one period of time to another as percent change.

Crime in Berks County

Overall, Part I (Index) crime in Berks County increased by over 9% from 2007 to 2008. Crime grew in the categories of murder and non-negligent manslaughter, aggravated assault, burglary, and larceny-theft for 2008. During the same period of time, rape, motor vehicle theft, and arson decreased.

Comparison of Berks County 2007 – 2008 UCR Offenses

Classification Of Offenses	Actual Offenses 2007	Actual Offenses 2008	Actual Offenses Pct. Change
01A-Murder and Non-negligent Manslaughter	15	17	13.33
02A-Rape by Force	69	61	-11.59
02B-Assault to Rape - Attempts	4	4	0
03A-Robbery Firearm	191	246	28.8
03B-Robbery Knife or Cutting Instrument	53	59	11.32
03C-Robbery Other Dangerous Weapon	36	38	5.56
03D-Robbery Strong Arm (Hands, Feet, Etc.)	188	219	16.49
04A-Assault Firearm	129	142	10.08
04B-Assault Knife or Cutting Instrument	126	163	29.37
04C-Assault Other Dangerous Weapon	102	119	16.67
04D-Assault Hands, Fist, Feet, Etc.	344	283	-17.73
05A-Burglary Forcible Entry	1,190	1,270	6.72
05B-Burglary Unlawful Entry - No Force	647	695	7.42
05C-Burglary Attempted Forcible Entry	158	199	25.95
060-Larceny-Theft	6,256	7,137	14.08
07A-Motor Vehicle Theft - Autos	1,156	1,080	-6.57
07B-Motor Vehicle Theft - Trucks and Buses	58	41	-29.31
07C-Motor Vehicle Theft - Other Vehicles	101	85	-15.84
090-Arson	95	78	-17.89
Total Part I Crimes	10,918	11,936	9.32

In comparison, the State of Pennsylvania crime rate is lower than that of Berks County. The state crime rate is based on all crime reported by all jurisdictions. Two counties in Pennsylvania - Dauphin and Philadelphia - reported crime rates for 2008 that were higher than those of both the State of Pennsylvania and Berks County.

Within Berks County for 2008, the City of Reading reported nearly 43% of all Part I crime. The majority of murder and non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary, motor vehicle theft, and arson occurred within the City of Reading. For the remaining index crime, larceny-thefts, Reading reported only 30% of the offenses in the county. Typically larceny-theft is the largest volume crime in all of the Part I offenses. This is no different in Berks County, where larceny-theft represents nearly 60% of all Part I crime.

Part II crime increased by more than 6% in Berks County from 2007 to 2008. Part II offenses include crimes such as simple assaults, forgery and counterfeiting, fraud, embezzlement, stolen property, and vandalism. They also include prostitution and commercialized vice; drug sales, manufacturing, drug possession; gambling; driving under the influence; drunkenness; disorderly conduct; and vagrancy.

The City of Reading reported about 39% of all Part II crime in Berks County. County wide approximately 65% of all Part II crimes were in only five offense categories: non-aggravated assaults; vandalism; drug offenses (manufacturing, and possession); driving under the influence; and disorderly conduct. The City of Reading recorded the majority of these crimes in just two of the five categories: non-aggravated assaults and drug offenses. The bulk of vandalism offenses, driving under the influence, and disorderly conduct occur outside of Reading.

In 2008, adults were arrested more often than juveniles for Part I crime and Part II crime in Berks County. The only Part I crime where juveniles recorded more arrests than adults was arson. However, juveniles accounted for nearly 43% of the arrests for robbery, just over 39% of the arrests for motor vehicle theft, 25% of the arrests for murder and non-negligent manslaughter, and 25% for larceny-theft. Juveniles also account for nearly 49% of the arrests for vandalism and nearly 31% of the arrests for disorderly conduct.

Berks County UCR Part I Arrests 2007 - 2008

Classification Of Offenses	Adult 2007	Adult 2008	Percent Change	Juvenile 2007	Juvenile 2008	Percent Change
01A-Murder and Non-negligent Manslaughter	14	33	135.7%	10	11	10%
01B-Manslaughter by Negligence	0	0	N/A	1	0	-100%
020-Forcible Rape	18	32	77.8%	6	7	16.7%
030-Robbery	123	162	31.7%	38	91	139.4%
040-Aggravated Assault	387	394	1.8%	108	123	13.9%
050-Burglary	183	248	35.5%	66	70	6.0%
060-Larceny-Theft	1,032	1,238	20.0%	331	410	23.9%
070-Motor Vehicle Theft	64	63	-1.6%	55	41	-25.4%
090-Arson	14	6	-57.1%	38	8	-79.0%
Total Part I Arrests	1,835	2,176	18.6%	653	761	16.5%

Survey on Crime in Berks County

PERF requested crime information in its survey of Berks County law enforcement agencies. The survey included questions on the most common crimes reported in the jurisdiction, whether offenders commit crime in the same jurisdiction where they live, and whether there a juvenile crime problem and if so, which crimes juveniles are responsible for.

Police agencies were asked to list the five most common crimes they believe are reported in their jurisdiction. The chart below shows the results of their response.

Police Department's Response to Identifying the Five Most Common Crimes

Agency	Criminal mischief	Theft	Assaults	Disorderly conduct	Vandalism	Fraud	DUI	Burglary	Other1	Other 2
Amity	X	X				X				Domestic violence
Bally					X			X		
Bern		X	X			X	X	X		
Bernville		X		X			X		Public drunkenness	Drugs
Bethel	X	X	X	X				X	Criminal trespass	Harassment
Birdsboro		X	X						Theft from vehicle	
Caernarvon	X	X				X			Theft from vehicle	
Central Berks RP	X		X					X	Auto theft	All other thefts
Colebrookdale		X		X					Drugs	
Cumru		X	X		X	X				
Douglass	X	X				X			Domestic disturbance	Harassment
Exeter	X	X		X			X		Theft from vehicle	
Fleetwood	X	X	X						Domestics	Harassment
Hamburg	X	X							Domestics	
Heidelberg		X	X	X					Accidents	Harassment
Kutztown	X		X				X		Public drunkenness	Noise
Lower Heidelberg		X			X			X		
Muhlenberg		X	X	X		X	X		Drunkenness	
Northern Berks RP		X		X	X				Offenses against family & child	
Reading		X	X					X	Auto Theft	Robbery
Robeson		X	X		X			X	Domestics	
Robesonia	X	X		X			X		Harassment	
Shillington	X	X	X			X		X		
Sinking Spring									Domestics	Traffic
S. Heidelberg	X	X		X		X				
Spring	X	X				X		X		
Tilden		X		X	X				Harassment	
Tulpehocken		X	X		X				Robbery	
Wernersville	X	X		X			X		Harassment	
West Reading	X	X	X	X	X		X	X	Drunkenness	
Womelsdorf	X	X						X	Traffic	
Wyomissing		X	X	X		X	X			

Most Common Crimes Reported

Berks County law enforcement agencies were next asked to provide information on the most common crimes reported in their jurisdictions. Respondents were not asked to rank these in any order. Theft was the most common crime reported followed by criminal

mischief and assaults. Of the 33 police agencies who answered the survey question, the following results are reported as the five most common crimes:

Five most common crimes reported in your jurisdiction

- Theft (88%)
- Criminal mischief (vandalism) (53%)
- Assaults (53%)
- Disorderly conduct (43%)
- Burglary (36%)

Departments were asked to "estimate the percentage of those committing crime in your jurisdiction who live within your jurisdiction." Of the 29 police agencies who answered the survey question, the following results are reported in categories of 50% to 100% (10 departments) and 0% to 49% (18 departments).

**50% to 100% of those committing crime in your jurisdiction
also live within your jurisdiction**

- Amity Township
- Hamburg Borough
- Reading Police
- Shillington Borough
- Tulpehocken Township
- Bernville Borough
- Northern Berks Regional Police
- Robesonia Borough
- Spring Township
- Wernersville

**0% to 49% of those committing crime in your jurisdiction
also live within your jurisdiction**

- Bethel Township
- Caernarvon Township
- Cumru Township
- Fleetwood
- Kutztown Borough

- Robeson Township
- Sinking Spring
- South Heidelberg Township
- West Reading
- Bally Borough
- Bern Township
- Birdsboro
- Douglass Township
- Exeter Township
- Heidelberg Township
- Lower Heidelberg Township
- Muhlenberg Township
- Womelsdorf Borough

The departments were asked whether their jurisdiction has a juvenile crime problem, and if so, "What type of crimes are they responsible for?" Of the 33 police agencies that answered the survey question, 20 felt their municipality had a juvenile crime problem while 13 did not.

Criminal and Juvenile Offenders

Agency	% of those committing crime who live in jurisdiction	Jurisdiction has a juvenile crime problem?	Theft*	Assault	Disorderly Conduct	Drugs/ Alcohol**	Criminal Mischief	Other 1	Other 2	Other 3
Amity	75									
Bally	20									
Bern	20									
Bernville	60	X		X	X	X	X			
Bethel	25									
Birdsboro	3									
Caernarvon	30									
Central Berks RP	...	X	X		X	X		Vandalism		
Colebrookdale	Unk	X	X			X				
Cumru	30	X				X		Vandalism	Ordinance violation	
Douglass	5									
Exeter	20	X	X		X		X			
Fleetwood	30	X	X			X	X		Harassment	
Hamburg	75	X	X				X	Disturbances		
Heidelberg	10	X	X	X	X	X		Harassment	Weapons/ School	
Kutztown	30	X					X			
Lower Heidelberg	10	X	X					Vandalism		
Muhlenberg	22	X	X	X	X	X	X			
Northern Berks RP	55	X	X			X	X	Vandalism		
PA State Police	...	X								
Reading	88	X	X	X	X			Robbery	Vandalism	Curfew
Robeson	25									
Robesonia	50									
Shillington	85	X	X	X			X		Burglary	
Sinking Spring	40									
South Heidelberg	25	X	X	X		X	X	Robbery	Vehicle Theft	
Spring	65	X	X	X				G/M		
Tilden	...									
Tulpehocken	75									
Wernersville	50	X	X		X		X			
West Reading	35	X						Graffiti	Vehicle Theft	Vandalism
Womelsdorf	15	X				X	X	Traffic	Fighting	Noise
Wyomissing	0.5									

* Includes retail theft

**Includes underage drinking and violation of liquor laws

Of those agencies responding yes, the following results are reported for the five most common crimes that juveniles commit.

Five most common crimes that juveniles commit

- Criminal mischief (vandalism) (86%)
- Theft (including retail theft) (71%)
- Drugs/alcohol including underage drinking (48%)
- Assault (38%)
- Disorderly conduct (33%)

Theft and criminal mischief are the most frequently cited crime caused by juveniles, with almost three-quarters of respondents indicating it was a problem.

UCR crime reports and the type of crime problems reported in the PERF survey are fairly consistent. The five most common crimes reported in the survey are high frequency crimes in the Part I and Part II UCR. The five most common juvenile crimes reported in the survey generally match high numbers of UCR juvenile arrests.

The survey result that 18 of 29 agencies reported that fewer than 50% of the offenders in their jurisdiction live in the jurisdiction indicates that respondents believe offenders are mobile and travel to other areas to commit crimes.

In the survey question regarding the five most common calls for service that officers respond to, larceny-theft and criminal mischief (vandalism) are reported as two of the most common calls within Berks County. These two complaints also occur frequently as Part I and Part II UCR reported crimes. The other three common calls for service are traffic, domestic violence disputes, and alarms.

Police Workload and Staffing

The staffing of police departments in Berks County represents a mixture of employment situations. While most police departments were small, with fewer than 10 full-time officers, some were augmented by part-time officers. In looking at the current municipal agency police officer staffing, PERF received information regarding the number of hours

that part-time officers work. With this information, PERF was able to calculate the full-time-equivalent (FTE) for each agency that employed part-time officers and add that number to the reported full-time officers. There were 683 authorized FTE municipal and state police officers in Berks County for a ratio of 1.69 officers per 1,000 residents.

Authorized Officers (FTE) per 1,000 Residents in Berks County, by Jurisdiction

Agency	Population	Authorized FTE Officers	Officers per 1,000
Amity Twp	11,431	14	1.22
Bally Borough	1,105	3	2.71
Berks Lehigh R.P.	19,000	30	1.58
Bern Twp	7,115	13	1.83
Bernville Borough	884	1	1.13
Bethel Twp	4,496	3	0.67
Birdsboro Borough	5,206	7	1.34
Boyertown Borough*	3,958	8	2.02
Brecknock Twp	4,874	8	1.64
Caernarvon Twp	3,425	11	3.21
Central Berks R.P.	7,766	12	1.55
Colebrookdale Twp	5,453	10	1.83
Cumru Twp	14,789	25	1.69
Douglass Twp	3,517	3	0.85
Exeter Twp	24,776	32	1.29
Fleetwood Borough	4,028	7	1.74
Hamburg Borough	4,197	7	1.67
Heidelberg Twp	1,756	1	0.57
Kutztown Borough	5,038	12	2.38
Laureldale Borough	3,780	7	1.85
Lower Heidelberg Twp	4,800	8	1.67
Mohnton Borough	5,130	8	1.56
Muhlenberg Twp	18,085	32	1.77
Northern Berks R.P.	9,812	14	1.43
Oley Twp	3,661	6	1.64
Pennsylvania State Police	83,508	89	1.07
Reading	81,183	200	2.46
Robeson Twp	7,513	6	0.8
Robesonia Borough	2,070	3	1.45
Shillington Borough	5,049	8	1.58

Sinking Spring Borough	3,504	7	2
South Heidelberg Twp	6,924	8	1.16
Spring Twp	26,349	30	1.14
Tilden Twp	3,792	2	0.53
Tulpehocken Twp	5,556	3	0.54
Wernersville Borough	2,458	3	1.22
West Reading Borough	4,091	15	3.76
Womelsdorf Borough	2,794	4	1.43
Wyomissing	10,456	23	2.2

Total 683 Avg.1.61

PERF received information from most agencies in Berks County who employ civilian workers. Information was supplemented from the Pennsylvania UCR Employees Report for 2008 and 2009 for Berks County. Listed below is the information for full-time and part-time civilian employees for police agencies in Berks County:

Berks County Civilian Police Staffing, by Agency

<u>Agency civilian</u>	<u>Full-time civilian</u>	<u>Part-time</u>
Amity	1	0
Bally	0	0
Berks Lehigh Regional Police Department	1	1
Bern	0	1
Bernville	0	1
Bethel	0	0
Boyertown *	1	0
Birdsboro	1	0
Brecknock	0	0
Caernarvon	1	0
Central Berks Regional Police Department	1	0
Colebrookdale	1	0
Cumru	3	0
Douglass	0	1
Exeter	3	0
Fleetwood	0	0
Hamburg	1	0
Heidelberg	0	0
Kutztown	2	11*
Laureldale	0	0
Lower Heidelberg	0	1
Mohnton	0	0
Muhlenberg	2	1
Northern Berks Regional Police Department	1	0
Oley	0	1
Pennsylvania State Police	24	0
Reading	28	6
Robeson	1	0
Robesonia	0	1
Shillington	0	1
Sinking Spring	1	1
South Heidelberg	0	0
Spring	2	0
Tilden	0	0
Tulpehocken	0	1
Wernersville	0	1
West Reading	2	1
Womelsdorf	0	0
Wyomissing	<u>5</u>	<u>5</u>
TOTAL	82	35

* Part-time civilian employees provide services including traffic and community service

There were 82 full-time and 35 part-time civilian employees working in the reporting municipal police departments throughout Berks County.

Calls for Service

According to the police communication centers responsible for dispatching police calls in Berks County (Pennsylvania State Police, Reading, Berks County Department of Emergency Services, Wyomissing and Lehigh County) there were 299,469 calls for service in Berks County in 2008. The chart below represents the number of calls for service by agency.

2008 Calls for Service by Agency

Agency	CFS
Amity	6,144
Bally	430
Berks Lehigh	12,160
Bern	4,839
Bernville	417
Bethel	3,313
Birdsboro	2,805
Boyertown	3,309
Brecknock	2,188
Caernarvon	2,273
Central Berks	5,270
Colebrookdale	3,580
Cumru	14,108
Douglass	1,628
Exeter	12,305
Fleetwood	3,266
Hamburg	4,042
Heidelberg	867
Kutztown	3,534
Laureldale	3,214
Lo Heidelberg	1,876
Mohnton	1,317
Muhlenberg	17,383
No Berks	6,563
Oley	2,427
PSP	38,231
Reading	91,113
Robeson	3,053
Robesonia	1,495
Shillington	2,738
Sinking Spring	2,543
So Heidelberg	3,128
Spring	13,478
Tilden	2,989
Tulpehocken	1,775
West Reading	5,111
Wernersville	2,450
Womelsdorf	2,167
Wyomissing	9,940
TOTAL	299,469

The Berks County Communications Center along with representatives of several municipal agencies reported to PERF that dispatch calls for service may be under reported by as much as 30 to 40%. This under-reporting occurs when citizens in some municipalities walk into a police station or call the non-emergency line at one of the local police departments to ask for assistance. This information may or may not be updated as a call for service in the reporting system.

Agencies were asked to list the five most common calls for service they receive. The table below shows the most common calls for service received by agencies that returned the PERF survey.

Most Common Calls for Service

Agency	Domestic Violence/ Disputes	Theft	Traffic issues	Assist other police	Alarms	Disorderly conduct	Criminal mischief	Other 1	Other 2
Amity	X	X	X				X	Service calls	
Bally	X							Burglaries	Vandalism; Neighbor disputes
Berks County SO			X	X				Warrants	Tobacco compliance enforcement; civil process
Bern	X		X		X			Suspicious V&P	public service calls
Bernville	X	X	X			X		Loud noise	
Bethel	---	---	---	---	---	---	---	---	---
Birdsboro	X	X							
Caernarvon	X	X	X				X	Juvenile issues	
Central Berks RP	X							Thefts, vehicle/from	Neighbor disputes; vandalism
Colebrookdale	X	X	X						
Cumru			X	X				Security checks; general complaints	
Douglass				X				Suspicious situations; information; phone calls	
Exeter	X		X		X		X	Police information	
Fleetwood				X	X			Telephone info; citizen service; security checks	
Hamburg	X	X	X				X	Disturbance calls	
Heidelberg		X	X			X		Harassment	Assault
Kutztown			X			X		Public drunkenness	Assaults; noise
Lower Heidelberg	X	X			X			Vandalism	Animals
Muhlenberg	X		X		X			911 hang up calls	Suspicious situations
Northern Berks RP			X	X	X			Telephone details; Suspicious activity	
Robeson	X		X					Citizen complaints	Criminal complaints
Robesonia		X	X		X	X	X		
Shillington	X		X			X	X	Security checks	
Sinking Spring	X	X	X						
S. Heidelberg			X	X	X			Phone details	
Spring	X	X	X				X	Fraud	
Tilden		X		X				MUA; harassment	
Tulpehocken	X		X	X					
Wernersville	X		X		X			Security checks	Suspicious activity
West Reading	X	X	X			X		Suspicious activity	Complainant reports/information; property crime; assault
Womelsdorf	X	X					X	Complaints	Juvenile
Wyomissing		X	X		X				
Total	20	15	23	8	10	6	8	--	--

Five most common types of calls for service

- Traffic issues (74%)
- Domestic violence disputes (68%)
- Theft (52%)
- Criminal mischief (vandalism) (35%)
- Alarms (32%)

Traffic issues, domestic violence disputes and theft were each listed as a frequent call for service type by more than half of the responding agencies.

The Cost of Police Service in Berks County

Two questions in the PERF survey were related to the cost of police service. These included questions on the service population in each jurisdiction and the dollar amounts of the agencies' last three budgets.

Survey question 33 stated: "List the dollar amount of your last three budgets." Thirty four police agencies completed information for FY 2009. Question 1a asked for "Service population." All 35 police agencies responded to this question. The budget for FY 2009, the most current financial statement for each police agency, was used by PERF for determining costs for police service in the five scenarios described later in this report.

The Pennsylvania State Police (PSP) provides police service to some townships and boroughs in Berks County on either a full-time or part-time basis. PSP specific expenditures for Berks County was not provided to PERF. To estimate the cost for state police service in Berks County PERF identified the statewide budget for the Pennsylvania State Police and divided that number by the department's total staff, to determine the cost per officer at the state level. The state police reported to PERF that it has 89 police officers assigned to Berks County providing direct service to a population of 83,500. Using these figures PERF estimated that the approximate budget for PSP police services in Berks County is \$3,753,139, or \$44.94 per citizen.

The cost for police service for Berks County for FY 2009 is, at a minimum, \$67,491,700 or \$163.00 per citizen. Not all of the budgets reviewed were composed of total police costs since some jurisdictions included only direct costs not all overhead expenses. Certain costs such as facility, vehicle and equipment maintenance, utility and gasoline expenses, contract services, supplies and, in some cases, pension expenses are not

uniformly included. The cost per citizen for the municipalities FY 2009 is listed in the next table.

Cost for Police Service in Berks County per Citizen, by Agency

Agency	Cost Per Citizen
Tulpehocken	\$33
Pennsylvania State Police	\$45
Bethel	\$46
Tilden	\$54
Heidelberg	\$60
Bernville	\$87
Womelsdorf	\$87
South Heidelberg	\$96
Douglass	\$101
Wernersville	\$101
Robeson	\$106
Robesonia	\$108
Bally	\$129
Lower Heidelberg	\$129
Exeter	\$133
Bern	\$135
Sinking Spring	\$142
Amity	\$146
Spring	\$155
Colebrookdale	\$160
Muhlenberg	\$161
Shillington	\$161
Berks Lehigh Regional Police	\$164
Birdsboro	\$167
Fleetwood	\$167
Central Berks Regional Police	\$178
Northern Berks Regional Police	\$178
Hamburg	\$185
Wyomissing	\$228
Cumru	\$243
Kutztown	\$298
Caernarvon	\$299
Reading	\$315
West Reading	\$465

The cost for police service for many local governments can represent the single largest expense. Public safety expenditures are often 25% or more of the budget of a municipality. The cost of employees – salary and benefits negotiated between the police union and local government – is frequently more than 80% of the police budget.

Municipalities with larger populations, higher levels of population density and greater concentrations of poverty usually have more frequent and complex crime and disorder problems than smaller, less varied jurisdictions. Addressing more complex and frequent crime problems increases the cost of police operation, both on an aggregate level and on a per capita basis. Specialized units and equipment, greater ratios of patrol officers and detectives, and increased compensation levels sometimes needed to attract people to a high stress and high volume environment drive up the costs of larger police agencies. The cost of a radio system alone can be in the millions of dollars.

This dichotomy exists in Berks County. For example, the state police provide service to some of the smallest municipalities in Berks County. These areas do not experience the same crime volume, problems, disorder, or violence that the larger populated areas have. As a result, they have some of the lowest police cost-per-citizen ratios in Berks County. Conversely, Reading and its nearby communities represent over 46% of the population and have the highest volume of crime problems, disorder, and violence. They also the highest cost-per-citizen ratios for police service in Berks County. Policing differs between urban areas and rural areas.

Three survey questions were directly related to the recession and police budgets. The first asked, "Are you planning an increase or decrease in your next budget?" Following are the results:

Planning an increase or decrease in your next budget

- Increase – 24 departments
- No response – 5 departments
- Decrease – 3 departments

The second question inquired, "What impact has the recession had on your budget for police services?" The following responses were provided by 32 responding agencies:

- Cuts to training, education, vehicle purchases, overtime, electronic control devices, equipment, and capital items
- None or minimal
- Not hiring an additional officer
- Inability to increase coverage/improve services, rising gas prices, watch spending and purchase only necessary equipment to maintain service
- Potential layoff of an officer if budget is not cut \$100K

The final survey question related to the recession and police budgets asked, "Does your budget include equipment replacement funds?" Following are the results:

- Yes – 26 departments
- No – 4 departments
- Some – 1 department
- No response – 1 department

Berks County Growth Potential and Its Impact on Police Services

The 2008 U.S. Census Bureau population estimate for Berks County is 403,595. From 2001 to 2008, the county population increased 8%. The Berks County Planning Commission (BCPC) in 2003 estimated that the county population will grow to 421,304 by 2020. While this information demonstrates the population growth potential for the next 10 years, the reality of the local housing market for the past two years presents a short-term contrasting picture. In 2006, there were 1,854 new housing units reported by the BCPC for Berks County. In 2008, new housing units totaled only 1,167. Recent news accounts in the *Reading Eagle* (May 11, 2009), report that real estate sales have dropped 44% in Reading since their peak in 2006. According to this article, the reduction in sales has brought tax revenues down and is hurting the City of Reading's budget. The Mayor of Reading in his January 26, 2009 State of the City Report remarked that "this financial pandemic hurts citizens as well as cities, but it pushes us to do business in a

different way. The old ways of doing business will not alleviate the pain of this pandemic."

Berks County, like many other local jurisdictions in the United States, funds a large portion of its government operations through real estate taxes. Because these taxes are based on the assessed value of property, when the real estate market is affected adversely, the amount of property sold is reduced, the assessed value of property declines, and the amount of tax revenues collected drops. Berks County collects additional revenue from grants, departmental revenue, inter-fund transfers, and other smaller revenue sources. There is also a local tax assessed on earned income.

The cost of fuel, health care, electricity, insurance, employee pensions, and government expenses continues to increase while revenues fall. Municipalities and counties must present a balanced budget by law, unlike the federal government. Local governments are forced to confront the situation immediately. Options to resolve funding gaps are fairly similar across the United States. One option is to raise local taxes. Other options include raising fees or creating new fees for service, refinancing existing long-term debt, applying for additional federal and state grants, redesigning programs, not filling or freezing existing positions, imposing layoffs and furloughs, cutting benefits and pay raises for employees, privatizing services, and consolidating, regionalizing, or creating shared partnerships with other governments. Combinations of these options may permit local government to cover immediate revenue shortfalls.

Berks County and some of its local cities, townships, and boroughs are faced with immediate challenges for the FY 2010 fiscal year. One concern is the uncertainty of federal and state grant funding for certain programs. Additional concerns are the projected shortfall in the pension system and the increased cost of employee healthcare. The Mayor of Reading in his State of the City Report remarked, "The same things that impact every citizen impact us, but in addition we have greatly escalating costs of existing labor contracts including public safety, pension costs, fuel costs, and health care

costs. These challenges along with the loss of tax revenues present opportunities for the local leadership to make important decisions on government operations.

The December 2008 Berks County budget presentation to the county commissioners included a four-year balanced budget projection that would reduce the unreserved fund balance from \$100 million (FY 2009) to \$38 million (FY 2012). Both the City of Reading and Berks County are looking for options to help alleviate the current economic situation. Some of the other cities, townships, and boroughs in Berks County are facing economic concerns as well.

The Mayor of Reading added, “While we celebrate our past, we are encumbered by it as well. Multiple and overlapping governments, school districts, police forces, fire departments and fire stations, water and sewer plants, and all, cost taxpayers more than is necessary. I believe consolidation or greatly increased regional cooperation is essential, but we all know that change does not come easily to our area. Necessity is the mother of invention and we are now in the necessity phase.”

Merger and Consolidation

A number of studies in the 1960s and 1970s advocated the merging of law enforcement agencies to provide citizens with a better police service. The President’s Commission on Law Enforcement and Administration of Justice in 1967 recommended that “each metropolitan area and each county should take action directed toward the pooling, or consolidation, of police services through the particular technique that will provide the most satisfactory law enforcement service and protection at lowest possible cost.” The Advisory Commission on Intergovernmental Relations in 1971 advised that “small local police departments, particularly those with 10 or fewer men, are unable to provide a wide range of patrol and investigative services to local citizens. Moreover, the existence of these small agencies may work a hardship on nearby jurisdictions. Small police departments, which do not have adequate full-time patrol and preliminary investigative services, may require the aid of larger agencies in many facets of their police work.” The National Advisory Commission on Criminal Justice Standards and Goals in 1973

suggested consideration of “the recombination and consolidation of police departments with less than 10 full-time officers...”

The number of U.S. police agencies and their general small size has been a continuing issue for over 40 years now. Public administrators, scholars, and some citizen groups have long advocated the merging of similar government functions into one as a method for reducing government overhead and inefficiency.

The recent economic situation in the United States has renewed the call for local government to find more effective and efficient ways to deliver police service to their communities. As reported on May 19, 2009 in *USA Today*, in the past 15 months, 19 suburban and rural police agencies in Pennsylvania have closed and seven others have cut patrols. The closures and cuts have forced the Pennsylvania State Police, who also face budget struggles, to assume full or partial public safety responsibility for about 54,000 more people.

There are conditions that seem to push for consolidation of police agencies. In Small Police Agency Consolidation: Suggested Approaches, Koepsell and Girard suggest these conditions tend to be present:

- An increased demand for better law enforcement service with declining financial resources.
- A concern with inter-jurisdictional overlapping of law enforcement services.
- A significant problem or crisis that is present in a community.
- An agency already exists that can provide police service throughout all political subdivisions.
- A history of cooperation between local governments.
- A jurisdiction’s desire to remove itself from the administrative problems that exist in operating a police department.

When jurisdictions consider merging police departments, there are two common methods. One is to consolidate all police service into one agency and abolish the individual police departments that exist. The other is to contract police services from another agency and abolish the local police department. These methods often face political and legal problems, as well as issues regarding labor agreements and community opposition. Consolidation requires increased cooperation and leadership at the local level to be successful.

Common advantages and disadvantages of police mergers include the following:

Advantages

- Improves the effectiveness of the services delivered. Mergers can reduce the inter-jurisdictional overlapping that can occur with a fragmented police service delivery system. They also can provide consistent enforcement, policies, practices, and procedures across the jurisdiction served by the merged agency.
- Reduce the cost through efficiencies. Mergers bring a certain economy of scale to the delivery of police service. Having multiple police facilities, vehicle fleets, communication facilities, records systems, and other capital overhead, including administrative functions like multiple hiring and promotional systems and increased operating costs of office supplies, insurance, fuel contracts, and uniforms, can produce duplicative costs. Mergers can provide a better use of civilian personnel by eliminating multiple communication centers, records sections, crime analysis functions, and human resource functions.
- Improve the amount and quality of service delivered. Mergers can provide full-time law enforcement and emergency backup capabilities, specialized services for high-risk situations, improved communication capabilities, reduced response time to genuine emergency situations, and improved officer safety through increased availability of back-ups.
- Eliminate the need for part-time officers, resulting in the delivery of service provided by full-time professionals.

- Improved recruitment, training, and career development of police personnel. Mergers can provide the ability to pay a higher consistent salary across the combined department, whereas small agencies may not be able to compete for the best police officers because they offer lower salaries. Mergers also allow for more training, because there is sufficient staffing to allow officers time-off to attend class. Smaller agencies at times cannot send officers to training because of staffing limitations. Mergers permit officers to have more choices for specialized assignments and promotional opportunities. Training and career development prospects tend to attract more candidates, and better qualified candidates, to the agency.
- Improved supervision and organization of the police. Mergers allow a centralized focus on crime and disorder in the jurisdictions covered. Having multiple police agencies with limited jurisdictional authority allows criminals to exploit the weakness of a fragmented police response to crime problems. Mergers also allow the deployment of resources that are consistent across the county and can be focused where the greatest problems exist. The duplication of police service and competition between police agencies for resources can be reduced.
- Enhanced liability control. Because of civil litigation, the actions of one police officer can put a small city, township, or borough in financial peril in defending or paying a judgment on a claim. A merged police department would not deter the litigation, but could spread the liability over a larger tax base and enable the organization to have a staff attorney employed full-time to manage claims. Small agencies typically retain a law firm for defense work, which may cost more.

Disadvantages

- Possible increase in cost. Mergers may cost more than leaving the smaller police departments to operate as they do. The most expensive part of any police budget is employee costs. Merged agencies frequently create a salary structure that uses the highest salary levels of the police agencies involved in the merger.

- Loss of local control over the amount and level of services delivered. A multi-jurisdictional agency may become less accessible to local leaders, and citizen satisfaction with service may decrease.
- Loss of “personalized” services. Mergers may result in weakened relationships between members of the local police department and their city, township, or borough. The enforcement of certain local priorities may dwindle in a larger agency that is not devoted to a small jurisdiction’s local neighborhood issues.
- Decreased upward mobility. With only a single chief and fewer top command positions, those seeking advance to the top level may well see increased competition. However, there may be an increase of positions for first-line supervisors and mid-managers, depending on the exact structure of merged agencies.

The option of establishing a county police department in the State of Pennsylvania is limited. Pennsylvania Statute 16 P.S. § 4501 states:

(a) The county commissioners in any county of the second class shall have power to employ such number of police as may be fixed by the salary board of the county. The compensation of such police officers shall be paid by the county.

(b) Such police officers shall have jurisdiction anywhere within the county by which employed, and shall have and possess all the following powers:

County classification (e.g., First Class, Second Class, etc.) in the State of Pennsylvania is determined by population. Designation as a Second Class county requires a population of 800,000 to 1,499,999. Currently, only one county in the state (Allegheny) is designated a Second Class county, and therefore by statute is the only county permitted to employ a county-wide police agency.

Methodology

The methodology section provides a description of the methods and processes used by PERF to determine such factors as staffing levels, investigative workload, and costs associated with personnel, equipment and facilities. Once the appropriate processes were identified and refined, they were used for each of the 15 scenarios included in the five policing options for Berks County within this report.

Staffing of Patrol

In determining patrol staffing levels for each of the options developed in this report, PERF used the following two factors: the authorized full-time equivalent (FTE) of Berks County police agencies and actual calls for service information for all of 2008.

Dispatch data was obtained from all five current police dispatch centers in Berks County: the Pennsylvania State Police, the Berks County Department of Emergency Services, the Lehigh County Communications, the Reading Police Department and the Wyomissing Police Department. This information was collated and tabulated for each police department by both call type (when that information was available) and by call volume. With this information, the level of recorded police activity was calculated for each municipality. With this patrol workload information developed for each jurisdiction, the projected total patrol workload can be determined for any combination of municipalities.

PERF surveyed the police departments in Berks County and received specific information on the number of authorized and actual sworn personnel, including the number of part-time sworn positions. Data was also collected to determine the number of authorized part-time hours, per month, for those departments that use part-time staff. By reviewing the number of hours a full-time sworn officer works in a year and the number of hours a part-time sworn officer works in a month, the number of part-time officers were converted to FTE positions and added to the number of full-time sworn officers in the department. (To corroborate the number of full-time and part-time sworn police

officers, PERF reviewed the Pennsylvania Uniform Crime Report, Summary Employee Report for all police departments in Berks County for 2008 and 2009).

PERF chose to use the authorized position count for sworn officers since it does not fluctuate from month to month and also provides the maximum position strength local governments allocate annually to their police departments. PERF used the survey information to determine the number of officers assigned to the patrol function from each police department and compensated for those agencies that routinely use the services of the State Police. By reviewing these data sources, PERF was able to determine the total number of FTE patrol officers assigned to each police department. Combining the dispatch information and the number of FTE patrol officers, PERF was able to calculate the average number of calls for service each officer is dispatched to on both an annual basis.

The table below shows the workload for each agency and displays the number of full-time-equivalency patrol officers (including adjustments for part-time officers and part-time state police coverage). During 2008, 299,469 calls for service were handled by 501 FTE patrol officers in Berks County. The county-wide average calls per patrol officer per year is 490.

Annual Calls for Service Workload per Patrol Officer, by Agency

Agency	FTE Patrol *	Call for Service	Annual CFS/Patrol Officer
Amity	12	6,144	512
Bally **	6	430	72
Berks Lehigh ****	26	12,160	468
Bern	10	4,839	484
Bernville **	2	417	209
Bethel **	5	3,313	663
Birdsboro	7	2,805	401
Boyertown ***	8	3,309	414
Brecknock ***	7	2,188	313
Caernarvon	10	2,273	227
Central Berks	8	5,270	659

Colebrookdale	7	3,580	511
Cumru	19	14,108	743
Douglass **	4	1,628	407
Exeter	25	12,305	492
Fleetwood	7	3,266	467
Hamburg	7	4,042	577
Heidelberg **	2	867	434
Kutztown	12	3,534	295
Laureldale ***	7	3,214	459
Lower Heidelberg	8	1,876	235
Mohnton ***	7	1,317	188
Muhlenberg	21	17,383	828
Northern Berks	11	6,563	597
Oley ***	6	2,427	405
Pennsylvania State Police	52	38,231	735
Reading	110	91,113	828
Robeson	6	3,053	509
Robesonia **	4	1,495	374
Shillington	8	2,738	342
Sinking Spring	7	2,543	363
South Heidelberg	8	3,128	391
Spring	19	13,478	709
Tilden **	3	2,989	996
Tulpehocken **	4	1,873	468
Wernersville **	4	2,450	613
West Reading	11	5,111	465
Womelsdorf **	3	2,167	722
Wyomissing	18	9,940	552
TOTAL	501	299,567	Average = 490

* Authorized Positions

** Staffing Supplemented by PSP

*** Alternative source than PERF Survey

**** BLRPD - 3,490 CFS from Berks and 8,670 from Lehigh

Several police personnel interviewed during PERF site visits indicated that calls for service in their community may be under-reported by the dispatch data by as much as 30 to 40 per cent. This under-reporting occurs when a resident of one of the townships or boroughs walks into or calls the non-emergency line at one of the local police stations to

ask for assistance. That police agency will then contact one of its officers directly rather than call the appropriate communication center. This direct and immediate communication is thought to promote more timely response and more personalized service. But such calls-for-service data is not usually documented by the communications centers and therefore is not included in call-for-service statistics. The Berks County Department of Emergency Services confirmed this practice, especially in some of the smaller agencies, but was unable to estimate the exact degree to which it occurs.

PERF reviewed the FTE staffing information for patrol provided in the completed agency surveys. For small agencies, all members of the department including the chief and sergeant were included as an available resource to respond to calls for service, based upon the practice of these agencies.

The number of patrol officers needed for each merger scenario was derived by:

- Determining the number of calls for service per patrol officer per year for each jurisdiction proposed to be part of the new agency;
- Adding the total number of calls for service for the combination of jurisdictions in the merged agency;
- Calculating the average calls for service per year per officer for the group of agencies; and
- Dividing this average into the total number of calls for service thus getting an estimate of the number of patrol officers that would be needed for that merged agency.

In most cases the average number of calls for service per patrol officer for Berks County police departments is low compared to busy urban police agencies. Throughout the county patrol officers are expected to do more than respond to calls for service. They interact with residents of their jurisdictions regularly, try to remain visible as a deterrent and initiate contacts with suspicious vehicles and persons. Because this high service model is important to county residents PERF chose to maintain the average calls for

service measure to calculate patrol staffing for the merger scenarios developed. This approach also allows for sufficient officer time to take into account the discrepancies between the recorded dispatched calls for service and the more informal responses described above.

Staffing of Investigations

Successful investigation of crimes depends on the initial investigation report describing a high level of solvability factors, or the follow-up investigators developing enough solvability factors to solve the crime. Solvability factors include such aspects as the presence of witnesses, the ability to name a suspect, traceable property, license plate number of a suspect's vehicle, and/or an identifiable M.O. Minor crimes reported to many police departments – especially UCR Part II offenses, other than vice crimes – generally have few, if any solvability factors and usually merit only little investigative effort. Such offenses make up a large amount of the reported crime in Berks County and have an impact on the safety and quality of life in county communities. Therefore, recommendations for staffing the investigation function of merged agencies, in the various options that are presented below, not only take into account the investigation of serious offenses but also devote adequate personnel to focus on more minor, quality-of-life crimes.

The potential number of cases that should be considered for investigation each year by each merged agency was measured by taking into account the number of both Part I and Part II offenses reported by all the agencies to be included in the merged department. All Part I crimes were included in the cases for potential investigation, Specific Part II non-traffic crimes considered for investigation included:

- Non-aggravated assaults,
- Sex offenses other than rape and prostitution,
- Offenses against family and children,
- Vandalism,
- Forgery and counterfeiting, and
- Fraud and embezzlement.

These crimes constituted 70% of the Part II crime countywide. Although not all of these crimes will have sufficient solvability factors to justify investigations, some other Part II crimes will merit follow up. Consequently, to establish a benchmark for cases to be investigated, 70% of Part II reported crimes was added to the total number of Part I for each merged department to develop the base number of crimes for potential investigation.

Another factor that must be considered in detective staffing is the reality that not all of the crimes reported merit follow-up. It is neither practical nor a good use of resources to assign every crime reported to the police for in-depth further investigation. However, it is generally the practice of departments to assign all Part I “crimes against persons” – offenses such as homicide, sexual assaults and aggravated assaults – to detectives for follow-up investigation. In some categories such as homicide, a team of investigators can be expected to exhaust all leads on each reported crime. In other offenses, including robbery and aggravated assault, the follow-up investigation may range from telephone re-contact of victims and witnesses to field work, depending on leads and elements of the solvability factors discussed previously. Because of the volume of property crimes reported to the police, only those with the greatest likelihood to be solved, based upon the solvability factors, warrant further action by detectives (as do crimes of particular interest or threat to the community).

Based upon a review of the level of effort required for investigations in Berks County, PERF’s previous work with departments across the country, and research in the field, a decision was made to set the number of cases to receive in-depth investigation at 35 per cent of the cases that are to be considered for investigation (the combination of Part I and Part II crimes described above). The number of cases to be investigated annually was calculated for each set of merged agencies based on 2008 crime reports.

The next step in determining the number of detectives needed takes into account the number of new cases each detective can be expected to open per month. This caseload is an average, because some detectives (such as those handling serious crimes against persons) normally carry a lower caseload than those investigating higher-volume, less

serious offenses. Analysis of current investigative staffing in Berks County was combined with PERF's knowledge of best practices in the profession for jurisdictions similar to Berks County. As a result, a benchmark for average caseload per detective per month was set at 15 new cases or 180 a year. This average takes into account both a "specialist" approach in larger departments as well as a "generalist" approach in smaller agencies.

The number of investigators needed for each scenario was determined by taking 35% of the cases to be considered for investigation and dividing that by 180 – the caseload per detective per year.

Personnel Costs

Police mergers usually set salaries and benefits for employees in the merged agency at, or close to, the highest level of those coming into the merged agency. Mergers require significant cooperation, negotiation, and persistence by the officials of the merging jurisdictions. Discussion of salary and benefits packages can be difficult and in many instances may be the single issue that ultimately prevents a merger. Police officers and their unions are more likely to support a merger if their salary and benefits increase or, at least, do not decrease.

PERF surveyed the police department in Berks County and received specific information on the salary of sworn positions in agencies. The information included salaries from entry-level police officers to chiefs of police for 2009. To understand the extent of the salary and benefits, PERF reviewed many of the current labor contracts for police departments in Berks County. As a follow-up, PERF made telephone contacts to some departments for additional information and clarification. Together these data sources provided PERF with a good sample of salaries and benefits for sworn police personnel in Berks County. This research revealed a wide range of salaries and benefits across Berks County police departments.

To provide fair compensation throughout the county as well as to maintain fiscal responsibility, a distinction was made between “large” and “small” agencies in the merger scenarios. PERF considered such factors as workload and the span of control of command personnel to differentiate between the two, as these factors will have an impact on the size of an agency and level of responsibility. Departments that included the rank of captain are considered to be more complex and characteristic of a large agency. Those agencies requiring a more simple command structure and span of control were categorized as small.

In order to establish personnel costs for the different department scenarios, PERF grouped the data by agency and salary. A statistical analysis of the mean, median and standard deviation was calculated. These three measures provided PERF with information from which to determine the appropriate salary level for each sworn position in forecasting the personnel cost to staff each of the study’s five options. For each rank for the large agencies, the salary level was set at the mean plus one standard deviation, or at the highest salary level if the mean plus standard deviation was higher than the current highest figure.

The resulting salary schedule was adjusted for the smaller agencies through a review of current compensation figures for the smaller agencies in Berks County. Consequently, the salary schedules for smaller agencies were pegged at 85% of those for the larger agencies.

A study of present benefits of the police departments in Berks County revealed a wide variation and range of benefits. (Refer to Appendices 7 – 11). In calculating the dollar amount for benefits, PERF used a figure of 57 percent of the salary for sworn personnel and 35 percent for civilian employees. The difference in retirement cost between the sworn and civilian classifications accounts for the difference in percentage used for each. Affixing a dollar amount provides the opportunity to maximize negotiations with work groups in the merged agencies. This allows for a best practice “cafeteria” approach to benefits, whereby employees or work groups have a predetermined dollar figure with

which to select a benefit package tailored to their needs. This strategy also eases future bargaining agreements as negotiations are surrounded around a single dollar amount rather than a myriad of different benefits.

Equipment Costs

PERF examined the need in major categories of equipment necessary for each proposed merged agency. A comparison was made of existing equipment based on information provided by departments responding to the PERF survey; the number required for each agency based on the methodology explained below; and the difference between the two. In some cases there was an excess of equipment which could either be reserved for replacement or allocated to another proposed merged department. For some items, a 10% buffer should be maintained for replacement and damage to minimize disruption of operations.

- **Marked Police Vehicles** – The number of marked vehicles needed is 50% of the total number of sergeants and officers assigned to patrol, including special enforcement units in some agencies. This will allow for effective shift changes and possible shift overlaps. For departments that require a watch commander at the rank of lieutenant, each watch commander should have a marked vehicle.
 - Cost per unit: \$33,468 - Crown Victoria fully equipped other than radio and computer equipment (Refer to Appendix 12).

- **Unmarked Vehicles** – Unmarked vehicles should be allocated to each command staff member (chief, assistant chief and captains), because of their need for immediate response from home to critical incidents. Also, due to the nature of their jobs, administrative lieutenants and sergeants and detective sergeants should be assigned a vehicle each. In addition, one vehicle should be allocated for every two detectives and officers in an administrative function.
 - Cost per unit: \$15,926 (Model comparable to Chevrolet Impala)

- Rebranding – There are almost as many distinct police vehicles and uniforms as there are police departments in Berks County. Important to a new, regional or consolidated agency is rebranding equipment and uniforms. This entails everything from new badges and uniforms and patches to marked police vehicle configuration. It has been PERF’s experience that when changing patches on a uniform, it is almost always necessary to purchase new shirts, jackets, etc. to maintain a professional image to the community. There is a cost for these necessities. PERF conducted research of uniforms as well as repainting and decaling police vehicles to determine an estimated cost for each.
 - Uniform Rebranding - PERF estimates it will cost \$1,605 per officer to rebrand uniforms. An itemized list is found in Appendix 13/
 - Vehicle Rebranding – In changing the color combination and decals of a marked police unit, PERF estimates a total cost of \$1,020 per vehicle; \$800 dollars to repaint the vehicle and \$220 for decaling. (Expenses for re-branding vehicles may be eliminated should the regional agency change vehicles through attrition rather than modifying the entire fleet at the initiation of the new agency.)

- Computer Equipment –100% of command staff (ranks between chief and lieutenant); detective personnel; administrative specialists; special enforcement sergeants; and civilian staff. Depending on the size of the patrol operations for each agency, an appropriate number of shared computers were assigned for sergeants in a supervisors’ office and officers for a report-writing room. This category includes computers and printers (shared and networked) and acknowledges that some personnel may select a laptop rather than desktop. A 10% replacement/damage stock is included.
 - Cost per unit: Laptop \$2,000 and Desktop \$1,500.

- Unit (vehicle) Radios – 100% of the total number of vehicles plus 10% shelf stock.

- Cost per unit: \$2,500 (This is the current cost for all municipal agencies other than the Reading Police Department, which is on a newer technology described below. Start-up costs include both technologies).
- Handheld Radios – 100% of sworn personnel and those civilians assigned to work the field in uniform such as crime scene technicians plus 10% shelf stock.
 - Cost per unit: \$1,200 (This is the current cost for all municipal agencies other than the Reading Police Department, which is on a newer technology described below. Start up costs includes both technologies).
- Vehicle Computers – 100% of marked and specialty vehicles plus 10% shelf stock.
 - Cost per unit: \$5,000

Communications: Currently, the Reading Police Department uses an 800 trunked radio system which is not readily compatible with the remainder of the county’s VHF band technology. Discussion has begun regarding modernizing the Berks County Department of Emergency Services equipment to a 700 or 800 megahertz system which would be compatible with RPD. Should the county implement such a system, the unit costs of vehicle and handheld radios are estimated to increase dramatically. A vehicle radio which now costs \$2,500 would increase to an estimated \$5,500 and handheld radios now purchased for \$1,200 would cost about \$3,500. Costs associated for radio equipment have been provided for each policing option for consideration.

Building Costs

Based upon PERF’s analysis of policing facilities in Berks County, with very few exceptions, existing facilities would not meet the needs of a regional or consolidated approach to policing. In order to establish building costs for facilities that would be required to realize each of the options provided in this study, PERF consulted two architectural firms. Both have substantial experience designing police facilities in the United States. It may be estimated that to build a typical police facility today, each

employee would need between 280 and 320 square feet of space. Because of the variance in the estimate, PERF used the median value of 300 square feet for the analysis. By multiplying the number of employees in each option by the median square foot estimate, the approximate amount of space needed for the option was determined.

PERF consulted the RS Means Building Construction Cost Data for 2009 on Police Stations. One factor that affects the square foot cost of any new building construction is size. Generally, larger buildings built in the same locality with the same specifications result in a lower cost per square foot. These buildings have a decreasing contribution of exterior walls and an economy of scale that is achievable by their size. Various cost factors (including contractor and architect fees and adjustments for locality) were taken into account to determine the average cost to build police facilities,

The estimated cost to build a typical large police facility in Berks County is \$228.33 per square foot. Smaller facilities cost between \$248.52 and \$284.76 per square foot depending on total construction square footage. Based upon the square footage of each proposed facility, the appropriate value was used to calculate cost.

Funding and Governance

Determining how police services are funded is an important consideration in implementing any regional or merged agency approach. Some common factors used to distribute costs among communities include: population, land area (square mileage), property value, percentage of services provided, percentage of municipal revenues, and some combination of these criteria.

Governance is another factor to consider in a regional or consolidated approach to policing. Oversight of the department is sometimes accomplished by a police board or police commission in which representatives of each municipality participating in the region appoint members. The Chief of Police is then accountable to the board or commission, whose members represent the interest and concerns of their constituents. As observed in the current regional agencies in Berks County during PERF's site visits, there

is always controversy as to the make-up of such a board. The appropriate number of representatives for each participating municipality is debatable. When there is equal representation, larger jurisdictions, using the greatest amount of service and contributing the most financially, feel unrepresented. When membership is determined by population or service levels, for instance, smaller jurisdictions feel under-represented.

An approach which avoids these conflicts is the use of Contract Services Agreements, sometimes referred to as a Joint Powers Agreement. There are currently examples of such contracts for police service in Berks County, such as Kenhorst Borough contracting police service from the Cumru Township Police Department and St. Lawrence Borough from the Exeter Township Police Department.

Under Contract Services Agreements, specific service levels are identified such as the type and amount of police service to be provided along with an associated cost. Contract language provides specificity as to services that are to be provided. The list below offers examples of items commonly included in such agreements (not necessarily the needs of Berks County):

- The number of officers mandated to be deployed during specific times of the day and/or days of the week;
- Defining “patrol service”-- i.e. randomly patrolling all residential, business and public property areas during all shifts; ticketing for traffic violations will be done routinely with specific attention given to parking ordinances;
- Crime prevention programs that encourage community involvement, including Neighborhood Watch, Business Watch;
- Criminal investigations and crime lab services;
- Proper supervision at a rate of one sergeant for every eight officers;
- Requirement for weekly, monthly and annual reports on police service;
- Special event traffic patrol services, such as 15 days per year for the County Fair, Christmas Parade and 4th of July celebration; and

- The Chief of Police shall be available to attend public meetings to answer questions and provide information regarding police to elected officials, residents, business owners and staff as needed.

Also included in contracts are items such as:

- Agreed upon prices for such services;
- Method and timing of payment;
- Liability and indemnification;
- Equipment supplied;
- Review, continuation and termination of agreement.

The State of Pennsylvania provides limited funding to support the regionalization of police services in the form of the Regional Police Assistance Grant Program. The grant is administered by the Pennsylvania Governor's Center for Local Government Services and is funded by the Pennsylvania Commission on Crime and Delinquency. Grants may be awarded for improving the delivery of public services through intergovernmental cooperation, by facilitating the formation of full-time, full-service patrol officers. Financial aid for up to three years and for the start-up costs of consolidated police departments can be considered. Grants may allow for existing regional police departments to bring on a new municipality; to apply for a percentage of the total budget of the municipality joining the regional police department; and to cover the police chief's salary and benefits. The amounts available are generally fairly low (no more than \$49,000 the first year) and require some specific matches.

Merger – Consolidation Options

PERF developed a number of options for possible mergers and/or consolidations of Berks County law enforcement agencies, each designed to provide improved levels of police service to county residents:

- County-Wide Police Department – Although a change in state law would be required to enact this scenario PERF was asked to examine the parameters for one police department that would serve the entire county;
- “Ring” approach - Reading Police Department remains as it currently operates and the remaining 37 borough and township police departments form a single agency;
- Two agencies - The 37 existing municipal police departments – other than Reading – that provide either full or part-time services are divided into two independent regional departments, the North Region and South Region;
- Metro plan - Thirteen police departments that make up the central urban-suburban core of Berks County form a single Metropolitan Police Department;
- Regional departments - The 37 existing municipal police departments – with the exception of Reading - are reorganized into ten distinct regional departments made up of between two and six existing agencies of varying sizes.

Each option is described according to its operational philosophy, its staffing and costs, the structure of the agency, its coverage and start-up issues – including facility needs, vehicles and equipment, and other important considerations. The table that follows summarizes the population coverage, the total cost and the cost per covered resident for each of the options.

CONSOLIDATION OPTIONS AND COSTS			
OPTION	Year 1 Budget	Population	Cost per Resident
County Agency	\$99,090,756	403,595	\$245.52
Ring	\$55,181,838	258,638	\$213.36
North-South			
North	\$29,950,825	137,398	\$217.99
South	\$32,221,438	121,240	\$265.77
Metro	\$57,593,750	207,578	\$277.46
Region 1	\$6,225,226	28,066	\$221.81
Region 2	\$1,333,218	7,989	\$166.88
Region 3	\$7,856,652	39,676	\$214.63
Region 4	\$3,415,038	16,672	\$204.84
Region 5	\$7,067,629	44,035	\$160.50
Region 6	\$5,464,561	24,968	\$223.21
Region 7	\$4,470,358	14,547	\$307.30
Region 8	\$3,761,706	21,018	\$178.98
Region 9	\$4,221,808	32,542	\$129.73
Region 10	\$5,998,361	29,125	\$205.95

The cost for municipal police service for Berks County for FY 2009 is, at a minimum, \$67,491,700 or \$163.00 per citizen. Not all of the budgets reviewed were composed of total police costs since some jurisdictions included only direct costs not all overhead expenses. Certain costs such as facility, vehicle and equipment maintenance, utility and gasoline expenses, contract services, supplies and, in some cases, pension expenses are not uniformly included.

The first option shown is for a complete countywide police department. This new agency would provide coverage throughout the entire county and would provide all patrol, investigative and specialized police services and would include all direct, overhead and administrative costs. The estimated cost for such a department would be \$99,090,756, a significant increase when

compared to the current minimum cost identified above. This is intended to be an all inclusive budget that contains realistic operational, capital and administrative expenditures.

As discussed earlier there is a wide range of salary schedules among current Berks County municipal police departments. A consolidated, large agency would peg salaries at the higher end of the current pay scales. It would have to meet legal requirements in the State of Pennsylvania that prevent any officer's salary and benefits from being decreased when consolidating or regionalizing police service. The impact of this last factor notably effects the bottom line and is non-discretionary.

This countywide department would absorb some costs now embedded in the District Attorney's budget (such as for investigators) and in the Sheriff's budget (such as for community and crime prevention programs). It would be designed to provide the same high level of personalized and community oriented policing that many of the small local agencies now provide. The guiding principle in identifying costs associated with the implementation of a countywide police department is to provide an all inclusive accounting so that leaders throughout Berks County may make an informed decision when charting the future of police service for the county residents.

Option 1: County-Wide Police Department

A county-wide police department is intended be a full-service police department for all of Berks County. The department would be responsible for providing law enforcement services for the City of Reading and in all other units of government, including areas currently served by the Pennsylvania State Police. The resulting agency would be large, composed of 792 sworn members and 38 civilians¹. Although not currently permitted under Pennsylvania law, this option is presented so that county residents can gain perspective on what the structure and cost of a single Berks County Police Department might be.



Operational Philosophy

Patrol or uniform police services are currently provided to the communities of Berks County from either the Pennsylvania State Police or a municipal police department. There are several arrangements for municipal police services in the county: Some municipalities have established their own local department which provides service only within that agency.

¹ Dispatch and communication services would be purchased via a contract with the Berks County Emergency Communications Center

- Some receive police services through a contractual agreement with another jurisdiction (resulting in some agencies policing their jurisdiction and also serving, through the contract, another municipality).
- Some jurisdictions receive police services via membership in a regional police department.
- Other jurisdictions receive coverage only by the Pennsylvania State Police (PSP).
- Finally, some jurisdictions provide part-time coverage via their own officers and rely on the PSP the rest of the time.

Staffing and Costs

Staffing and costs for a county wide agency are presented in the table below.

STAFFING AND COSTS			
COUNTY-WIDE POLICE DEPARTMENT	Position	Avg. Salary	Total Salary
Chief of Police	1	\$110,000	\$110,000
Assistant Chief of Police	2	\$95,000	\$190,000
Captain	4	\$82,000	\$328,000
Lieutenant	8	\$75,000	\$600,000
Sergeant	76	\$68,000	\$5,168,000
Patrol Officers	611	\$61,000	\$37,271,000
Detective Sergeant	7	\$70,000	\$490,000
Detective	69	\$65,000	\$4,485,000
Training Sergeant	1	\$70,000	\$70,000
Training Officer	4	\$61,000	\$244,000
Special Enforcement Unit Sergeant	1	\$70,000	\$70,000
Special Enforcement Unit Officer	8	\$61,000	\$488,000
Crime Scene Technicians	5	\$40,000	\$200,000
Evidence Technician	3	\$30,000	\$90,000
Civilian Supervisors	5	\$32,000	\$160,000
Clerical	25	\$27,500	\$687,500
TOTAL SWORN	792		\$49,514,000
COST SWORN: SALARY AND FRINGES			\$77,736,980
TOTAL CIVILIAN	38		\$1,137,500
COST CIVILIAN: SALARY AND FRINGES			\$1,535,625
TOTAL PERSONNEL COSTS			\$79,272,605
ANNUAL OPERATING & CAPITAL COSTS *			\$19,818,151
TOTAL ESTIMATED YEAR ONE BUDGET			\$99,090,756

* Includes Overtime

The total cost of this option is \$99,090,756 which translates to \$245.52 for each of the county's 403,595 residents.

Startup Costs

The startup costs for a Berks County-Wide Police Department are estimated at \$7.6 million. The greatest single expense (approximately \$4 million) is associated with marked police vehicles; the purchase of 111 additional vehicles at a total cost of \$3.7 million and rebranding the existing fleet of 242 vehicles at a price of \$264,000. There is an opportunity for significant cost savings related to vehicles due to a surplus of 65 plain vehicles under this policing option. Depending on the model and condition of these cars, some may be able to be converted to marked units at an estimated cost of \$7,532 (\$1,020 for painting and decaling and \$6,512 for necessary equipment as outlined in Appendix 12). This would realize a savings of \$25,936 for every vehicle converted rather than purchased and equipped new. As a large agency, PERF has budgeted \$500,000 for the administrative implementation costs outlined in the Methodology Section of this report. The startup cost for this option is increased by \$610,700 with the purchase of updated radio equipment rather than utilizing existing equipment.

STARTUP COSTS FOR COUNTY-WIDE POLICE DEPARTMENT

COUNTY-WIDE POLICE DEPARTMENT	
EXPENDITURE	COST
Marked Vehicles	\$3,714,948
Plain Vehicles	\$0
Unit Radio	\$197,500
Handheld Radio	\$195,600
Office Computer	\$0
Vehicle Computer	\$870,000
Rebranding Vehicles *	\$246,840
Uniform & Equipment	\$1,271,160
Administrative Implementation Cost	\$500,000
TOTAL	\$6,996,048
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$7,606,748

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

The county-wide agency, as developed by PERF, would operate from a headquarters facility and three district stations. The current Reading Police facility would serve as headquarters and house administrative personnel and support operations along with centralized investigations and one of the four district patrol divisions. It is estimated that a staff of 242 would be working from this facility. Three other stations would be strategically placed throughout the county with an estimated staff of 196 assigned to each. Using the methodology described earlier in the report, PERF estimates the cost to build each of the three facilities to be \$13,425,804 or a total of \$40,277,412.

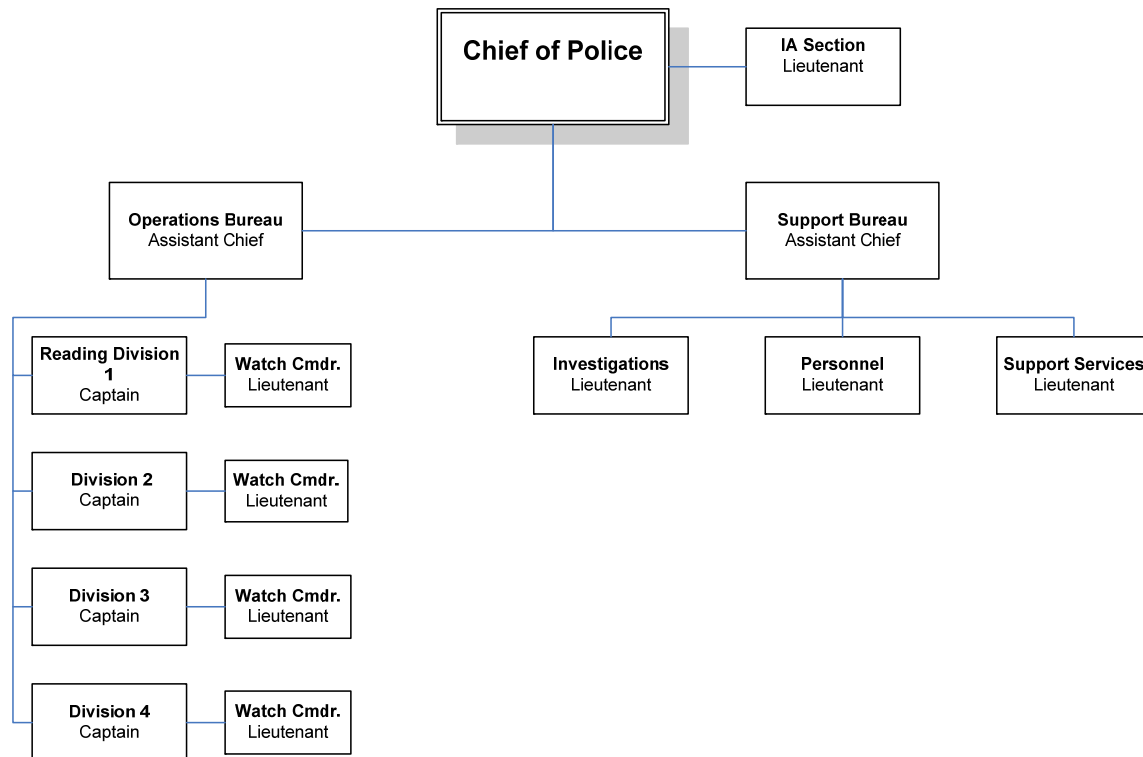
COUNTY-WIDE DISTRICT STATION 1		
Total Staff	Square Footage Required	Building Cost
196	58,800	\$13,425,804

COUNTY-WIDE DISTRICT STATION 2		
Total Staff	Square Footage Required	Building Cost
196	58,800	\$13,425,804

COUNTY-WIDE DISTRICT STATION 3		
Total Staff	Square Footage Required	Building Cost
196	58,800	\$13,425,804

Organizational Structure

The following organizational chart illustrates the structure of a county police department. In this structure, bureaus are under the command of an assistant chief, a division is under the command of a captain, a section is under the command of a lieutenant, and a unit is supervised by a sergeant.



Across Berks County, residents and business owners are accustomed to a personal police approach, one in which many are familiar with their local officers who in turn have a keen knowledge of the residents and problems in the jurisdiction. Under this model, there is no question as to who is responsible for policing in the community and access to the department and its leadership is uncomplicated. Though residents in the municipalities served exclusively by the PSP may not get the personal service as compared with those with their own police departments, municipal leaders and elected officials expressed in interviews and public forums that these communities were satisfied with the level of policing they receive from the state police. Municipal police departments surrounding jurisdictions served by the PSP did report that they receive calls from members of those communities requesting they respond to police calls in their township or borough due to delays in response by the state police.

In order to provide the level of service that the communities of municipal departments are accustomed to, a Berks County Police Department should deliver services within a decentralized philosophy using a district approach. Headquarters, located in downtown Reading, should house administrative, support and some investigative functions along with one of the uniform divisions

providing service to the surrounding geographic area. Three district offices, or substations, strategically placed throughout the county would deliver patrol services along with some decentralized investigation functions.

Each of the four areas would be under the command of a District Commander, with a rank of captain, who would have around-the-clock responsibility for that area. The captain would be responsible for all police services in that geographic area and would be accountable not only to the Chief of Police but also to the elected officials and members of the communities served by those under his/her command. It would be the responsibility of the district commander to identify the needs of the community and assign personnel accordingly. As an example, if traffic is a key concern in the district, the captain would have the authority to select an appropriate strategy to have an impact on the problem.

The district commander would have discretion whether to solicit the resources of the department's Special Enforcement Unit to address problems, assign patrol officers to the issue, or assigned full-time traffic officers in the district. Under this structure, there is no confusion as to who should be contacted to respond to a police matter anywhere in the county. The district commander should be intimately familiar with the crime and disorder problems in the communities, with key stakeholders, and with public, private and non-profit resources and service providers.

Patrol Staffing - In order to provide the same level of police service throughout the county, uniform personnel should be assigned to each of the four districts based upon workload.

Detective Staffing - From the analysis of detective staffing for the county, PERF determined that 53 detectives are needed to handle investigations county-wide. Using the figure of 35 percent of cases being forwarded to detectives for investigation, 1,742 crimes against person cases and 7,732 crimes against property cases will be subject to investigation, for a total of 9,474 cases.

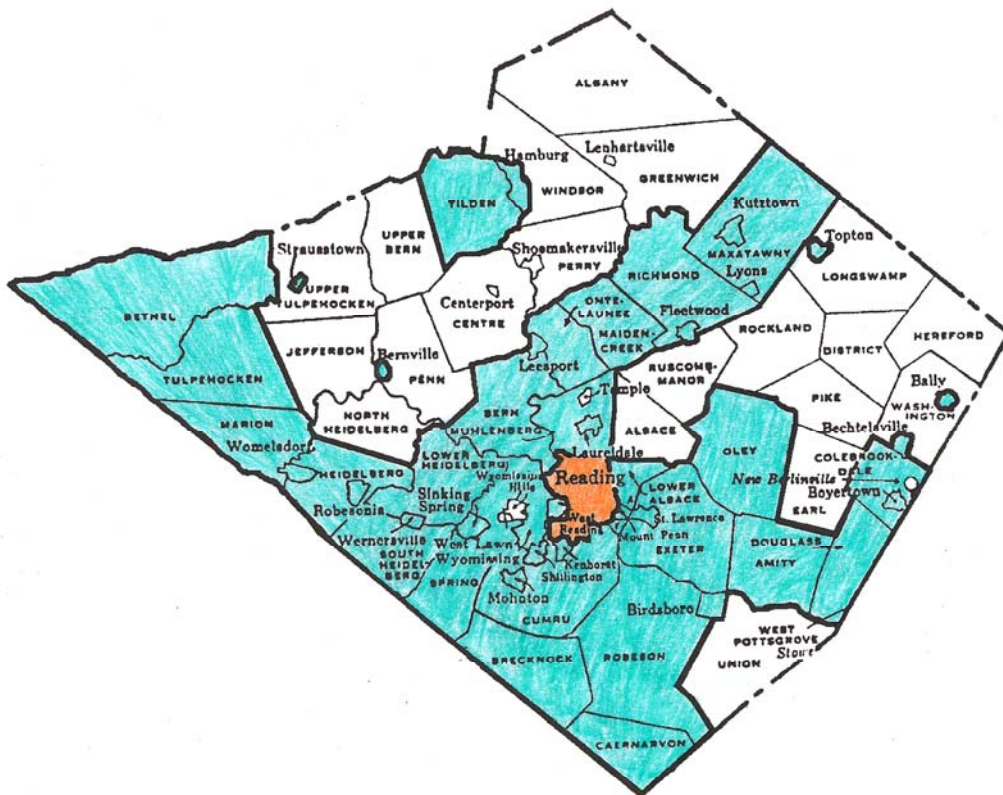
As reported earlier, there were 1,728 vice and drug offenses reported in Berks County for 2008 – 49 prostitution and commercialized vice cases, 1,666 drug offenses (including 650 sale and

manufacturing offenses), and 13 gambling and bookmaking offenses. This problem is large enough that a county wide vice and drug unit would be needed. Reading current has one such dedicated unit but additional resources would be needed to address vice and drug problems outside the city. Therefore 16 additional detectives and two more detective supervisors are added to staffing for the single, county-wide agency. The total number of detectives is 69.

Option 2: A “Ring” Police Department

Surrounding the City of Reading and Excluding Jurisdictions Policed Exclusively by the Pennsylvania State Police

Option two is more limited than a single countywide agency. To comply with current state law, this agency would not include the City of Reading. It would also exclude areas of the county that receive policing services only from the PSP. The 37 remaining agencies would form a single police department. Townships and boroughs that use the services of the PSP on a partial basis to supplement their own officers would be part of this agency and would receive full-service from the “ring” agency. The map below shows the coverage for this agency.



Operational Philosophy

In a manner parallel to the countywide agency, the ring department should deliver services within a decentralized philosophy while operating from two facilities. One facility would serve as headquarters, housing command staff, the investigative and administrative functions, and one of the patrol divisions. The second facility would be the home of the second patrol division. Both stations should be strategically placed in the county for the convenience of community members and centrally located to lessen the driving time of officers going to and from the facility.

The department would be commanded by a chief of police with four captains serving as members of the executive management team. One captain would be responsible for the Operations or patrol function and has 24/7 responsibility for a geographic area covered by the department. The captain would be responsible for all uniform police services and accountable to the Chief of Police while responding to the needs of local elected officials and members of the community. The second captain would oversee the Investigations Division and should be intimately knowledgeable about high-profile investigations as crime trends. The Administrative Captain would be responsible for personnel activities including the hiring process and training. Finally, the Support Services Captain would oversee such functions as facilities, property and evidence, traffic, and the special enforcement unit to support the problem solving activities of patrol.

The table below lists the agencies that would be included in this agency.

“Ring”		
Agency	Population	CFS
Amity	11,431	6,144
Bally	1,105	430
Berks Lehigh Regional Police	19,000	12,160
Bern	7,115	4,839
Bernville	884	417
Bethel	4,496	3,313
Birdsboro	5,206	2,805
Boyertown	3,958	3,309
Brecknock	4,874	2,188
Caernarvon	3,425	2,273
Central Berks Regional Police	7,766	5,270
Colebrookdale	5,453	3,580
Cumru	14,789	14,108
Douglass	3,517	1,628
Exeter	24,776	12,305
Fleetwood	4,028	3,266
Hamburg	4,197	4,042
Heidelberg	1,756	867
Kutztown	5,038	3,534
Laureldale	3,780	3,214
Lower Heidelberg	4,800	1,876
Mohnton	5,130	1,317
Muhlenberg	18,085	17,383
Northern Berks Regional Police	9,812	6,563
Oley	3,661	2,427
Robeson	7,513	3,053
Robesonia	2,070	1,495
Shillington	5,049	2,738
Sinking Spring	3,504	2,543
South Heidelberg	6,924	3,128
Spring	26,349	13,478
Tilden	3,792	2,989
Tulpehocken	5,556	1,775
West Reading	4,091	5,111
Wernersville	2,458	2,450
Womelsdorf	2,794	2,167
Wyomissing	10,456	9,940
TOTAL	258,638	170,125

Staffing and Costs

The table below shows the staffing and cost for the “Ring” agency.

STAFFING AND COSTS			
RING	Position	Avg. Salary	Total Salary
Chief of Police	1	\$110,000	\$110,000
Captain	4	\$82,000	\$328,000
Lieutenant	7	\$75,000	\$525,000
Sergeant	45	\$68,000	\$3,060,000
Patrol Officers	339	\$61,000	\$20,679,000
Detective Sergeant	3	\$70,000	\$210,000
Detective	27	\$65,000	\$1,755,000
Training Sergeant	1	\$70,000	\$70,000
Training Officer	3	\$61,000	\$183,000
Special Enforcement Unit Sergeant	1	\$61,000	\$61,000
Special Enforcement Unit Officer	6	\$70,000	\$420,000
Crime Scene Technicians	2	\$40,000	\$80,000
Evidence Technician	1	\$30,000	\$30,000
Civilian Supervisors	2	\$32,000	\$64,000
Clerical – FTE	24	\$27,500	\$660,000
TOTAL SWORN	437		\$27,401,000
COST SWORN: SALARY AND FRINGES			\$43,019,570
TOTAL CIVILIAN	29		\$834,000
COST CIVILIAN: SALARY AND FRINGES			\$1,125,900
TOTAL PERSONNEL COSTS			\$44,145,470
ANNUAL OPERATING & CAPITAL COSTS *			\$11,036,368
TOTAL ESTIMATED YEAR ONE BUDGET			\$55,181,838

* Includes Overtime

The total cost of the “ring” police agency is \$55,181,838 for the 258,638 residents that would be covered at a cost of \$213.36 per resident.

Startup Costs

The startup cost for Option 2, the “Ring,” is estimated at over \$2.6 million. The expenditure requiring the most money in this scenario is the purchase of required marked units at a cost of \$800,000 followed by uniforms and equipment for the 437 members of the new department, at a cost of \$1,605 per employee. A detailed list of uniforms and equipment issued is found in Appendix 13. As a large agency, PERF has budgeted \$500,000 for the administrative implementation costs outlined in the Methodology Section of this report. The startup cost for the “Ring” option is increased by \$304,000 with the purchase of updated radio equipment rather than utilizing existing equipment.

STARTUP COSTS FOR “RING” OPTION

"RING"	
EXPENDITURE	COST
Marked Vehicles	\$803,232
Plain Vehicles	\$0
Unit Radio	\$12,500
Handheld Radio	\$156,000
Office Computer	\$0
Vehicle Computer	\$275,000
Rebranding Vehicles *	\$173,400
Uniform & Equipment	\$701,385
Administrative Implementation Cost	\$500,000
TOTAL	\$2,621,517
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$2,925,517

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

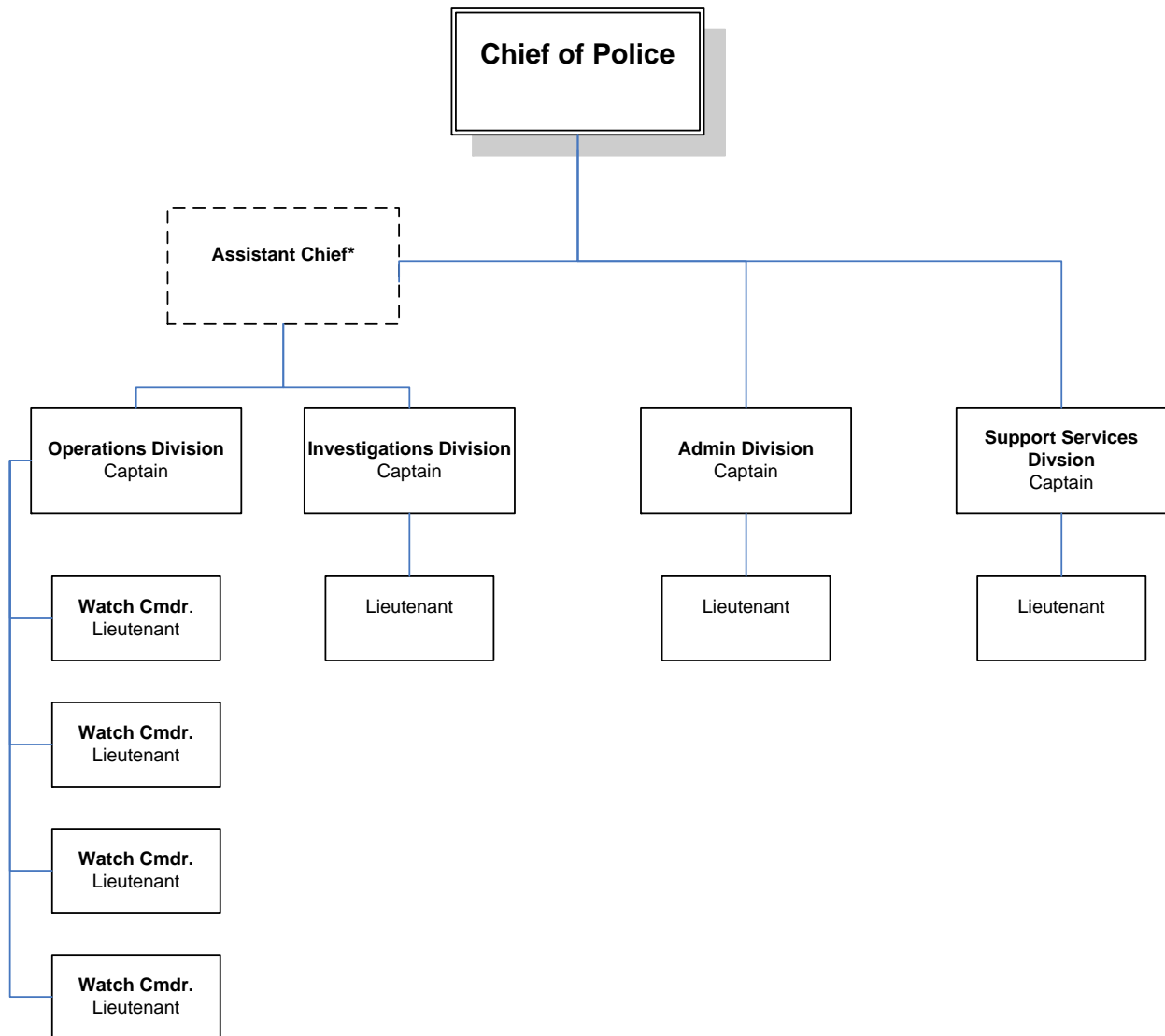
In a "ring" police department option, two facilities are needed: an operational HQ structure and a district station. There are currently no existing police facilities in Berks County that would accommodate the projected staff of 248 assigned to HQ and 218 at the district station. The location of both facilities should be strategically placed for the convenience of community members and centrally located to lessen the driving time for officers going to and from these stations. Using the methodology described earlier, PERF estimates the cost of building the HQ facility to be \$16,987,752 and the district station \$14,932,782.

"RING" HEADQUARTERS		
Total Staff	Square Footage Required	Building Cost
248	74,400	\$16,987,752

"RING" DISTRICT OFFICE		
Total Staff	Square Footage Required	Building Cost
218	65,400	\$14,932,782

Organizational Structure

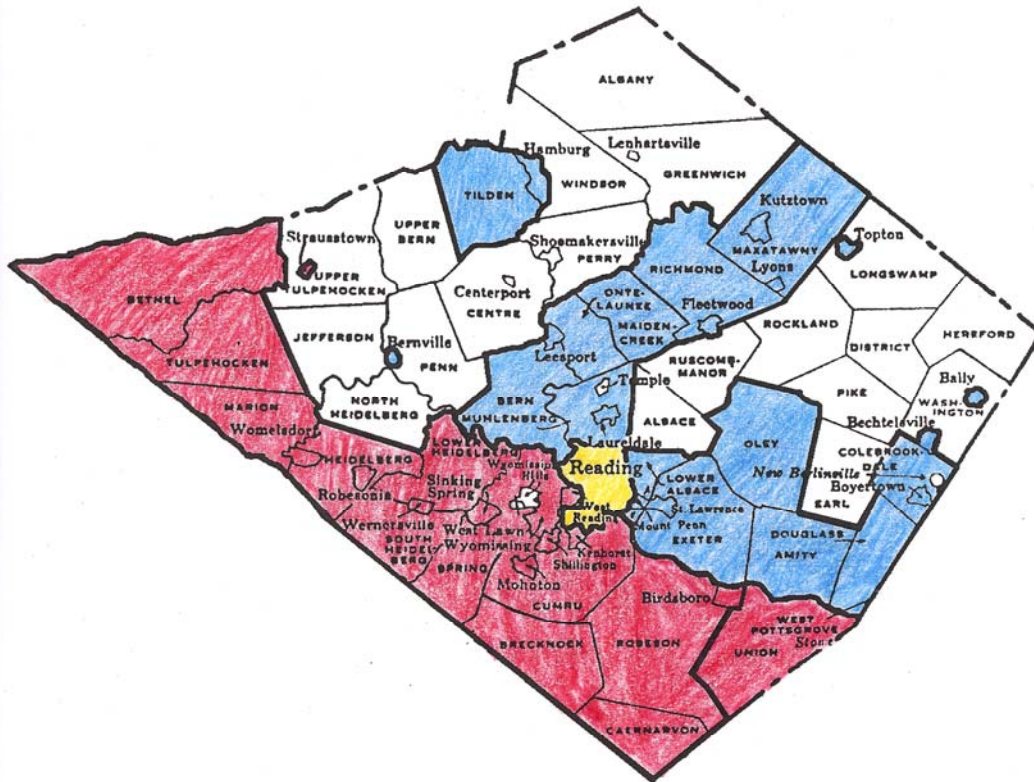
This organizational chart depicts the structure of the “ring” police department. In this structure, divisions are under the command of a captain, sections are under the command of a lieutenant, and a unit is supervised by a sergeant.



* The position of Assist Chief is optional and at the discretion of the Chief of Police

Option 3: Two Countywide Police Departments without Reading

Option three divides 37 police departments – other than Reading – that provide either full- or part-time services into two independent regional departments: the North Region and South Region. Reading would continue its current operations. Jurisdictions with no separate police department would continue to rely on the Pennsylvania State Police for all their policing services. Townships and boroughs that use the services of the PSP on a partial basis to supplement their part-time agency for around-the-clock coverage would be provided full-service from one of the new regional agencies.



Operational Philosophy

In order to provide the level of service that the communities of municipal departments are accustomed to, PERF recommends that both Berks County's North and South Regional Police Departments deliver services within a decentralized philosophy, while each operates from its own centralized headquarters facility. As in the single county agency, it is important that the command representatives of each regional department be accountable to the community and have authority commensurate with their responsibilities.

Each of the agencies designed by PERF would have identical structure. The departments would be led by a chief of police with three captains serving as members of the executive management team. In each department, two captains would have around the clock responsibility for a portion of the geographic area covered by the department, one in the east part of the county and the other in the west. These captains would be responsible for all uniform police services within their geographic area and would be accountable to the Chief of Police, while being responsive to local elected officials and members of the communities. The third captain would oversee support services that incorporate investigation and administrative functions. The operations captains should be intimately familiar with the crime and disorder problems in the communities, key stakeholders, public, private and non-profit resources, and service providers, etc. for their area. The support captain should be knowledgeable about administrative functions and high-profile criminal investigations, and should use the resources of the special enforcement unit to supplement the problem-solving activities of patrol.

The north and south regional police agencies would be composed of the following jurisdictions:

NORTH		
Agency	Population	CFS
Amity	11,431	6,144
Bally	1,105	430
Berks Lehigh Regional Police	19,000	12,160
Bern	7,115	4,839
Bernville	884	417
Boyertown	3,958	3,309
Central Berks Regional Police	7,766	5,270
Colebrookdale	5,453	3,580
Douglass	3,517	1,628
Exeter	24,776	12,305
Fleetwood	4,028	3,266
Hamburg	4,197	4,042
Kutztown	5,038	3,534
Laureldale	3,780	3,214
Muhlenberg	18,085	17,383
Northern Berks Regional Police	9,812	6,563
Oley	3,661	2,427
Tilden	3,792	2,989
TOTAL	137,398	93,500

SOUTH		
Agency	Population	CFS
Bethel	4,496	3,313
Birdsboro	5,206	2,805
Brecknock	4,874	2,188
Caernarvon	3,425	2,273
Cumru	14,789	14,108
Heidelberg	1,756	867
Lower Heidelberg	4,800	1,876
Mohnton	5,130	1,317
Robeson	7,513	3,053
Robesonia	2,070	1,495
Shillington	5,049	2,738
Sinking Spring	3,504	2,543
South Heidelberg	6,924	3,128
Spring	26,349	13,478
Tulpehocken	5,556	1,775
West Reading	4,091	5,111
Wernersville	2,458	2,450
Womelsdorf	2,794	2,167
Wyomissing	10,456	9,940
TOTAL	121,240	76,625

Staffing and Startup Costs

The proposed staffing and first year budget for the North agency is presented in the next table.

STAFFING AND COSTS			
NORTH	Position	Avg. Salary	Total Salary
Chief of Police	1	\$110,000	\$110,000
Assistant Chief of Police		\$95,000	\$0
Captain	3	\$82,000	\$246,000
Lieutenant	6	\$75,000	\$450,000
Sergeant	22	\$68,000	\$1,496,000
Patrol Officers	177	\$61,000	\$10,797,000
Detective Sergeant	2	\$70,000	\$140,000
Detective	15	\$65,000	\$975,000
Training Sergeant	1	\$70,000	\$70,000
Training Officer	3	\$61,000	\$183,000
Special Enforcement Unit Sergeant	1	\$70,000	\$70,000
Special Enforcement Unit Officer	6	\$61,000	\$366,000
Crime Scene Technicians	2	\$40,000	\$80,000
Evidence Technician	1	\$30,000	\$30,000
Civilian Supervisors	1	\$32,000	\$32,000
Clerical	10	\$27,500	\$275,000
TOTAL SWORN	237		\$14,903,000
COST SWORN: SALARY AND FRINGES			\$23,397,710
TOTAL CIVILIAN	14		\$417,000
COST CIVILIAN: SALARY AND FRINGES			\$562,950
TOTAL PERSONNEL COSTS			\$23,960,660
ANNUAL OPERATING & CAPITAL COSTS *			\$5,990,165
TOTAL ESTIMATED YEAR ONE BUDGET			\$29,950,825

* Includes Overtime

The total cost of the North regional police agency is \$29,950,825. It would cover 137,398 residents at a per-resident cost \$217.99.

The startup costs for North Department are estimated at \$1.8 million. The greatest single expense is \$602,000 for the purchase of 18 additional marked vehicles and providing uniforms and equipment for personnel costing \$380,000. The surplus of 12 plain units provides an opportunity for cost savings. Depending on the model and condition of the unmarked cars, some may be able to be converted to marked units at an estimated cost of \$7,532 (\$1020 for painting and decaling and \$6,512 for necessary equipment as outlined in Appendix 12). This would realize a savings of \$25,936 per vehicle converted rather than purchased new. As a large agency, PERF has budgeted \$500,000 for the administrative implementation costs outlined in the Methodology Section of this report. The startup cost for this option is increased by \$217,500 with the purchase of updated radio equipment (15 unit radios and 75 handheld) rather than utilizing existing equipment.

STARTUP COSTS FOR OPTION 3: NORTH

NORTH	
EXPENDITURE	COST
Marked Vehicles	\$602,424
Plain Vehicles	\$0
Unit Radio	\$37,500
Handheld Radio	\$90,000
Office Computer	\$0
Vehicle Computer	\$110,000
Rebranding Vehicles *	\$88,740
Uniform & Equipment	\$380,385
Administrative Implementation Cost	\$500,000
TOTAL	\$1,809,049
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$2,026,549

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

The staffing and cost for the proposed South department are as follows.

STAFFING AND COSTS			
SOUTH	Position	Avg. Salary	Total Salary
Chief of Police	1	\$110,000	\$110,000
Assistant Chief of Police		\$95,000	\$0
Captain	3	\$82,000	\$246,000
Lieutenant	6	\$75,000	\$450,000
Sergeant	24	\$68,000	\$1,632,000
Patrol Officers	198	\$61,000	\$12,078,000
Detective Sergeant	2	\$70,000	\$140,000
Detective	11	\$65,000	\$715,000
Training Sergeant	1	\$70,000	\$70,000
Training Officer	3	\$61,000	\$183,000
Special Enforcement Unit Sergeant	1	\$70,000	\$70,000
Special Enforcement Unit Officer	6	\$61,000	\$366,000
Crime Scene Technicians	2	\$40,000	\$80,000
Evidence Technician	1	\$30,000	\$30,000
Civilian Supervisors	1	\$32,000	\$32,000
Clerical	10	\$27,500	\$275,000
TOTAL SWORN	256		\$16,060,000
COST SWORN: SALARY AND FRINGES			\$25,214,200
TOTAL CIVILIAN	14		\$417,000
COST CIVILIAN: SALARY AND FRINGES			\$562,950
TOTAL PERSONNEL COSTS			\$25,777,150
ANNUAL OPERATING & CAPITAL COSTS *			\$6,444,288
TOTAL ESTIMATED YEAR ONE BUDGET			\$32,221,438

* Includes Overtime

The total cost of the proposed South regional department is \$32,221,438 for the 121,240 residents that would be covered. This translates at a cost of \$265.77 per resident.

The South Berks County Police Department has startup costs estimated at \$2.75 million. The greatest single expense of over \$1.1 million is associated with the need to purchase 34 additional marked police vehicles. As with other options, the surplus plain unit fleet of seven cars provides an opportunity cost savings. Converting a plain vehicle to a marked unit costs \$7,532 and would provide a savings of \$25,936 per vehicle. As a large agency, PERF has budgeted \$500,000 for the administrative implementation costs outlined in the Methodology Section of this report. The startup cost for this option increases by \$379,200 with the purchase of updated radio equipment rather than utilizing existing equipment.

STARTUP COSTS FOR OPTION 3: SOUTH

SOUTH	
EXPENDITURE	COST
Marked Vehicles	\$1,137,912
Plain Vehicles	\$0
Unit Radio	\$97,500
Handheld Radio	\$105,600
Office Computer	\$0
Vehicle Computer	\$415,000
Rebranding Vehicles *	\$84,660
Uniform & Equipment	\$410,880
Administrative Implementation Cost	\$500,000
TOTAL	\$2,751,552
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$3,130,752

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

In this option, there are two independent regional police departments. No current police facility in the areas that would be covered by these agencies is large enough to house the number of employees in either agency. Each station should be located strategically within its jurisdiction to accommodate community members and to lessen the driving time for officers going to and from their patrol areas. PERF estimates the number of employees of the North Regional Police Department at 251. A new police facility to fit the needs of the North Regional Police Department would cost approximately \$17,193,249.

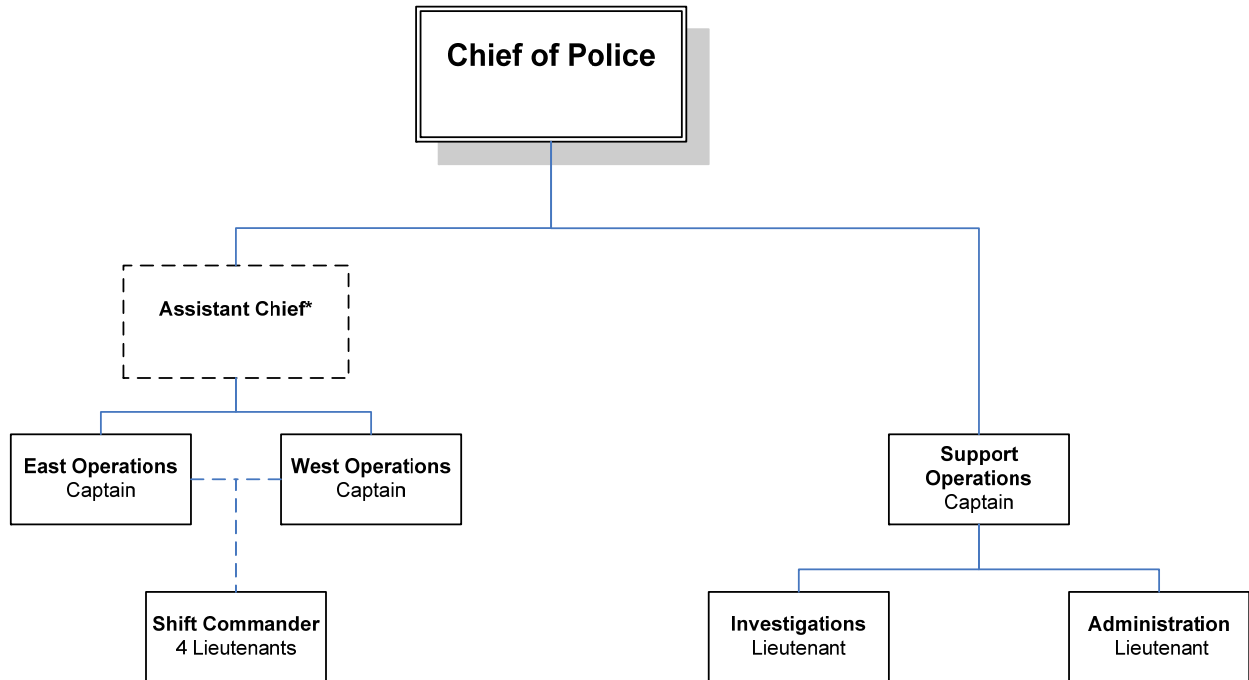
NORTH REGIONAL POLICE DEPARTMENT		
Total Staff	Square Footage Required	Building Cost
251	75,300	\$17,193,249

PERF estimates the number of personnel in the South Regional Police Department to be 270. The cost to build a new police facility is estimated at \$18,494,730.

SOUTH REGIONAL POLICE DEPARTMENT		
Total Staff	Square Footage Required	Building Cost
270	81,000	\$18,494,730

Organizational Structure

The organizational chart below illustrates the structure of the North and South Regional Police Departments. In this structure, divisions are under the command of a captain, sections are under the command of a lieutenant, and a unit is supervised by a sergeant.



* The position of Assistant Chief is optional and at the discretion of the Chief of Police

Although the organizational structure is the same for each of the agencies, the coverage (as described above), staffing, and other costs vary.

METRO		
Agency	Population	CFS
Bern	7,115	4,839
Bernville	884	417
Central Berks Regional Police(Mt Penn & Lower Alsace)	7,766	5,270
Cumru (Kenhorst)	14,789	14,108
Exeter (St Lawrence)	24,776	12,305
Lower Heidelberg	4,800	1,876
Laureldale	3,780	3,214
Muhlenberg	18,085	17,383
Reading	81,183	91,113
Sinking Spring	3,504	2,543
Spring	26,349	13,478
West Reading	4,091	5,111
Wyomissing	10,456	9,940
TOTAL	207,578	181,597

Operational Philosophy

An analysis of crime in Berks County reveals a that a majority of criminal activity is committed within the central core of the county: the City of Reading and surrounding municipalities.

Consolidating resources in this geographic area into one large department will serve as a force multiplier to maximize police resources and may increase the efficiency and effectiveness of law enforcement to provide a safer environment for all those who live and work in the county. The staffing and first-year budget are presented below. This is the only proposed PERF option that would require a major expansion of the dispatch function. As a cost savings approach, PERF recommends split radio dispatching. The current Reading Police Department would continue receiving and dispatching to those patrol units assigned to the City. A smaller, second site would serve as the dispatch function for the remainder of the area. Over time, the two centers might be consolidated into one.

Staffing and Startup Costs

STAFFING AND COSTS			
METRO	Position	Avg. Salary	Total Salary
Chief of Police	1	\$110,000	\$110,000
Assistant Chief of Police		\$95,000	\$0
Captain	4	\$82,000	\$328,000
Lieutenant	8	\$75,000	\$600,000
Sergeant	39	\$68,000	\$2,652,000
Patrol Officers	309	\$61,000	\$18,849,000
Detective Sergeant	6	\$70,000	\$420,000
Detective	54	\$65,000	\$3,510,000
Training Sergeant	1	\$70,000	\$70,000
Training Officer	3	\$61,000	\$183,000
Special Enforcement Unit Sergeant	1	\$70,000	\$70,000
Special Enforcement Unit Officer	8	\$61,000	\$488,000
Crime Scene Technicians	4	\$40,000	\$160,000
Evidence Technician	2	\$30,000	\$60,000
Communication Dispatcher Supervisors	5	\$40,000	\$200,000
Communication Dispatcher	36	\$35,000	\$1,260,000
Civilian Supervisors	2	\$32,000	\$64,000
Clerical	24	\$27,500	\$660,000
TOTAL SWORN	434		\$27,280,000
COST SWORN: SALARY AND FRINGES			\$42,829,600
TOTAL CIVILIAN	73		\$2,404,000
COST CIVILIAN: SALARY AND FRINGES			\$3,245,400
TOTAL PERSONNEL COSTS			\$46,075,000
ANNUAL OPERATING & CAPITAL COSTS *			\$11,518,750
TOTAL ESTIMATED YEAR ONE BUDGET			\$57,593,750

* Includes Overtime

The total first year cost of this option would be \$57,593,750 for the 207,578 resident served.

The per-resident cost would be \$277.46.

The startup costs for the Metro option are estimated at approximately \$2.8 million. Nearly one-third of those costs (\$970,000) are associated with the purchase of 29 additional vehicles. There is an opportunity for significant cost savings related to vehicles due to a surplus of 43 plain

vehicles under this policing option. Vehicles that are able to be converted to marked units at a cost of \$7,532 per vehicle (\$1020 for painting and decaling and \$6,5212 for necessary equipment as outlined Appendix 12) rather than purchased new would realize a savings of \$25,936 per vehicle. As a large agency, PERF has budgeted \$500,000 for the administrative implementation costs outlined in the Methodology Section of this report. The Metro option would have an additional expenditure of \$23,500 for 11 handheld radios should updated communication's technology be needed.

STARTUP COSTS FOR OPTION 4: METRO

METRO	
EXPENDITURE	COST
Marked Vehicles	\$970,572
Plain Vehicles	\$0
Unit Radio	\$0
Handheld Radio	\$13,200
Office Computer	\$80,000
Vehicle Computer	\$370,000
Rebranding Vehicles *	\$156,060
Uniform & Equipment	\$696,570
Administrative Implementation Cost	\$500,000
TOTAL	\$2,786,402
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$2,811,702

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

The department would be led by a chief of police with four captains serving as members of the executive management team. Captains would command each of the four divisions: patrol, investigations, administration, and support services. The department would provide service within a community oriented policing philosophy as is currently being practiced in Berks County.

Facility Needs and Cost

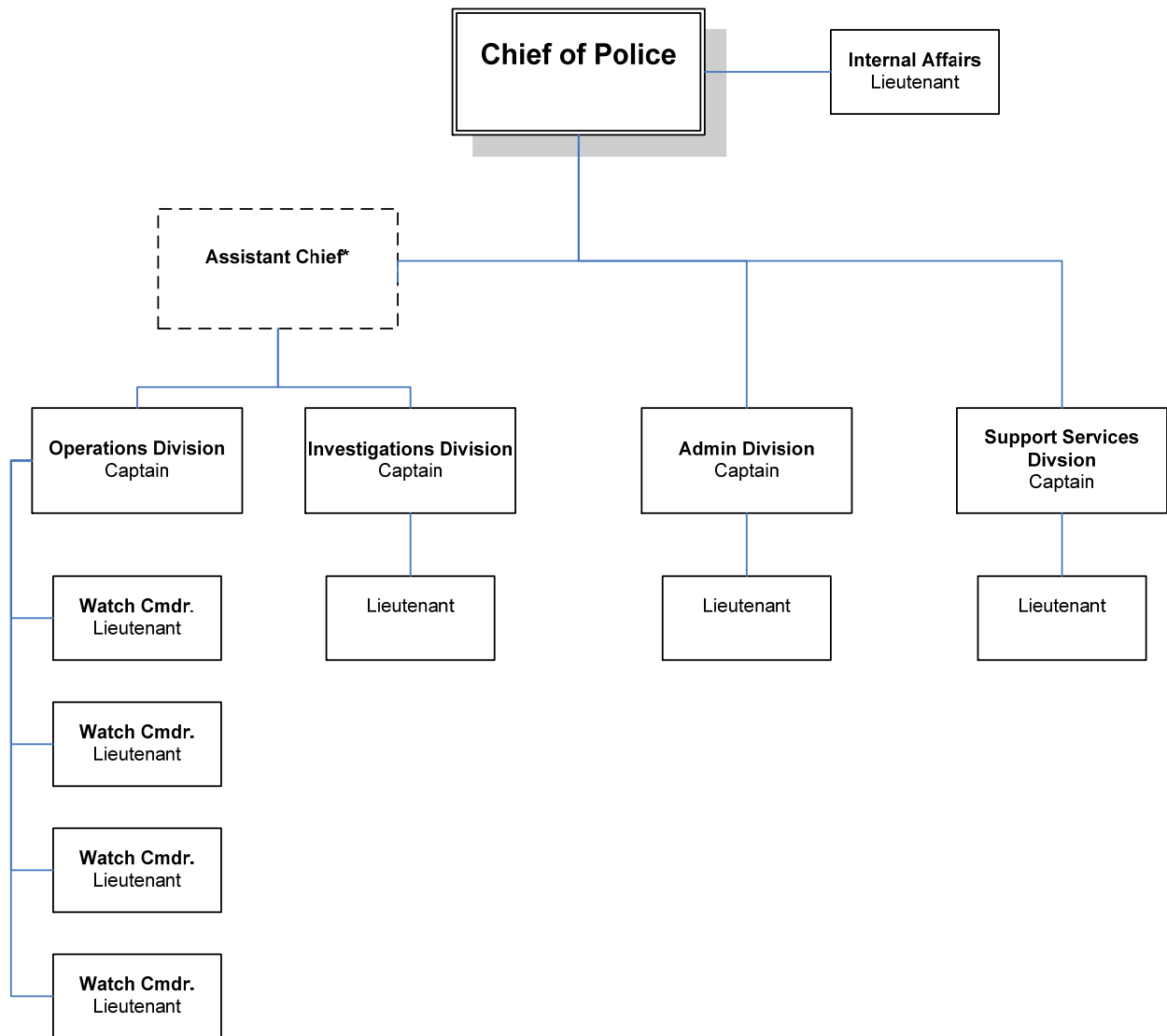
In the Metropolitan option, 13 police departments in the central urban core of Berks County would join together to form one police department. There are no current police facilities that can support the 445 employees under this scenario. PERF estimates the cost to build a new facility is approximately \$30,482,055.

BERKS COUNTY METRO POLICE STATION		
Total Staff	Square Footage Required	Building Cost
445	133,500	\$30,482,055

As an alternative, the Metropolitan police department might use the existing Reading Police Department as a headquarters building to house administrative, support, and most detective and operational functions. Existing police facilities could be used to accommodate some decentralized support and specialized functions such as traffic, Internal Affairs, Special Enforcement Unit, etc. This strategy provides significant savings versus the cost of building a new facility.

Organizational Structure

The organizational chart below depicts the structure of the proposed Metro police department. In this structure, divisions are under the command of a captain, sections are under the command of a lieutenant, and units are supervised by a sergeant.

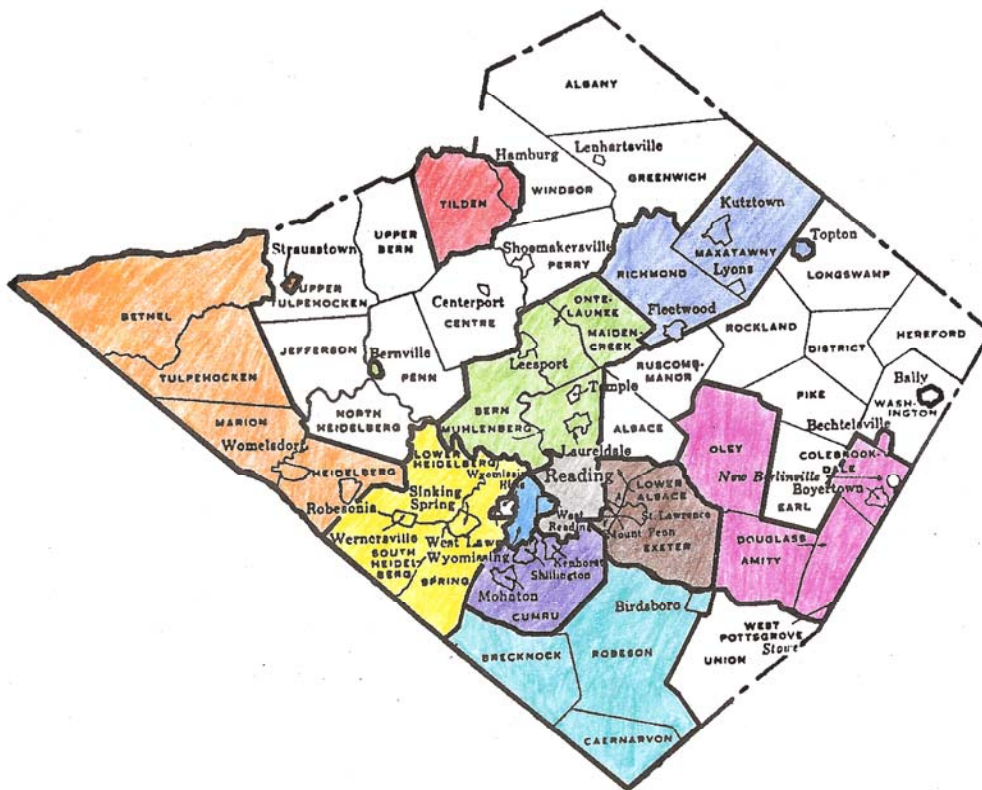


* The position of Assistant Chief is optional and at the discretion of the Chief of Police

Option 5: Ten Regional Police Departments

The final option proposed by PERF is a series of smaller-scale regional approaches to more efficient policing throughout the county. Policing in the City of Reading and in those municipalities which use the Pennsylvania State Police exclusively for police service would remain unchanged. The remaining 37 municipal police organizations would be reorganized into 10 distinct regional departments, each made up of two to six existing agencies of varying sizes. This option presents opportunities for groups of agencies to explore consolidation independent of each other. The merits of each proposed merger can be considered without having to be directly concerned about police organizational arrangements in the rest of the county.

Departments were organized based upon several factors including: contiguous boundaries, geography, maintaining the organization of current regional agencies, crime and disorder problems, and response times.



Operational Philosophy

This scenario, with 10 regional department, provides the most decentralized police services. It is most closely aligned to current practice. Agencies would be much smaller in size compared to any of the other options, but would operate in the same manner as the three examples of regional agencies now in the county. Each department would be under the command of a police chief.

These departments would function primarily as a patrol department with a minor investigative role for routine offenses. As is the practice now, complex or extensive criminal investigations would be conducted by the Pennsylvania State Police or the District Attorney's office with the assistance of the small regional department. Based on the staff size of the newly aligned regional departments, nearly all would require a new facility. The specifics of each are included in the description of each agency.

Structure

The organizational structure of each of the 10 departments would differ, due the variance in size of the agencies. All would be led by a chief of police. Seven of the 10 would utilize the rank of lieutenant; and all would have sergeants. The smaller the agency, the more authority sergeants would have to fulfill some of the administrative functions in addition to their primary patrol responsibilities. Some of the departments would have detectives as a full-time assignment, while others would rely on uniform officers to conduct both preliminary and needed follow-up investigations.

Staffing and Startup Costs

REGION 1

REGION 1		
Agency	Population	CFS
Berks Lehigh Regional Police	19,000	12,160
Fleetwood	4,028	3,266
Kutztown	5,038	3,534
Total	28,066	18,960

Region 1 Department has an authorized strength of 61 employees, 58 sworn and three civilians for a service population of 28,066. The estimated first-year budget is \$6.2 million, which includes an operating and capital budget of \$1.2 million and personnel costs of nearly \$5.0 million. The cost per resident for this agency is \$221.81.

STAFFING AND COSTS			
REGION 1	Position	Avg. Salary	Total Salary
Chief of Police	1	\$76,000	\$76,000
Lieutenant	2	\$63,750	\$127,500
Sergeant	6	\$57,800	\$346,800
Patrol Officers	46	\$51,850	\$2,385,100
Detective	3	\$55,250	\$165,750
Clerical	3	\$27,500	\$82,500
TOTAL SWORN	58		\$3,101,150
COST SWORN: SALARY AND FRINGES			\$4,868,806
TOTAL CIVILIAN	3		\$82,500
COST CIVILIAN: SALARY AND FRINGES			\$111,375
TOTAL PERSONNEL COSTS			\$4,980,181
ANNUAL OPERATING & CAPITAL COSTS *			\$1,245,045
TOTAL ESTIMATED YEAR ONE BUDGET			\$6,225,226

* Includes Overtime

Of the Option 5 approaches to police service in Berks County, Region 1 has one of the highest startup cost of nearly \$640,000. Over 44 per cent of the cost is required for the purchase of eight new marked units (\$268,000) and one plain vehicle (\$16,000). Because the region does not have a surplus of plain cars, there is no opportunity for saving as in other options. There is a shortage of existing vehicle computers in Region 1, which is another major expense. Fourteen additional computers would need to be bought at a cost of \$5,000 each. As a small agency, PERF has budgeted \$100,000 for the administrative implementation costs outlined in the Methodology Section of this report. The startup cost for this option is increased by \$117,900 with the purchase of updated radio equipment (14 unit and 33 handheld radios) rather than utilizing existing equipment.

STARTUP COSTS FOR REGION 1

REGION – 1	
EXPENDITURE	COST
Marked Vehicles	\$267,744
Plain Vehicles	\$15,926
Unit Radio	\$35,000
Handheld Radio	\$39,600
Office Computer	\$0
Vehicle Computer	\$70,000
Rebranding Vehicles *	\$18,360
Uniform & Equipment	\$93,090
Administrative Implementation Cost	\$100,000
TOTAL	\$639,720
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$757,620

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

PERF estimates 18,000 square feet would be needed to house the 60-member police department serving Region 1. Based upon information available to PERF, no current police facilities in the region can sustain such an operation. Using the methodology described previously, PERF estimates the cost to build a new police station is \$4,519,980.

REGION 1		
Total Staff	Square Footage Required	Building Cost
60	18,000	\$4,519,980

REGION 2

REGION 2		
Agency	Population	CFS
Hamburg	4,197	4,042
Tilden	3,792	2,989
Total	7,989	7,031

Region 2 Department has an authorized strength of 13 employees, 12 sworn and one civilian for a service population of 7,989. The estimated first-year budget is \$1.3 million which includes an operating and capital budget of approximately \$266,000 and personnel costs of \$1 million. The cost per resident for this agency is \$166.88.

STAFFING AND COSTS			
REGION 2	Position	Avg. Salary	Total Salary
Chief of Police	1	\$76,000	\$76,000
Sergeant	1	\$57,800	\$57,800
Patrol Officers	9	\$51,850	\$466,650
Detective	1	\$55,250	\$55,250
Clerical	1	\$27,500	\$27,500
TOTAL SWORN	12		\$655,700
COST SWORN: SALARY AND FRINGES			\$1,029,449
TOTAL CIVILIAN	1		\$27,500
COST CIVILIAN: SALARY AND FRINGES			\$37,125
TOTAL PERSONNEL COSTS			\$1,066,574
ANNUAL OPERATING & CAPITAL COSTS *			\$266,644
TOTAL ESTIMATED YEAR ONE BUDGET			\$1,333,218

* Includes Overtime

Region 2 has the second least expensive startup cost of the 10 departments proposed in Option-5 at \$153,562. Unlike most, there are enough marked vehicles, and only one plain unit must be added to the fleet. The major equipment expense for this scenario is uniforms and equipment for its staff of 12, as outlined in Appendix 13, at a cost of \$19,000. As a small agency, PERF has budgeted \$100,000 for the administrative implementation costs outlined in the Methodology Section of this report. The startup cost for this option is increased by only \$8,300 for the purchase of one vehicle and handheld radio should the county decide to modernize the radio system.

STARTUP COSTS FOR REGION 2

REGION 2	
EXPENDITURE	COST
Marked Vehicles	\$0
Plain Vehicles	\$15,962
Unit Radio	\$5,000
Handheld Radio	\$1,200
Office Computer	\$0
Vehicle Computer	\$5,000
Rebranding Vehicles *	\$7,140
Uniform & Equipment	\$19,260
Administrative Implementation Cost	\$100,000
TOTAL	\$153,562
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$161,862

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

PERF estimates 4,200 square feet would be needed to house the 14-member police department serving Region 2. Based upon information available to PERF, no current police facilities in the region can sustain such an operation. Using the methodology described previously, PERF estimates the cost to build a new police station is \$1,195,992.

REGION 2		
Total Staff	Square Footage Required	Building Cost
14	4,200	\$1,195,992

REGION 3

REGION 3		
Agency	Population	CFS
Bern	7,115	4,839
Bernville	884	417
Laureldale	3,780	3,214
Muhlenberg	18,085	17,383
Northern Berks Regional Police	9,812	6,563
Total	39,676	32,416

Region 3 Department has an authorized strength of 83 employees, 80 sworn and three civilians for a service population of 39,676. The estimated first-year budget is \$8.5 million which includes an operating and capital budget of approximately \$1.7 million and personnel costs of \$6.8 million. The cost per resident for this agency is \$214.63.

STAFFING AND COSTS			
REGION 3	Position	Avg. Salary	Total Salary
Chief of Police	1	\$76,000	\$76,000
Lieutenant	2	\$63,750	\$127,500
Sergeant	8	\$57,800	\$462,400
Patrol Officers	63	\$51,850	\$3,266,550
Detective Sergeant	1	\$59,500	\$59,500
Detective	5	\$55,250	\$276,250
Clerical	3	\$27,500	\$82,500
TOTAL SWORN	80		\$4,268,200
COST SWORN: SALARY AND FRINGES			\$6,701,074
TOTAL CIVILIAN	3		\$82,500
COST CIVILIAN: SALARY AND FRINGES			\$111,375
TOTAL PERSONNEL COSTS			\$6,812,449
ANNUAL OPERATING & CAPITAL COSTS *			\$1,703,112
TOTAL ESTIMATED YEAR ONE BUDGET			\$8,515,561

* Includes Overtime

Region 3 has a startup cost of approximately \$660,000. The major expense is the purchase of 10 marked vehicles at a cost of \$334,680. There is an opportunity for significant cost savings for this region as they have an excess of 17 plain units. If vehicles can be converted to marked units at a cost of \$7,532 per vehicle, it would provide a savings of \$25,936 per car. The second largest expense is for uniform and equipment for the 80 members of the department requiring a uniform. As a small agency, PERF has budgeted \$100,000 for the administrative implementation costs outlined in the Methodology Section of this report. The startup cost for this option is increased by only \$57,500 for the purchase of 25 handheld radios should the county choose to modernize the radio system.

STARTUP COSTS FOR REGION 3

REGION 3	
EXPENDITURE	COST
Marked Vehicles	\$334,680
Plain Vehicles	\$0
Unit Radio	\$0
Handheld Radio	\$30,000
Office Computer	\$0
Vehicle Computer	\$40,000
Rebranding Vehicles *	\$26,520
Uniform & Equipment	\$128,400
Administrative Implementation Cost	\$100,000
TOTAL	\$659,600
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$717,700

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

PERF estimates 20,100 square feet would be needed to house the 67-member police department serving Region 3. From the information reported, no one current police station can meet the demands of the new agency. Using the methodology described previously, PERF estimates the cost to build a new police station is \$4,995,252.

REGION 3		
Total Staff	Square Footage Required	Building Cost
67	20,100	\$4,995,252

REGION 4

REGION 4		
Agency	Population	CFS
Bethel	4,496	3,313
Heidelberg	1,756	867
Robesonia	2,070	1,495
Tulpehocken	5,556	1,873
Womelsdorf	2,794	2,167
Total	16,672	9,715

Region 4 Department has an authorized strength of 33 employees, 32 sworn and one civilian for a service population of 16,672. The estimated first-year budget is \$3.4 million, which includes an operating and capital budget of \$683,008 and personnel costs of \$2.7 million. The cost per resident for this agency is \$204.84.

STAFFING AND COSTS			
REGION 4	Position	Avg. Salary	Total Salary
Chief of Police	1	\$76,000	\$76,000
Lieutenant	1	\$63,750	\$63,750
Sergeant	3	\$57,800	\$173,400
Patrol Officers	26	\$51,850	\$1,348,100
Detective	1	\$55,250	\$55,250
Clerical	1	\$27,500	\$27,500
TOTAL SWORN	32		\$1,716,500
COST SWORN: SALARY AND FRINGES			\$2,694,905
TOTAL CIVILIAN	1		\$27,500
COST CIVILIAN: SALARY AND FRINGES			\$37,125
TOTAL PERSONNEL COSTS			\$2,732,030
ANNUAL OPERATING & CAPITAL COSTS *			\$683,008
TOTAL ESTIMATED YEAR ONE BUDGET			\$3,415,038

* Includes Overtime

The startup cost for the Region 4 police department is estimated at approximately \$450,000 and requires expenditures in all categories. The largest outlay is for five marked police vehicles at a cost of \$167,340 and three plain cars are needed at an additional cost of \$48,000. Uniform conversion is the second highest expense at over \$51,000 followed by the need for ten vehicle computers at a value of \$50,000. As a small agency, PERF has budgeted \$100,000 for the administrative implementation costs outlined in the Methodology Section of this report. The cost for this option is increased by \$55,500 for the purchase of seven unit and 15 handheld radios if the county chooses to modernize the radio system.

STARTUP COSTS FOR REGION 4

REGION 4	
EXPENDITURE	COST
Marked Vehicles	\$167,340
Plain Vehicles	\$47,778
Unit Radio	\$1,750
Handheld Radio	\$18,000
Office Computer	\$4,000
Vehicle Computer	\$50,000
Rebranding Vehicles *	\$10,200
Uniform & Equipment	\$51,360
Administrative Implementation Cost	\$100,000
TOTAL	\$450,428
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$505,928

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

PERF estimates 7,200 square feet would be needed to house the 24-member police department serving Region 4. Based upon information available to PERF, no current police facilities in the region can sustain such an operation. Using the methodology described previously, PERF estimates the cost to build a new police station is \$1,195,752.

REGION 4		
Total Staff	Square Footage Required	Building Cost
24	7,200	\$1,975,752

REGION 5

REGION 5		
Agency	Population	CFS
Lower Heidelberg	4,800	1,876
Sinking Spring	3,504	2,543
South Heidelberg	6,924	3,128
Spring	26,349	13,478
Wernersville	2,458	2,450
Total	44,035	23,475

Region 5 Department has an authorized strength of 69 employees, 66 sworn and three civilians for a service population of 44,035. The estimated first-year budget is \$7 million, which includes an operating and capital budget of approximately \$1.4 million and personnel costs of \$5.6 million. The cost per resident for this agency is \$160.50.

STAFFING AND COSTS			
REGION 5	Position	Avg. Salary	Total Salary
Chief of Police	1	\$76,000	\$76,000
Lieutenant	2	\$63,750	\$127,500
Sergeant	6	\$57,800	\$346,800
Patrol Officers	51	\$51,850	\$2,644,350
Detective Sergeant	1	\$59,500	\$59,500
Detective	5	\$55,250	\$276,250
Clerical	3	\$27,500	\$82,500
TOTAL SWORN	66		\$3,530,400
COST SWORN: SALARY AND FRINGES			\$5,542,728
TOTAL CIVILIAN	3		\$82,500
COST CIVILIAN: SALARY AND FRINGES			\$111,375
TOTAL PERSONNEL COSTS			\$5,654,103
ANNUAL OPERATING & CAPITAL COSTS *			\$1,413,526
TOTAL ESTIMATED YEAR ONE BUDGET			\$7,067,629

* Includes Overtime

The Region 5 agency has an associated startup cost of nearly \$321,000. The largest expenditure is 13 vehicle computers at a cost of \$65,000. The second highest expenditure is for uniform conversion for its 66 officers at a cost of nearly \$106,000. The second highest equipment expense is unit computers, as ten are required to outfit the fleet at a cost of \$50,000. As a small agency, PERF has budgeted \$100,000 for the administrative implementation costs outlined in the Methodology Section of this report. The cost for this option is increased by \$41,400 for the purchase of 18 additional handheld radios if the county selects to modernize the radio system.

STARTUP COSTS FOR REGION 5

REGION 5	
EXPENDITURE	COST
Marked Vehicles	\$0
Plain Vehicles	\$0
Unit Radio	\$0
Handheld Radio	\$21,600
Office Computer	\$0
Vehicle Computer	\$65,000
Rebranding Vehicles *	\$28,560
Uniform & Equipment	\$105,930
Administrative Implementation Cost	\$100,000
TOTAL	\$321,090
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$362,490

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

While the combined reported square footage for all police facilities of the agencies participating in Region 5 is in excess of the 18,900 square feet required, no single facility can sustain the operations of the new 63-member department. The estimated cost to build a police department sufficient to conduct its operations is estimated to be \$4,697,028.

REGION 5		
Total Staff	Square Footage Required	Building Cost
63	18,900	\$4,697,028

There is an alternative for Region 5 to meet the agency’s building needs. The Spring Police Department facility is only 2,400 square feet smaller than the 18,900 needed for the new department. Building an addition to this facility would provide significant cost savings and would meet the needs of the department.

REGION 6

REGION 6		
Agency	Population	CFS
Cumru	14,789	14,108
Mohnton	5,130	1,317
Shillington	5,049	2,738
Total	24,968	18,163

Region 6 Department has an authorized strength of 55 employees, 52 sworn and three civilians for a service population of 24,968. The estimated first-year budget is \$5.6 million, which includes an operating and capital budget of nearly \$1.1 million and personnel costs of \$4.4 million. The cost per resident for this agency is \$223.21.

STAFFING AND COSTS			
REGION 6	Position	Avg. Salary	Total Salary
Chief of Police	1	\$76,000	\$76,000
Lieutenant	1	\$63,750	\$63,750
Sergeant	5	\$57,800	\$289,000
Patrol Officers	43	\$51,850	\$2,229,550
Detective	2	\$55,250	\$110,500
Clerical	3	\$27,500	\$82,500
TOTAL SWORN	51		\$2,768,800
COST SWORN: SALARY AND FRINGES			\$4,347,016
TOTAL CIVILIAN	3		\$82,500
COST CIVILIAN: SALARY AND FRINGES			\$111,375
TOTAL PERSONNEL COSTS			\$4,458,391
ANNUAL OPERATING & CAPITAL COSTS *			\$1,114,598
TOTAL ESTIMATED YEAR ONE BUDGET			\$5,572,989

* Includes Overtime

Region 6 has an estimated startup cost of approximately \$500,000. The largest equipment expenditure is six marked vehicles at nearly \$210,000. Uniform conversion is the next largest expenditure, as listed in Appendix 13, for the department's 52 officers will cost \$83,460. As a small agency, PERF has budgeted \$100,000 for the administrative implementation costs outlined in the Methodology Section of this report. The cost for this option would be increased by \$73,700 for the purchase of 19 additional handheld radios and 10 vehicle radios if the county selects to modernize the radio system.

STARTUP COSTS FOR REGION 6

REGION 6	
EXPENDITURE	COST
Marked Vehicles	\$200,808
Plain Vehicles	\$0
Unit Radio	\$25,000
Handheld Radio	\$22,800
Office Computer	\$0
Vehicle Computer	\$50,000
Rebranding Vehicles *	\$18,360
Uniform & Equipment	\$83,460
Administrative Implementation Cost	\$100,000
TOTAL	\$500,428
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$574,128

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

PERF has calculated that the Region 6 department would need approximately 12,000 square feet to accommodate its 40 members. The Cumru Police Department reports its shared facility has over 20,000 square feet, which is more than enough to house this regional department. Because this is a shared facility, if this is not practical, using the methodology previously described, PERF estimates the cost of building a new facility to be \$3,074,160.

REGION 6		
Total Staff	Square Footage Required	Building Cost
40	12,000	\$3,074,160

REGION 7

REGION 7		
Agency	Population	CFS
West Reading	4,091	5,111
Wyomissing	10,456	9,940
Total	14,547	15,051

Region 7 Department has an authorized strength of 44 employees, 41 sworn and three civilians for a service population of 14,547. The estimated first-year budget is \$4.5 million, which includes an operating and capital budget of approximately \$894,000 and personnel costs of \$3.6 million. The cost per resident for this agency is \$307.30.

STAFFING AND COSTS			
REGION 7	Position	Avg. Salary	Total Salary
Chief of Police	1	\$76,000	\$76,000
Lieutenant	1	\$63,750	\$63,750
Sergeant	4	\$57,800	\$231,200
Patrol Officers	30	\$51,850	\$1,555,500
Detective Sergeant	1	\$59,500	\$59,500
Detective	4	\$55,250	\$221,000
Clerical	3	\$27,500	\$82,500
TOTAL SWORN	41		\$2,206,950
COST SWORN: SALARY AND FRINGES			\$3,464,912
TOTAL CIVILIAN	3		\$82,500
COST CIVILIAN: SALARY AND FRINGES			\$111,375
TOTAL PERSONNEL COSTS			\$3,576,287
ANNUAL OPERATING & CAPITAL COSTS *			\$894,072
TOTAL ESTIMATED YEAR ONE BUDGET			\$4,470,358

* Includes Overtime

The estimated cost for starting up the police department in Region 7 is approximately \$352,000. The lack of marked vehicles requires the purchase of four units at a fully equipped price of \$33,468 each. Converting uniforms for the department's 41 sworn personnel will cost \$65,800. With the designation of a small agency, PERF has budgeted \$100,000 for the administrative implementation costs outlined in the Methodology Section of this report. The cost for this option is increased by \$9,200 for the purchase of four additional handheld radios if the county selects to modernize the radio system.

STARTUP COSTS FOR REGION 7

REGION - 7	
EXPENDITURE	COST
Marked Vehicles	\$133,872
Plain Vehicles	\$0
Unit Radio	\$0
Handheld Radio	\$4,800
Office Computer	\$0
Vehicle Computer	\$30,000
Rebranding Vehicles	\$17,340
Uniform & Equipment	\$65,805
Administrative Implementation Cost	\$100,000
TOTAL	\$351,817
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$361,017

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

PERF estimates 13,200 square feet would be needed to house the 44-member police department serving Region 7. Based upon information available to PERF, no current police facilities in the region can sustain such an operation. Using the methodology described previously, PERF estimates cost to build a new police station to be \$3,381,576.

REGION 7		
Total Staff	Square Footage Required	Building Cost
44	13,200	\$3,381,756

REGION 8

REGION 8		
Agency	Population	CFS
Birdsboro	5,206	2,805
Brecknock	4,874	2,188
Caernarvon	3,425	2,273
Robeson	7,513	3,053
Total	21,018	10,319

Region 8 Department has an authorized strength of 37 employees, 35 sworn and two civilians for a service population of 21,018. The estimated first year budget is about \$3.8 million, which includes an operating and capital budget of approximately \$750,000 and personnel costs of \$3 million. The cost per resident for this agency is \$178.98.

STAFFING AND COSTS			
REGION 8	Position	Avg. Salary	Total Salary
Chief of Police	1	\$76,000	\$76,000
Sergeant	4	\$57,800	\$231,200
Patrol Officers	28	\$51,850	\$1,451,800
Detective	2	\$55,250	\$110,500
Clerical	2	\$27,500	\$55,000
TOTAL SWORN	35		\$1,869,500
COST SWORN: SALARY AND FRINGES			\$2,935,115
TOTAL CIVILIAN	2		\$55,000
COST CIVILIAN: SALARY AND FRINGES			\$74,250
TOTAL PERSONNEL COSTS			\$3,009,365
ANNUAL OPERATING & CAPITAL COSTS *			\$752,341
TOTAL ESTIMATED YEAR ONE BUDGET			\$3,761,706

* Includes Overtime

Region 8's startup cost is estimated at \$365,000. The greatest expenditure is adding three fully equipped marked units to the fleet at a cost of nearly \$134,000. There is no opportunity for cost savings from plain units in this region, as the department is projected to have and need three such cars. The department is also short 15 handheld and four unit radios which will cost \$18,000. As a small agency, PERF has budgeted \$100,000 for the administrative implementation costs outlined in the Methodology Section of this report. The startup cost for this option is increased by \$46,500 for the purchase of radio equipment compatible with a modernized radio system.

STARTUP COSTS FOR REGION 8

REGION 8	
EXPENDITURE	COST
Marked Vehicles	\$133,872
Plain Vehicles	\$0
Unit Radio	\$10,000
Handheld Radio	\$18,000
Office Computer	\$0
Vehicle Computer	\$35,000
Rebranding Vehicles *	\$12,240
Uniform & Equipment	\$56,175
Administrative Implementation Cost	\$100,000
TOTAL	\$365,287
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$411,787

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

PERF estimates 10,500 square feet would be needed to house the 37-member police department serving Region 8. From the information reported, none of the current four agencies which make up the region have a facility that can meet the new department’s facility demands. Using the methodology described previously, PERF estimates the cost to build a new police station to be \$2,873,568.

REGION 8		
Total Staff	Square Footage Required	Building Cost
37	11,100	\$2,873,568

REGION 9

REGION 9		
Agency	Population	CFS
Central Berks Regional Police	7,766	5,270
Exeter	24,776	12,305
Total	32,542	17,575

Region 9 Department has an authorized strength of 42 employees, 39 sworn and three civilians for a service population of 32,542. The estimated first-year budget is \$4.2 million, which includes an operating and capital budget of approximately \$844,000 and personnel costs of \$3.4 million. The cost per resident for this agency is \$129.73.

STAFFING AND COSTS			
REGION 9	Position	Avg. Salary	Total Salary
Chief of Police	1	\$76,000	\$76,000
Sergeant	4	\$57,800	\$231,200
Patrol Officers	31	\$51,850	\$1,607,350
Detective	3	\$55,250	\$165,750
Clerical	3	\$27,500	\$82,500
TOTAL SWORN	39		\$2,080,300
COST SWORN: SALARY AND FRINGES			\$3,266,071
TOTAL CIVILIAN	3		\$82,500
COST CIVILIAN: SALARY AND FRINGES			\$111,375
TOTAL PERSONNEL COSTS			\$3,377,446
ANNUAL OPERATING & CAPITAL COSTS *			\$844,362
TOTAL ESTIMATED YEAR ONE BUDGET			\$4,221,808

* Includes Overtime

Region 9 is unique in that it is the only scenario in which sufficient equipment exists. The only equipment startup costs are rebranding the marked police vehicles and uniform conversion. As with the other designated small agencies, PERF has budgeted \$100,000 for administrative implementation costs as outlined in the Methodology Section of this report.

STARTUP COSTS FOR REGION 9

REGION 9	
EXPENDITURE	COST
Marked Vehicles	\$0
Plain Vehicles	\$0
Unit Radio	\$0
Handheld Radio	\$0
Office Computer	\$0
Vehicle Computer	\$0
Rebranding Vehicles *	\$16,530
Uniform & Equipment	\$53,710
Administrative Implementation Cost	\$100,000
TOTAL	\$170,240

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

PERF estimates 12,600 square feet would be needed to house the 42 members of the Region 9 police department. From the information reported to PERF, neither of the two consolidated agencies has the space needed for the new department. Based on PERF’s calculations as outlined earlier in this report, it is estimated that a new police structure would cost \$3,227,868.

REGION 9		
Total Staff	Square Footage Required	Building Cost
42	12,600	\$3,227,868

REGION 10

REGION 10		
Agency	Population	CFS
Amity	11,431	6,144
Bally	1,105	430
Boyertown	3,958	3,309
Colebrookdale	5,453	3,580
Douglass	3,517	1,628
Oley	3,661	2,427
Total	29,125	17,518

Region 10 Department has an authorized strength of 59 employees, 56 sworn and three civilians for a service population of 29,125. The estimated first-year budget is almost \$6 million, which includes an operating and capital budget of approximately \$1.2 million and personnel costs of \$4.8 million. The cost per resident for this agency is \$205.98.

STAFFING AND COSTS			
REGION 10	Position	Avg. Salary	Total Salary
Chief of Police	1	\$76,000	\$76,000
Lieutenant	1	\$63,750	\$63,750
Sergeant	6	\$57,800	\$346,800
Patrol Officers	45	\$51,850	\$2,333,250
Detective	3	\$55,250	\$165,750
Clerical	3	\$27,500	\$82,500
TOTAL SWORN	56		\$2,985,550
COST SWORN: SALARY AND FRINGES			\$4,687,314
TOTAL CIVILIAN	3		\$82,500
COST CIVILIAN: SALARY AND FRINGES			\$111,375
TOTAL PERSONNEL COSTS			\$4,798,689
ANNUAL OPERATING & CAPITAL COSTS			\$1,199,672
TOTAL ESTIMATED YEAR ONE BUDGET			\$5,998,361

* Includes Overtime

Region 10 has the second highest startup cost of \$701,500. Nearly half of the cost is required for the purchase of 11 new marked units (\$368,000) and rebranding the existing marked fleet of 15 cars (\$15,300). Because the region has a surplus of only one plain car, there is very limited opportunity for saving as in other options. There is a shortage of both unit (15) and handheld (32) radios which will cost \$75,900. Fourteen additional vehicle computers will need to be bought at a cost of \$5,000 each. As a small agency, PERF has budgeted \$100,000 for the administrative implementation costs outlined in the Methodology Section of this report. Due to the amount of radio equipment needed, should the county modernize its communications system, the startup cost would be increased by \$118,600.

STARTUP COSTS FOR REGION 10

REGION 10	
EXPENDITURE	COST
Marked Vehicles	\$368,148
Plain Vehicles	\$0
Unit Radio	\$37,500
Handheld Radio	\$38,400
Office Computer	\$0
Vehicle Computer	\$70,000
Rebranding Vehicles *	\$15,300
Uniform & Equipment	\$72,225
Administrative Implementation Cost	\$100,000
TOTAL	\$701,573
TOTAL WITH MODERNIZED RADIO EQUIPMENT	\$820,173

* Costs may be saved by rebranding new vehicles to the fleet rather than retrofitting

Facility Needs and Cost

Based upon information obtained by PERF, none of the six consolidated departments' facilities are large enough to provide adequate space for the newly aligned agency. According to PERF's methodology, 17,700 square feet would be required for the 59 department members. PERF estimates it would cost \$4,444,647 to build a police facility to meet the new agency's needs.

REGION 10		
Total Staff	Square Footage Required	Building Cost
59	17,700	\$4,444,647

Summary Information

The summary table below presents data on current police services and costs in Berks County and the cost per resident for implementing each of the consolidation options. In the Countywide and Ring options, the cost per resident is the same regardless of municipality. This is because in these two alternatives, a single police department provides service to all boroughs and townships involved (those other than the City of Reading and municipalities that use PSP as the exclusive provider of police service). The costs are therefore equally distributed among the population. In the North-South option, there are two associated costs, one for each of the new departments. In the Metro version, costs are allocated only for the covered jurisdictions. Finally, in option five, there are 10 figures for cost per resident, which represents each of the 10 new departments.

SUMMARY: COST PER RESIDENT BY OPTION

Agency	Current Information							Cost per Resident by Option				
	Population	Part 1 UCR	Part 2 UCR	Calls for Service	FTE Patrol Officers	CFS/ Patrol Officer	Cost/ Resident	County Wide	Ring	North-South	Metro	Regional
Amity	11,431	172	288	6,144	12	512	\$114.75	\$245.52	\$213.36	\$217.99	n/a	\$205.95
Bally **	1,105	0	1	430	6	72	\$133.90	\$245.52	\$213.36	\$217.99	n/a	\$205.95
Berks Lehigh ****	19,000	365	650	12,160	26	468	\$164.45	\$245.52	\$213.36	\$217.99	n/a	\$221.81
Bern	7,115	78	251	4,839	10	538	\$133.88	\$245.52	\$213.36	\$217.99	\$277.46	\$214.63
Bernville **	884	3	16	417	2	209	\$85.76	\$245.52	\$213.36	\$217.99	\$277.46	\$214.63
Bethel **	4,496	49	151	3,313	5	663	\$49.98	\$245.52	\$213.36	\$265.77	n/a	\$204.84
Birdsboro	5,206	89	188	2,805	7	561	\$172.00	\$245.52	\$213.36	\$265.77	n/a	\$178.98
Bovertown ***	3,958	120	400	3,309	8	414	Unk	\$245.52	\$213.36	\$217.99	n/a	\$205.93
Brecknock ***	4,874	43	99	2,188	7	365	Unk	\$245.52	\$213.36	\$265.77	n/a	\$178.98
Caernarvon	3,425	101	173	2,273	10	227	\$255.98	\$245.52	\$213.36	\$265.77	n/a	\$178.98
Central Berks	7,766	199	186	5,270	8	659	\$177.89	\$245.52	\$213.36	\$217.99	\$277.46	\$129.73
Colebrookdale	5,453	143	281	3,580	7	511	\$136.59	\$245.52	\$213.36	\$217.99	n/a	\$205.95
Cumru	14,789	399	570	14,108	19	743	\$189.47	\$245.52	\$213.36	\$265.77	\$277.46	\$223,21
Douglass **	3,517	19	70	1,628	4	407	\$93.33	\$245.52	\$213.36	\$217.99	n/a	\$205.95
Exeter	24,776	542	1065	12,305	25	492	\$117.59	\$245.52	\$213.36	\$217.99	\$277.46	\$129.73
Fleetwood	4,028	81	163	3,266	7	467	\$76.08	\$245.52	\$213.36	\$217.99	n/a	\$221.81
Hamburg	4,197	103	293	4,042	7	577	\$189.65	\$245.52	\$213.36	\$217.99	n/a	\$166.88
Heidelberg **	1,756	11	49	867	2	434	\$64.72	\$245.52	\$213.36	\$265.77	n/a	\$204.84
Kutztown	5,038	169	735	3,534	12	295	\$100.00	\$245.52	\$213.36	\$217.99	n/a	\$221.81
Laureldale ***	3,780	68	105	3,214	7	536	Unk	\$245.52	\$213.36	\$217.99	n/a	\$214.63
Lower Heidelberg	4,800	30	112	1,876	8	268	\$128.82	\$245.52	\$213.36	\$265.77	\$277.46	\$160.50
Mohnton ***	5,130	30	168	1,317	7	220	Unk	\$245.52	\$213.36	\$265.77	n/a	\$223.21
Muhlenberg	18,085	805	775	17,383	21	828	\$171.41	\$245.52	\$213.36	\$217.99	\$277.46	\$214.63
North Berks	9,812	294	723	6,563	11	597	\$178.40	\$245.52	\$213.36	\$217.99	n/a	\$214.63

Oley ***	3,661	4	137	2,427	6	485	Unk	\$245.52	\$213.36	\$217.99	n/a	\$205.95
Pa. State Police	83,508	674	1386	38,231	52	735	\$44.94	\$245.52	n/a	n/a	n/a	n/a
Reading	81,183	5115	8738	91,113	110	828	\$315.72	\$245.52	n/a	n/a	\$277.46	n/a
Robeson	7,513	98	125	3,053	6	509	\$109.60	\$245.52	\$213.36	\$265.77	n/a	\$178.98
Robesonia **	2,070	38	43	1,495	4	374	\$109.71	\$245.52	\$213.36	\$265.77	n/a	\$204.84
Shillington	5,049	99	177	2,738	8	548	\$161.02	\$245.52	\$213.36	\$265.77	n/a	\$223.21
Sinking Spring	3,504	94	143	2,543	7	363	\$166.00	\$245.52	\$213.36	\$265.77	\$277.46	\$160.50
South Heidelberg	6,924	85	364	3,128	8	391	\$121.06	\$245.52	\$213.36	\$265.77	n/a	\$160.50
Spring	26,349	368	954	13,478	19	709	\$185.74	\$245.52	\$213.36	\$265.77	\$277.46	\$160.50
Tilden **	3,792	101	84	2,989	3	996	\$57.34	\$245.52	\$213.36	\$217.99	n/a	\$166.88
Tulpehocken **	5,556	29	20	1,873	4	468	\$33.91	\$245.52	\$213.36	\$265.77	n/a	\$204.84
Wernersville **	2,458	40	105	2,450	4	613	\$107.83	\$245.52	\$213.36	\$265.77	n/a	\$160.50
West Reading	4,091	283	618	5,111	11	465	\$463.49	\$245.52	\$213.36	\$265.77	\$277.46	\$307.30
Womelsdorf **	2,794	40	135	2,167	3	722	\$93.15	\$245.52	\$213.36	\$265.77	n/a	\$204.84
Wyomissing	10,456	518	430	9,940	18	552	\$204.10	\$245.52	\$213.36	\$265.77	\$277.46	\$307.30

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APPENDICES

APPENDIX 1 - Police Facilities in Berks County

Facility	Shared	Age	Square Footage	Annual Utilities	Other Yearly Cost
Amity Police Department	No	4	5,600
Bally Police Department	No	20	200	\$1,000	...
Berks County sheriff's Department	Yes	80	...	\$116,111	...
Berks Lehigh Police Department (Berks Co.)
Bern Police Department	Yes	36	6,832	\$13,966	\$3,061
Bernville Police Department	Yes	50	1,250
Bethel Police Department	No	8	840	\$8,000	\$1,000
Birdsboro Police Department	No	20	4,000	\$9,500	...
Caernarvon Police Department	Yes	40	1,000	\$5,000	\$3,000
Central Berks Regional Police	No	56	7,000	\$9,689	...
Colebrookdale Police Department	Yes	40	1,800	\$25,440	...
Cumru Police Department	Yes	12	20,475	\$120,000	\$97,500
Douglass Police Department	Yes	2	800
Exeter Police Department	Yes	50
Fleetwood Police Department	Yes	20	...	\$15,000	...
Hamburg Police Department	Yes	10
Heidelberg Police Department	Yes	38
Kutztown Police Department	Yes	20	...	\$1,000	\$53,570
Lower Heidelberg Police Department	Yes	40
Muhlenberg Police Department	Yes	6
N. Berks Regional Police Dept. (HQ)	Yes	2	4,086	\$11,700	\$40,200
N. Berks Regional Police Dept. (storage)	Yes	2	1,122	\$0	\$0
Pennsylvania State Police (Reading)	No
Pennsylvania State Police (Hamburg)	No
Reading Police Department	Yes
Reading Police Department (K9 Kennels)	No	45
Robeson Police Department	Yes	30	5,800	\$17,396	\$3,600
Robesonia Police Department	Yes	13	1,035
Shillington Police Department	Yes	11	1,200
Sinking Spring Police Department	Yes	30	Unk	Unk	Unk
S. Heidelberg Police Department	Yes	77	1,395	\$6,800	...
Spring Police Department	Yes	36	16,500	\$33,000	\$10,000
Tilden Police Department	Yes	2	...	\$6,550	...
Tulpehocken Police Department	Yes
Wernersville Police Department	Yes	7	2,635	\$5,493	...
West Reading Police Department	Yes	9	3,000	\$14,500	\$5,500
Womelsdorf Police Department	Yes	115	792
Wyomissing Police Department	Yes	18	6,716

APPENDIX 2 - Marked Police Vehicles

Agency	Units	Own, rent or lease	Range of year models	Average miles/vehicle/year	Vehicle replacement policy
Amity Twp.	6	Own	2005-2008	25,000	...
Bally Boro	2	Own	2001-2005	12,000	New vehicle every 5 years.
Berks Co. Sheriff	15	Own	2002-2007	24,000	New vehicle every 3-5 years.
Berks Lehigh RP	7
Bern Twp.	7	Own	2004-2008	30,000	Buy 1 new patrol vehicle every yr and patrol vehicles replaced every 3 years. Used patrol vehicle rotated to unmarked unit.
Bernville Borough	2	Own	1997-2007	6,000	As needed and budget allows.
Bethel Twp.	2	Own	2002-2007	15,000	Replace when needed.
Birdsboro	3	Own	2003-2007	10,000	Whenever borough council permits the purchase from 2001-2007.
Caernarvon Twp.	5	Own	2003-2008	80,000	We attempt to replace vehicles on a 3 to 4 year cycle.
Central Berks RP	6	Own	2002-2008	12,000	Two year cycle.
Colebrookdale Twp.	4	Own	All within 5 years	69,434	Every two years.
Cumru Twp.	14	Own	1997-2008	25,000	On an as-needed basis.
Douglass Twp.	3	Own	2006-2008	...	4-5 years per vehicle.
Exeter Twp.	15	Own/Lease	2001-2009	15,000	Replace 2 cars each year depending on availability of funds.
Fleetwood	5	Own	2000-2008	90,000	Replace vehicles every year.
Hamburg Borough	5	Own/Lease	2005-2009	12,000	Started a 5-year plan in 2009. One car three-year lease – 5 years 100,000 mile warranty.
Heidelberg Twp.	1	Own	2002	15,000	---
Kutztown Borough	6	Own	1999-2007	13,300	Replace every 9 years.
Lower Heidelberg Twp.	5	Own	2003-2009	30,000	Purchase 1 vehicle a year to replace oldest vehicle in fleet.
Muhlenberg Twp.	15	Own	1996-2008	15,000	Vehicles are rotated through service for 6 years. Investigators and Chief's vehicles replaced as needed.
Northern Berks RP	2	Own	2004-2008	35,798	Under 100,000 miles until this year (2009). Economy may change policy to 130-150K.
Penn. State Police
Reading Police	57	Lease	1995-2008	...	Approx. 5 patrol/inv. vehicles per year. Others as needed.
Robeson Twp.	4	Own	2003-2008	18,750	Primarily every two years.
Robesonia Borough	2	Own	2002-2006	22,000	When borough council feels it is needed.
Shillington Borough	4	Own	1999-2009		Replacement every 2-3 years.
Sinking Spring	3	Own	2004-2007	90,000	A vehicle every two years.
South Heidelberg Twp.	4	Own	2003-2008	100,000	Around 120-130,000 miles or as needed
Spring Twp.	16	Own	2002-2009	15,000	Three vehicles per year.
Tilden Twp.	2	Own	2003-2004	19,845	Money put aside each year in fund for purchase when needed.
Tulpehocken Twp	2	Own	2005-2008	15,000	---
Wernersville	2	Own	2003-2006	26,000	Replace 1 vehicle every 3 years.
West Reading	6	Own 4; Lease 2	2004-2008	20,000	Replace 2 vehicles per year.
Womelsdorf Borough	3	Own	2006-2009	30,000	As needed.
Wyomissing	7	Own	2006-2009	50,000	Rotate 2 cars out every year.

APPENDIX 3 - Unmarked Police Vehicles

Agency	Units	Own, rent or lease	Range of year models	Average miles/veh/year
Amity Twp.	3	...	2000-2002	7,000
Berks Co. Sheriff	15	Own	2000-2006	24,000
Bern Twp.	3	Own	2000-2004	12,000
Bernville Borough	1	Own	1999	500
Birdsboro	1	Own	1999	2,000
Caernarvon Twp.	2	Own	1997-2003	19,000
Central Berks RP	2	Own	1996-1999	5,000
Colebrookdale Twp.	1	Own	---	---
Cumru Twp.	5	Own	1996-2008	10,000
Douglass Twp.	1	Own	2000-	...
Exeter Twp.	4	Own	2004-2007	8,000
Kutztown Borough	4	Own	1996-2003	4,500
Lower Heidelberg Twp.	1	Own	2008	20,000
Muhlenberg Twp.	8	Own	2001-2007	12,000
Northern Berks RP	12	Own	2004-2008	10,000
Reading Police	41	Lease	1993-2008	...
Shillington Borough	2	Own	1996-2004	...
South Heidelberg Twp.	1	Own	2008	20,000
Spring Twp.	6	Own	2002-2009	10,000
Wernersville	1	Own	2000	4,500
West Reading	2	Own	2001-2003	10,000
Wyomissing	4	Own	2002-2004	10,000

APPENDIX 4 - Specialty Police Vehicles

Agency	Type	Vehicles	Own, rent or lease	Range of year models	Average miles/veh/year
Berks Co. Sheriff	Prisoner Transport	5	Own	2001-2006	15,000
	Canine	2			
Berks Lehigh RP	SUV	7	...	1997-2007	...
	Humvee	1		1989- ---	
	Ambulance	---		1994- ---	
Bern Twp.	Special Service Truck	1	Own	1998	...
Douglass Twp.	Canine	1	Own	2007- ---	...
Exeter Twp.	SWAT	2	Own	1996-1998	5,000
	Canine Unit	4		2001-2007	18,000
	Training Car	2		2001-2004	2,000
Hamburg Borough	Truck Transport Chief's	1	Lease	2005	10,000
		1	Own	1997	
Kutztown Borough	CSO Truck	1	Own	1977	2,700
	SRU	1		1992	60
Muhlenberg Twp.	Motorcycle	2	Own	2004-2008	1,000
	Special Ops (ambulance)	1		1991	250
	Traffic Van	1		1996	1,000
Reading Police	Motorcycle	2	Lease	2003- ---	
	Evidence Van	2	Lease	1990-2005	
	Bomb Squad	4	Own	1985-2008	
	Canine	5	2 Own, 3 Lease	--- -2008	
	Prisoner Van	3	1 Own, 2 Lease	2001-2007	
Robeson Twp.	SUV	2	Own	1997-2003	15,000
Spring Twp.	Special Service Truck;	1	Own	1991	...
	ATV	1		2006	
Tulpehocken Twp	4x4	1	Own	1999	2,000
West Reading	Canine Patrol	1	Own	2006	25,000
	Motorcycle	1		2005	2,500
Wyomissing	Evidence Van	1	Own	2009	100
	Utility ambulance	1		1988	100

APPENDIX 5 - Berks County Police Weaponry

Agency	Handgun	Rifle/Shotgun	Taser	Qualifications Per Year
Amity	Beretta 96	Colt AR-15	Taser	1 (Beretta and Colt)
Bally	Glock 22	Mossberg 12ga	X26	1 (Glock and Mossberg)
Berks Co. Sheriff	Glock 22	Colt AR-15; Remington 870	X26	2 (Glock, Remington, AR-15)
Berks Lehigh RP	Glock 22 or 27 (.40 cal)	Ruger Mini 14 .223; Mossberg 590A (12 ga); Colt AR-15	M26 X26	2 (Glock, Ruger, Mossberg, AR-15); 1 (M26/X26)
Bern	S&W 4006 Tactical	Colt AR-15; Remington 870	X26	2 (S&W and off-duty weapons); 1 (AR-15 and X26)
Bernvil	Glock 22	Mossberg 12ga	X26	1 (Glock, Mossberg, X26)
Bethel	Beretta 96	Remington 870		1 (Beretta and Remington)
Birdsboro	Sig Pro 2340	Mossberg 590 A-1		2 (SigPro and A-1)
Caernarvon	Glock 22 – 40 cal	Bushmaster 223	X26	4 (Glock); 1 (Bushmaster)
Central Berks RP	Glock 22	Colt AR-15	X26	1 (Glock and AR-15)
Colebrookdale	Sig Sauer P229 40 cal.	AR-15; 12 gauge shotgun	Taser	1 (Sig Sauer, 12 gauge shotgun, AR-15)
Cumru	Glock 19, 17, 26	Ruger Mini-14; Remington 870	X26	1 (Glock, Ruger, Remington)
Douglass	Sig Sauer 40 cal P220	Smith & Wesson AR-15; Benelli M-212 GA	Taser	1 (Sig Sauer, AR-15, Benelli); Every 2 years (Taser)
Exeter	Beretta 96D	Bushmaster AR-15; Mossberg 590; Remington 700	Taser	1 (Beretta, Bushmaster, Mossberg, Taser)
Fleetwood	Glock 22	Ruger; Shot gun	X26	2 (Glock, Ruger, Shot gun)
Hamburg	Sig Pro .40mm	Colt; Bushmaster AR-15; Remington 870	X26	4 (Duty); 1 (Off duty); 2 (Patrol rifle)
Heidelberg	Glock 19	Remington Marine Magnum	X26	1 (Glock and Remington)
Kutztown B	Beretta Vertec 96D	Colt M4; FN P90	X26	3 (Beretta, Colt, X26)
Lower Heidelberg	Glock 22	Remington 870	X26	1 (Glock and Remington)
Muhlenberg	Sig Sauer	Rock River Arms AR-15; Remington 870	X26	2 (Sig Sauer, AR-15, Remington)
Northern Berks RP	Glock 22	Colt Ruger	X26E	2 (Glock and Colt); 1 (X26)
PA State Police	Glock 37	Colt AR-6520; Bush Master XM-15; Remington 870 and 11-87	X26E	2 (All weapons)
Reading	S&W 4006	Colt AR-15; Remington 870	X26	1 (Smith & Wesson and Remington)
Robeson	Sig Saurer P229-40	Colt A-2; Mossberg 590A1	X26	2 (Sig Saurer, Colt, Mossberg)
Robesonia	Colt 1911 45AGP	Mossberg M500		1 (Colt and Mossberg)
Shillington	Glock 22	Bushmaster 223	X26	2 (Glock); 1 (Bushmaster)
Sinking Spring	Beretta 96 Cal 40	S&W Remington	Taser	1 (Beretta, S&W, Remington)
South Heidelberg	Glock 22	Remington 870		1 (Glock and Remington)
Spring	Glock 22	Colt 223, 12 gauge Remington	X26	1 (Glock, X26); 2 (Colt)
Tilden	Glock 22	Remington 870	X26	1 (Duty, Remington, Off-duty gun)
Tulpehocken	Glock 22	Bushmaster AR-15; Remington 870	X26	1 (Glock, Bushmaster, Remington); Re-certification (X26)
Wernersville	Glock 23	Remington 870	X26	2 (Glock); 1 (Remington and X26)
WestReading	Beretta #96 Centurion	Bushmaster AR-15, 56MM	X26	2 (Beretta, Bushmaster)
Womelsdorf	Sig Saurer P229	Colt M-16 A-1 (owned-not issued-by dept); Remington 870	X26	1 (Sig Saurer and Remington); 2 (X26)
Wyomissing	Glock 22 & 23	Bushmaster M-15	X26	1 (Glock, Bushmaster, Beanbag)

APPENDIX 6
Berks County Police Salary Survey

Excerpt of Berks County Salaries					
Agency	Position	Starting Salary	Year	Future Salary	Year
Amity Township	Probationary level	\$39,234.00	2007		
	Level 2 Officer	\$43,718.00	2007		
	Level 3 Officer	\$48,202.00	2007		
	Level 4 Officer	\$51,565.00	2007		
	Level 5 Officer	\$56,048.00	2007		
	Corporal	\$57,729.00	2007		
	Sergeant	\$59,461.00	2007		
Bally Boro	Officer	\$39,500.00	2009		
Berks County SO	Deputy*	\$34,198.00	2009		
	Sergeant	\$48,271.00	2009		
	Captain	\$53,307.00	2009		
	Chief	\$57,329.00	2009		
	Sheriff	\$78,566.00	2009		
Berks-Lehigh Regional	Officer during probation	\$45,782.90	2007		
	Officer post probation	\$48,476.70	2007		
	Officer completed 2 yrs.	\$51,169.33	2007		
	Officer completed 3 yrs.	\$53,866.60	2007		
	Corporal	\$56,616.60	2007		
	Sergeant	\$56,866.60	2007		
Bern Township	Patrolman Trainee	\$40,164.80	2009		
	Patrolman Class III	\$45,884.80	2009		
	Patrolman Class II	\$51,625.60	2009		
	Patrolman Class I	\$57,366.40	2009		
	Sergeant	\$60,715.20	2009		
Berville					
Bethel	Probationary officer	\$33,280.00	2009		
	Officer	\$41,600.00	2009	\$43,680.00	2010
	Officer 1st Class	\$41,600.00	2009	\$43,680.00	2010
	Corporal	\$41,600.00	2009	\$43,680.00	2010
	Chief (part time)	\$39,000.00	2009		
Birdsboro Borough	Police Officer	\$53,768.00	2009	\$57,928.00	2011
	Starting Patrolman	\$54,808.00	2009	\$58,968.00	2011
	First Class Patrolman	\$57,928.00	2009	\$62,088.00	2011
	Sergeant	\$61,692.80	2009	\$65,852.80	2011
Brecknock Township	Patrol Officer II	\$44,853.22	2009	\$48,513.24	2011
	Patrol Officer I	\$49,687.53	2009	\$53,742.03	2011
	Corporal	\$50,107.32	2009	\$54,196.07	2011
	Sergeant	\$53,542.46	2009	\$57,911.53	2011
Caernarvon Township	Full-Time Officer	\$52,270.40	2009	\$59,633.60	2012
	Corporal	\$53,456.00	2009	\$60,819.20	2012
	Sergeant	\$57,012.80	2009	\$64,376.00	2012

Central Berks	Recruit	\$49,318.00	2009	\$51,814.72	2011
	3rd Class Patrolman	\$51,890.00	2009	\$54,516.93	2011
	2nd Class Patrolman	\$55,768.00	2009	\$58,591.25	2011
	1st Class Patrolman	\$58,867.00	2009	\$61,847.14	2011
	Sgt.	\$60,178.00	2009	\$63,224.51	2011
	Chief	\$72,450.00	2009	\$76,117.78	2011
Colebrookdale Township	Cadet	\$51,792.00	2009	\$53,851.20	2010
	Patrolman	\$53,227.20	2009	\$55,348.80	2010
	Patrolman F.C.	\$58,718.40	2009	\$61,048.00	2010
	Corporal	\$60,465.60	2009	\$62,878.40	2010
	Sergeant	\$64,584.00	2009	\$67,163.20	2010
Cumru Township	Police Officer	\$47,331.82	2009	\$51,194.10	2011
	Third Class Officer	\$55,877.84	2009	\$60,437.48	2011
	Second Class Officer	\$59,164.78	2009	\$63,992.63	2011
	First Class Officer	\$65,738.64	2009	\$71,102.92	2011
	Detective	\$67,710.80	2009	\$73,236.01	2011
	Sergeant	\$69,682.96	2009	\$75,369.10	2011
	Detective Sergeant	\$71,773.45	2009	\$77,630.17	2011
Douglass	Patrol Officer	\$47,840.00	2009	\$52,743.60	2011
	Sgt.	\$52,624.00	2009	\$58,017.96	2011
	Chief	\$61,422.00	2009	\$67,717.75	2011
Exeter Township	Recruit	\$49,462.40	2009		
	Patrolman 3rd Class	\$59,384.00	2009		
	Patrolman 2nd Class	\$62,857.60	2009		
	Patrolman 1st Class	\$64,771.20	2009		
	Sergeant	\$69,264.00	2009		
	Lieutenant	\$74,276.80	2009		
Fleetwood Borough	Date of hire - 12 months	\$45,489.60	2009		
	12 months - 24 months	\$48,172.80	2009		
	24 months - 36 months	\$50,856.00	2009		
	Full-Time Officer	\$53,539.20	2009		
	Sergeant	\$55,952.00	2009		
	Chief of Police	\$63,502.40	2009		
Hamburg	Patrol Officer	\$45,600	2009		
	Corporal	\$51,500	2009		
	Chief	\$65,000	2009		
Heidelberg					
Kutztown	Probationary Officer	51,771.20	2009	\$54,371.20	2010
	Patrolman	60,923.20	2009		
	Criminal Investigator	62,566.40	2009	\$65,686.40	2010
	Corporal	62,566.40	2009	\$65,686.40	2010
	Sgt.	63,544.00	2009	\$66,726.40	2010
	Chief	75,000.00	2009		
Lower Heidelberg Township	Probationary/Trainee Officer	\$49,920.00	2009	\$55,036.80	2011
	Patrol Officer Second Class	\$51,667.20	2009	\$56,950.40	2011
	Patrol Officer First Class	\$53,560.00	2009	\$59,051.20	2011
	Corporal	\$55,889.60	2009	\$61,630.40	2011
	Sergeant	\$58,219.20	2009	\$64,188.80	2011

Mohnton Borough	Full-Time Patrolman	\$47,404.75	2009	\$49,775.00	2010
	Sergeant	\$47,924.75	2009	\$50,295.00	2010
Muhlenberg	Probationary Officer	\$55,120.00	2009	\$56,773.60	2010
	3rd Class Patrol Officer	\$57,740.80	2009	\$59,473.02	2010
	2nd Class Patrol Officer	\$59,467.20	2009	\$61,251.22	2010
	1st Class Patrol Officer	\$62,504.00	2009	\$64,379.12	2010
	Detective	\$65,020.80	2009	\$66,971.42	2010
	Sgt.	\$67,454.40	2009	\$69,478.03	2010
	Lt.	\$70,039.87	2009	\$72,141.07	2010
Oley Township	Cadet	\$49,754.00	2009		
	Patrolman	\$50,720.00	2009		
	Patrolman Second Class	\$52,795.00	2009		
	Patrolman First Class	\$54,867.00	2009		
	Corporal	\$56,249.00	2009		
	Sergeant	\$57,584.80	2009		
Northern Berks Regional	Patrolman 3rd Class (Probationary)	\$48,643.65	2009	\$52,613.00	2011
	Patrolman 2nd Class	\$53,221.87	2009	\$57,564.77	2011
	Patrolman 1st Class	\$57,227.82	2009	\$61,897.60	2011
	Corporal/FTO	\$58,944.65	2009	\$63,754.53	2011
	Detective	\$60,712.99	2009	\$65,667.16	2011
	Sergeant	\$62,534.38	2009	\$67,637.18	2011
PA State Police	Starting salary	\$52,000.00			
Reading	Trainee*	\$53,323.57	2009		
	Patrolman 1	\$56,519.43	2009		
	Patrolman 2	\$57,643.02	2009		
	Patrolman 3 (highest patrol rank)	\$59,096.13	2009		
	Criminal Investigator	\$62,731.32	2009		
	Sgt.	\$64,921.89	2009		
	Lt.	\$68,463.84	2009		
	Capt.	\$77,671.96	2009		
	Inspector	\$88,241.82	2009		
	D/C	\$97,000	2009		
Chief	\$115,000	2009			
Robeson Borough	Officer	\$44,886.00	2009		
	Chief	\$54,166.00	2009		
Robeson Township	Probationary Officer	\$41,431.69	2009		
	1 Year of Service	\$45,645.66	2009		
	2 Years of Service	\$47,315.37	2009		
	3 Years of Service	\$49,805.66	2009		
	4 Years of Service	\$52,427.02	2009		
	5 Years of Service	\$58,252.25	2009		
	Sergeant	\$61,191.43	2009		
	Chief of Police	\$64,590.97	2009		

Shillington Borough	Patrolman (0-6 months)	\$49,589.00	2009		
	Patrolman (6-12 months)	\$52,790.00	2009		
	Patrolman (12-18 months)	\$55,989.00	2009		
	Patrol (18-24 months)	\$59,988.00	2009		
	Patrol (after 24 months)	\$62,387.00	2009		
	Corporal	\$63,969.00	2009		
	Sergeant	\$65,554.00	2009		
Sinking Spring	Patrol up to 6 months	\$44,562.03	2009	\$47,735.96	2011
	Patrolman 3rd class	\$46,632.01	2009	\$49,953.37	2011
	Patrolman 2nd class	\$49,328.44	2009	\$52,841.86	2011
	Patrolman 1st class	\$52,378.93	2009	\$54,212.19	2011
	Chief	\$60,195.20	2009		2011
South Heidelberg Township	Police Officer Class II	\$46,259.20	2009	\$48,110.40	2010
	Police Officer Class I	\$53,913.60	2009	\$56,076.80	2010
	Corporal	\$55,161.60	2009	\$57,366.40	2010
	Sergeant	\$57,408.00	2009	\$59,696.00	2010
Spring Township	Patrol Person Trainee	\$54,026.00	2009	\$58,434.00	2011
	Patrol Person 3rd Class	\$59,425.00	2009	\$64,274.00	2011
	Patrol Person 2nd Class	\$63,847.00	2009	\$69,057.00	2011
	Patrol Person 1st Class	\$68,033.00	2009	\$73,584.00	2011
	Criminal Investigator	\$68,033.00	2009	\$73,584.00	2011
	Sergeant	\$70,951.00	2009	\$76,741.00	2011
	Lieutenant	\$73,861.00	2009	\$79,899.00	2011
	Chief	\$85,000.00	2009		
Tilden Township	Patrolman	\$40,685.00	2009		
Tulpehocken Township	Patrolman	\$41,100.80	2008		
	Chief	\$45,552.00	2008		
Wernersville Borough	Patrolman (Probationary)	\$38,000.00	2009		
	Patrolman (Second Class)	\$40,000.00	2009		
	Patrolman (First Class)	\$41,000.00	2009		
	Sergeant	\$50,000.00	2009		
	Chief of Police	\$54,000.00	2009		
West Reading Borough	Recruit (0-6 months)	\$55,123.00	2009	\$57,328.00	2010
	Patrolman 3 (6-12 months)	\$59,723.00	2009	\$62,111.00	2010
	Patrolman 2 (12-18 months)	\$62,127.00	2009	\$64,613.00	2010
	Patrolman 1 (18+ months)	\$64,670.00	2009	\$67,257.00	2010
	Corporal	\$66,918.00	2009	\$69,596.00	2010
Womelsdorf	Part-time officer	\$30,160.00	2009	\$30,763.20	2010
	Full time officer	\$30,264.00	2009	\$30,867.20	2010
	Corporal	\$31,865.60	2009	\$32,510.40	2010
	Chief	\$41,600.00	2009	\$42,432.00	2010
Wyomissing Borough	Patrol Officer (1st year)	\$48,256.00	2006		
	Patrol Officer (2nd year)	\$50,897.60	2006		
	Patrol Officer (3rd year)	\$53,476.80	2006		
	Patrol Officer	\$57,408.00	2006		
	Sergeant	\$60,798.40	2006		

APPENDIX 7

Insurance Benefits

Agency	Medical	Dental	Vision	Prescription	Life	Off-duty disability	Police professional insurance	Other	Total (did not provide breakdowns)
Amity	18,196	---	---	---	\$180	\$569	---	Worker's Comp: \$3,047	
Berks Lehigh RP	---	---	---	---	---	---	---	Short-term disability, accidental death, loss of sight	
Bern	\$1,513	---	---	---	\$1,430	---	\$8,708	Auto: \$6,721	
Bethel	--	---	---	---	---	---	---	---	\$15,400
Birdsboro	\$156,220	---	---	---	---	\$4,500	---	---	
Caernarvon	\$90,000	*	*	*	Inc. in off-duty disability	\$8,500	\$6,350	---	
Central Berks RP	\$8,660	\$185	\$37	\$36	\$180	\$363	\$951	Public Officials Liability Insurance: \$292	
Colebrookdale	\$13,000	\$9,670	*	*	\$90	\$3,250	---	---	
Cumru	\$20,394	*	*	*	\$306	Inc. in medical	\$812	Heart/lung ins.: \$300	
Douglass	\$16,320	---	---	---	\$100,000	\$879	\$1,300	Life insurance: \$465	
Exeter	\$18,000	---	---	---	\$150,000	---	---	---	
Fleetwood	Full coverage	\$250	\$250	\$0	\$72,000	---	---	---	
Hamburg	---	---	---	---	---	---	---	---	\$21,800
Heidelberg	\$24,000	\$500	\$500	\$500	\$500	\$460	---	---	
Kutztown	---	---	---	---	---	---	---	---	\$23,000
Lower Heidelberg	\$1,300	---	---	---	\$100,000	\$500	---	Flex: \$600	
Muhlenberg	\$19,066	\$915	\$103	---	\$584	---	---	---	
Northern Berks RP	\$1,505	\$47	---	---	\$14	\$66	\$1,134	Auto/ Property: \$999	
PA State Police	---	---	---	---	---	---	---	---	---
Reading Police	---	---	---	---	---	---	---	---	---
Robeson	\$22,000	\$870	\$140	*	\$895	\$3,500	\$6,015	---	
Robeson	\$7,750	\$0	\$0	---	\$100,000	\$550	\$1,950	--	
Shillington	\$19,406	\$800	---	---	\$75,000	---	---	---	
Sinking Spring	---	---	---	---	\$50,000	---	---	---	
S. Heidelberg	\$6,59.79 (single) \$1,489.83 (family)	N/A	N/A	*	\$65.32 to \$121.88	\$65.32 to \$121.88	\$65.32 to \$121.88	---	
Spring	\$18,068 (family)	\$786 (family)	\$122	*	\$240	\$0	\$14,000	---	
Tilden	\$11,500	\$0	\$0	*	\$372	\$0	Unk.	---	
Wernersville	\$17,424	\$1,175	*	*	\$75,000	\$5,115 (entire dept).	---	---	
West Reading	\$12,789	\$0	\$0	\$0	\$287	\$0	\$3,500	Police auto ins.: \$14,740	
Womelsdorf Borough	\$5,219	\$252	\$59	*	\$1,974	\$1,193	\$3,455 (entire dept.)	KIA: \$240	
Wyomissing	\$19,248	\$1200 + 50/yr	\$1200 + 50/yr	\$1200 + \$50/yr	\$1200 + \$50/yr	\$50,000	---	---	

*Included in medical (unspecified amount)

APPENDIX 8

Leave Benefits (in hours)

Agency	Vacation	Holiday	Personal	Bereavement	Sick	Other
Amity	80	108	40	50	84	---
Bally	40	40	24	36	40	---
Berks County So	120	104	8	40	56	---
Berks Lehigh RP	48-168	64	40	40 max.	96 max.	Other: 28
Bern	200	100	32	50	150	---
Bernville	---	---	---	---	---	---
Bethel	272	128	64	48	224	Nonfamily leave: 16
Birdsboro	200	120	50	30	96	---
Caernarvon	10	---	50	50	120	---
Central Berks RP	1,710	---	264	50	120 (per employee accrued)	---
Colebrookdale	Depends on years of service	0	32	40	80	---
Cumru	80-184 (varies)	0	30	30-50 (varies)	Accumulates 2/20 hrs per month (125 hrs. max)	---
Douglass	Chief: 20 days/yr; Sgt: 8 days/yr; P/T (start after 1 yr): 4 days to yr 2; 8 days yr. 2; 12 days yr. 5; 16 days yr. 10; 20 days year 18	90	30	Up to 50 hours for immediate family	100	---
Exeter	168	84	36	---	246	---
Fleetwood	40	48	24	16	40	---
Hamburg	80 per 1 st year. 120 5 – total 400 hrs.	110	---	30	160 per year. Total 80	---
Heidelberg	160	64	---	8	96	---
Kutztown	96	72	32	24	240	---
Lower Heidelberg	204	210	48	48	120	---
Muhlenberg	40	96	40	32	200	---
Northern Berks	---	---	---	---	---	---
PA State Police	---	---	---	---	---	---
Reading	264	0	16	As needed	240	---
Robeson	184	112	40	24	160	Comp time: 480
Robesonia	200 (max)	56	48	24	80	---
Shillington	200	---	48	---	240	---
Sinking Spring	---	---	---	---	---	---
South Heidelberg	40-200 (based on time on job)	64	32	16-32 (depends on relationship w/ deceased)	120	---
Spring	120-208	156	36	60	240-1,680	---
Tilden	80	64	0	---	56	---
Tulpehocken	Depends on years of service	56	40	24	Depends on years of service (no #)	---
Wernersville	200 (vacation based on years of service)	88	40	30	80	---
West Reading	160	132	60	36	144	40 hour max carryover
Womelsdorf	40	64	32	24	96	---
Wyomissing	200 max	88 (paid)	56	24 (per incident)	1600 (max)	---

APPENDIX 9

Retirement Benefits

Agency	Pension	Medical	Leave payoff
Amity	Employer contribution entry level \$1,873		
Bally	PMRS state-funded	Boro pays for police	0
Berks County SO	50% with 25 yrs service and age 55	None	None
Bern*	50% of last 36 mo. average after 25 years and 50 years of age	N/A	Accumulate 150 sick/payback at 25%
Bethel	At least 10 yrs. Completed service	---	Unused sick and annual leave paid yearly
Birdsboro	ACT 600 regulated	Full benefits until Medicare eligible for employee and spouse	Unk.
Caernarvon	50% after 25 years	N/A	N/A
Central Berks RP	50%	50% post retirement	---
Colebrookdale	PMRS	Yes	Unk.
Cumru	50 years of age/25 years service, 50% of last 3 years divided by 3, no SS offset, DROP Program, service increments of \$100 per month for every year over 25 years of service. Max \$500.	Full medical for employee for life	Payment of all sick leave, vacation and comp time
Douglass	P.M.R.S. (PA Municipal Retirement System)	N/A	N/A
Exeter	50% of average of last 3 years service	Yes	Sick time buyback: up to 500 hours accumulated
Fleetwood	70% of final 3 years	---	---
Hamburg	50%, 20 years of service, and 50 years of age plus longevity.	½ premium on borough plan	---
Heidelberg	Conrad Seigel	None	---
Lower Heidelberg	50% last 5 year average of pay	---	Unused vacation and sick days
Muhlenberg	50% of final average salary of past 36 months; after 25 years service	Pays some increase of cost above that	33% of accumulated sick time payout. Life insurance is \$10,000.
N. Berks RP	50% of last 36 mo. AVG.- 25 years and age 50 – no officer contribution	50% of retiree insurance premium – no spouse	---
Reading	70% after 25 years	Paid up until 65 years of age	30 days
Robeson	25 years and 55 years of age. Based upon highest salary previous 36 months	N/A	N/A
Robesonia	25 years, age 50, and 50% highest three years	N/A	N/A
Shillington	50% of salary	---	---
S. Heidelberg	Based on last 36 months, 50% of total pay. Full retirement 55 year old and 25 years of service	None	Unused vacation days for that year.
Spring	ACT 600, Age 50 and 25 years, “DROP”, cost of living 3%	Employee only until 65	---
Tilden	Eligible after 1 year service. Vested after 7 years. Twp yearly contribution	---	---
Wernersville	50% based on last 36 months. 50/25	N/A	N/A
West Reading	Age 50 and 25 years of service. 50% of salary ACT #111	Postretirement healthcare for officer only	None
Womelsdorf	Defined benefit plan	None	None
Wyomissing	50%, age 50 and 25 years of service	N/A	N/A

*DROP program: up to 5 years

APPENDIX 10

Other Monetary Benefits

Agency	Uniform allowance	Tuition reimbursement	Guaranteed overtime	Safety equipment (vest)	Other
Amity	\$600	\$1,500	---	---	---
Bally	\$30	\$0	---	\$0	---
Berks County SO	Refer to excel sheets				
Berks Lehigh RP	\$450	---	---	---	---
Bern	\$400	\$200	---	\$500	Cleaning allowance: \$300
Bernville	---	---	---	---	---
Bethel	Provided	---	---	Provided	---
Birdsboro	\$300	\$0	\$0	\$0	---
Caernarvon	\$750	\$3,000	\$0	Supplied as needed	Fitness Incentive: \$200
Central Berks RP	\$600	---	---	---	---
Colebrookdale	\$0	50%	\$0	\$0	---
Cumru	Provided	\$0	\$0	Provided	Detectives clothing allowance: \$750/yr
Douglass	\$500	\$2,000	---	---	---
Exeter	\$600	\$1,000	---	---	---
Fleetwood	Provided. \$250 for cleaning.	---	---	Provided	---
Hamburg	\$600/year	---	\$5,000	Provided	---
Heidelberg	\$200/year	---	---	---	---
Kutztown	\$650	\$0	\$0	\$550	---
Lower Heidelberg	\$500	---	---	\$1,200	---
Muhlenberg	Provided	\$1,000	---	Provided	Non-uniform: \$1,000 Dry cleaning: \$250
N. Berks RP	---	---	---	\$650	Boot replacement: \$75
PA State Police	---	---	---	---	---
Reading	\$300	\$0	\$0	\$0	---
Robeson	\$500	\$500	---	---	---
Robesonia	\$0	\$0	\$0	As needed	---
Shillington	\$300	---	---	---	---
Sinking Spring	---	---	---	Provided	---
S. Heidelberg	\$300 per year	---	---	\$600	Uniform cleaning: \$200 per year
Spring	\$600	---	---	Provided	Accreditation bonus: \$1,000
Tilden	---	---	---	---	---
Tulpehocken	---	---	---	---	Vision, dental and medical out of pocket expense: \$500
Wernersville	Provided	\$0	\$0	Provided	---
West Reading	\$600	\$200	\$0	\$500	Uniform cleaning: \$400. investigators uniform allowance: \$800
Womelsdorf	Provided	\$0	\$0	\$0	---
Wyomissing	invest and chief: 600/yr.	---	---	\$1,000/officer	\$325/officer

APPENDIX 11

Other Compensation

Agency	Longevity	Court	On-call	Education incentive	Assignment	Shift differential
Berks County SO	None	Straight actual time of court	\$2.50 per hour	None	None	\$.75 per hour
Bern	\$50 per year	4 hr OT for County Court, 2 hr. min. District Court	3 hr min call out OT	N/A	N/A	N/A
Bethel	---	Paid regular or OT to attend as needed	---	---	---	---
Birdsboro	\$95 per year	When not on duty, time and one-half compensation	½ officer's reg. hourly wage for every hour on court standby	0	---	0
Central Berks RP	\$70 x yrs of service –annually after 3 yrs.	3 hr min—both DJ and Common Pleas	---	Assoc: \$125/yr; BA:\$225/yr; Masters: \$325/yr	Callout: min. 2 hrs.	---
Cumru	Up to 12 yrs: \$50/yr 12-20 yrs: \$75/yr. 20+ yrs: \$100/yr.	2 hrs of OT minimum for MDJ level; 4 hrs of OT minimum for County Court	None	None	Detectives receive 2% higher than 1 st class patrolman	None
Exeter	Yes	Min 4 hrs OT if off duty	Min 2 hrs OT if off duty	Yes	K9: \$1,000 per year	Yes
Fleetwood	\$40 per year after 5 years	2 hrs. OT minimum	---	---	---	---
Hamburg	1% of base after 7 years of service for 20 years	1 ½ time 2 hour minimum or length of call	---	\$1,000 per year towards books/equipment	---	---
Kutztown	After 2 years, \$125; \$75 per year with max of \$1,500	2 hrs. district and 4 hrs. County	No	No	No	No
Lower Heidelberg	\$75/year, to a total of \$1,500/yr	2 hrs. OT DJ Court. 4 hrs. OT County Court	---	---	---	---
Muhlenberg	\$50 per year of service, \$100 for every year after 20 years	2 hours minimum (OT) on time off	Investigators receive take-home car in lieu of pay	\$250 Associates \$500 Bachelors \$750 Masters (annual)	Callout from off duty 4 hrs minimum OT rate	---
Robeson	\$100 per years of service to maximum \$2000	3 hrs time-and-a-half	---	\$500 per year towards attendance at accredited college	---	1400-2200=\$0.15 per hour. 2200-0600=\$0.25/hr.
Robesonia	\$0	2 hours	\$0	\$0	\$0	\$0
Shillington	\$1500	OT	OT	---	---	---
Sinking Spring	\$75 per year. Must be here 5 years	2 hrs. DJ and County Court minimum	4 hour callout	Per contract	Per contract	none
S. Heidelberg	\$60 per each year of service	2 hrs. District Judge; 3 hrs. County	---	None	None	None

Spring	\$6.25 per month of service—after 3 years—unlimited	2 hr. minimum DJ; 3 hr. County, etc.	---	AA: \$300 per year; BS: \$600 per year; Masters: \$800	---	None
Tulpehocken	---	2 hrs. for district, 5 hrs. for County	--	---	---	---
Wernersville	\$50 per year of service	2 hrs. District Court, 4 hrs. County Court	N/A	N/A	Callout: min 4 hours OT	N/A
West Reading	\$80 per year of service. Max of \$1,500	2 hr. OT minimum for lower court. 4 hr. minimum for trial court, when off duty	\$8 per day for criminal investigator and K9 officer	\$2,000 per year to attend college degree courses in justice field	Overtime callout: Minimum of 2 hrs. of OT when called in from off duty	\$0.80 per hour for hours between 6pm-6am. Must work minimum of 3 hours into those periods
Womelsdorf	No	Yes	N/A	N/A	N/A	N/A
Wyomissing	\$75/year	3 hour minimum (OT rate)	3 hour minimum (OT rate)	Assoc: \$225/yr BA/BS: \$475/yr MS: \$725/yr	N/A	N/A

APPENDIX 12

Police Vehicle & Equipment

2009 FORD CROWN VICTORIA Police Interceptor 4 door with dual spotlights and POLICE markings	
Vehicle	20,444
PA System	350
Siren control box	1,250
Siren	750
Equipment console/bracket	875
Prisoner Transport Screen	500
Push bumpers	450
Light Bar	1,500
Shotgun lock/mount	325
First aid kit	35
Fire extinguisher	63
100' measuring tape	115
Leg irons & Restraint Belt	90
Basic evidence processing kit	69
Slim Jim	15
Trunk Equipment Box	125
Equipment Total per Vehicle (\$6,512)	6,512
Total Cast	\$33,468

APPENDIX 13

Uniform Rebranding Cost

POLICE UNIFORM EQUIPMENT				
Item	Number	Item Cost	Total Cost	
Trousers	4	50	200	
Long sleeve shirt	2	40	80	
Short sleeve shirt	2	40	80	
Badge	1	50	50	
Patches	10	2	20	
Name tag	2	10	20	
Duty Jacket, Gore-Tex	1	185	185	
Reversible raincoat	1	50	50	
Duty Hat	1	75	75	
Hat badge	1	70	70	
Duty Helmet	1	200	200	
Duty Belt	1	85	85	
	Holster	1	150	150
	Magazine pouch	1	50	50
	Handcuff case	2	50	100
	Pepper spray & holder	1	40	40
	Baton & holder	1	95	95
	Flashlight holder	1	10	10
	Radio pouch	1	45	45
Total				\$ 1,605

APPENDIX - 14

Equipment Start-Up Costs by Option

OPTION 1: County-Wide Agency

Factor	Police Vehicles		Radio		Computers		
	Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing		242	120	379	717	271	223
Required		353	56	458	880	185	397
Difference		-111	65	-79	-163	86	-174
Costs		(\$3,698,214)		(\$196,500)	(\$195,600)		(\$867,750)
New BCDES Radio System				(\$432,300)	(\$570,500)		
Total Equipment Start-Up Costs							(\$4,958,064)
Total Start-Up Costs with updated radio equipment							(\$5,568,764)

OPTION 2: Ring

Factor	Police Vehicles		Radio		Computers		
	Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing		170	64	244	354	206	162
Required		194	29	249	484	84	217
Difference		-24	35	-5	-130	122	-55
Costs		(\$803,232)		(\$12,500)	(\$156,000)		(\$275,000)
New BCDES Radio System				(\$17,500)	(\$455,000)		
Total Equipment Start-Up Costs							(\$1,246,732)
Total Start-Up Costs with updated radio equipment							(\$1,550,732)

OPTION 3: North / South

NORTH

Factor	Police Vehicles		Radio		Computers		
	Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing		87	39	134	186	116	97
Required		105	27	149	261	51	119
Difference		-18	12	-15	-75	65	-22
Costs		(\$602,424)		(\$37,500)	(\$90,000)		(\$110,000)
New BCDES Radio System				(\$82,500)	(\$262,500)		
Total Equipment Start-Up Costs							(\$839,924)
Total Start-Up Costs with updated radio equipment							(\$1,057,424)

OPTION 3: North / South

SOUTH

Factor	Police Vehicles		Radio		Computers		
	Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing		83	25	110	168	90	65
Required		117	18	149	282	75	148
Difference		-34	7	-39	-114	15	-83
Costs		(\$1,137,912)		(\$97,500)	(\$136,800)		(\$415,000)
New BCDES Radio System				(\$214,500)	(\$399,000)		
Total Equipment Start-Up Costs							(\$1,787,212)
Total Start-Up Costs with updated radio equipment							(\$2,166,412)

OPTION 4: Metro

Factor	Police Vehicles		Radio		Computers		
	Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing		153	77	251	473	109	132
Required		182	34	244	484	152	206
Difference		-29	43	7	-11	-43	-74
Costs		(\$970,572)			(\$13,200)	(\$86,000)	(\$370,000)
New BCDES Radio System					(\$38,500)		
Total Equipment Start-Up Costs							(\$1,439,772)
Total Start-Up Costs with updated radio equipment							(\$1,465,072)

OPTION 5: Ten Regional Police Departments

Region - 1

Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
	Existing	18	4	20	31	22
Required	26	5	34	64	22	29
Difference	-8	-1	-14	-33	0	-14
Costs	(\$267,744)	\$(15,926)	(\$35,000)	(\$39,600)		(\$70,000)
New BCDES Radio System			-77000	-115500		
Total Equipment Start-Up Costs						(\$428,270)
Total Start-Up Costs with updated radio equipment						(\$546,170)

Region - 2

Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing	7	0	7	13	10	7
Required	7	1	9	14	8	8
Difference	0	1	2	1	-2	1
Costs	\$0	\$15,926	\$5,000	\$1,200		\$5,000
New BCDES Radio System			\$11,000	\$3,500		
Total Equipment Start-Up Costs						(\$27,126)
Total Start-Up Costs with updated radio equipment						(\$35,426)

Region - 3

Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing	26	24	51	63	44	32
Required	36	7	47	88	25	40
Difference	-10	17	4	-25	19	-8
Costs	(\$334,680)			(\$30,000)		(\$40,000)
New BCDES Radio System				(\$24,500)		
Total Equipment Start-Up Costs						(\$404,680)
Total Start-Up Costs with updated radio equipment						(\$462,180)

Region - 4

Factor	Police Vehicles		Radio		Computers	
	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing	10	0	13	17	8	7
Required	15	3	20	32	10	17
Difference	-5	-3	-7	-15	-2	-10
Costs	(\$167,340)	(\$47,778)	(\$17,500)	(\$18,000)	(\$4,000)	(\$50,000)
New BCDES Radio System			-\$38,500	(\$52,500)		
Total Equipment Start-Up Costs						(\$304,618)
Total Start-Up Costs with updated radio equipment						(\$360,118)

Region - 5

Factor	Police Vehicles		Radio		Computers	
	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing	30	9	36	48	27	18
Required	28	6	31	66	22	31
Difference	2	3	5	-18	5	-13
Costs				(\$21,600)		(\$65,000)
New BCDES Radio System				(\$63,000)		
Total Equipment Start-Up Costs						(\$86,600)
Total Start-Up Costs with updated radio equipment						(\$128,000)

Region - 6

Factor	Police Vehicles		Radio		Computers		
	Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing		18	7	20	38	18	16
Required		24	3	30	57	14	26
Difference		-6	4	-10	-19		-10
Costs		(\$200,808)		(\$25,000)	(\$22,800)		(\$50,000)
New BCDES Radio System				(\$55,000)	(\$66,500)		
Total Equipment Start-Up Costs							(\$298,608)
Total Start-Up Costs with updated radio equipment							(\$372,308)

Region - 7

Factor	Police Vehicles		Radio		Computers		
	Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing		13	6	24	41	22	13
Required		17	5	24	45	19	19
Difference		-4			-4		-6
Costs		(\$133,872)			(\$4,800)		(\$30,000)
New BCDES Radio System					(\$14,000)		
Total Equipment Start-Up Costs							(\$168,672)
Total Start-Up Costs with updated radio equipment							(\$177,872)

Region - 8

Factor	Police Vehicles		Radio		Computers		
	Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing		12	3	17	24	15	11
Required		16	3	21	39	14	18
Difference		-4	0	-4	-15		-7
Costs		(\$133,872)		(\$10,000)	(\$18,000)		(\$35,000)
New BCDES Radio System				-\$22,000	(\$52,500)		
Total Equipment Start-Up Costs							(\$196,872)
Total Start-Up Costs with updated radio equipment							(\$243,372)

Region - 9

Factor	Police Vehicles		Radio		Computers		
	Equipment	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing		21	6	38	49	25	28
Required		19	3	24	45	15	20
Difference		2	3	14	4	10	8
Costs							
New BCDES Radio System							
Total Equipment Start-Up Costs							\$0
Total Start-Up Costs with updated radio equipment							\$0

Region - 10

Factor Equipment	Police Vehicles		Radio		Computers	
	Marked	Plain	Unit	Handheld	Desk/Laptop	Vehicle
Existing	15	5	18	30	18	15
Required	26	4	33	62	18	29
Difference	-11	1	-15	-32		-14
Costs	(\$368,148)		(\$37,500)	(\$38,400)		(\$70,000)
New BCDES Radio System			-\$82,500	(\$112,000)		
Total Equipment Start-Up Costs						(\$514,048)
Total Start-Up Costs with updated radio equipment						(\$632,648)