



EMPOWERING MUNICIPAL POLICE SERVICES IN LEBANESE TOWNS: THE TOWN OF JOUN

Establishing A Municipality Police Department

A guide that aims at helping Lebanese public officials, Municipalities, and Unions of Municipalities, as well as Lebanese citizens decide whether to start their own police departments and - if they decide to go forward - to offer guidance on how to do it efficiently and effectively



Antoine J. Burkush, PhD

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Acknowledgments

This collection of proposals is the result of a shared vision and a collaborative journey, guided by the input, dedication, and insights of countless individuals who hold Joun close to their hearts. It would not have been possible without the unwavering support and contributions of community members, experts, stakeholders, and local leaders, each of whom brought their unique perspectives to the table.

First and foremost, I extend my heartfelt gratitude to the residents of Joun, whose voices, ideas, and aspirations have been the foundation of this work. Your willingness to share your thoughts and dreams for our town has been invaluable in shaping proposals that truly reflect our community's spirit and goals. Your participation in discussions, surveys, and community gatherings has been a testament to your **commitment** to Joun's future.

Special thanks to all whose contributions were instrumental in refining our vision.

To the local leaders and stakeholders who championed this project, your support has been a vital source of encouragement. Your leadership and understanding of Joun's unique challenges and opportunities have given depth to these proposals, grounding them in both our town's history and its potential for growth.

Finally, I would like to thank everyone who worked behind the scenes—whether gathering data, conducting research, or organizing meetings—your efforts have been crucial in bringing this work to life.

Together, we have created a roadmap for Joun's future that honors our heritage and inspires a brighter tomorrow. I am truly grateful to each of you for your contributions, enthusiasm, and dedication to this endeavor.

With sincere appreciation,

Dr Antoine J. Burkush, PhD

الشكر والتقدير

هذه المجموعة من المقترحات هي نتيجة رؤية مشتركة ورحلة تعاونية ، تسترشد بمدخلات وتفاني ورؤى عدد لا يحصى من الأفراد الذين يحملون جون قريبا من قلوبهم. لم يكن ذلك ممكنا بدون الدعم والمساهمات الثابتة من أعضاء المجتمع والخبراء وأصحاب المصلحة والقادة المحليين ، الذين قدم كل منهم وجهات نظره الفريدة إلى الطاولة.

أولا وقبل كل شيء، أعرب عن خالص امتناني لسكان جون، الذين كانت أصواتهم وأفكارهم وتطلعاتهم أساس هذا العمل. لقد كان استعدادك لمشاركة أفكارك وأحلامك لمدينتنا لا يقدر بثمن في تشكيل المقترحات التي تعكس حقا روح مجتمعنا وأهدافه. كانت مشاركتك في المناقشات والاستطلاعات والتجمعات المجتمعية شهادة على التزامك بمستقبل جون.

شكر خاص للذين كانت مساهماتهم مفيدة في صقل رؤيتنا.

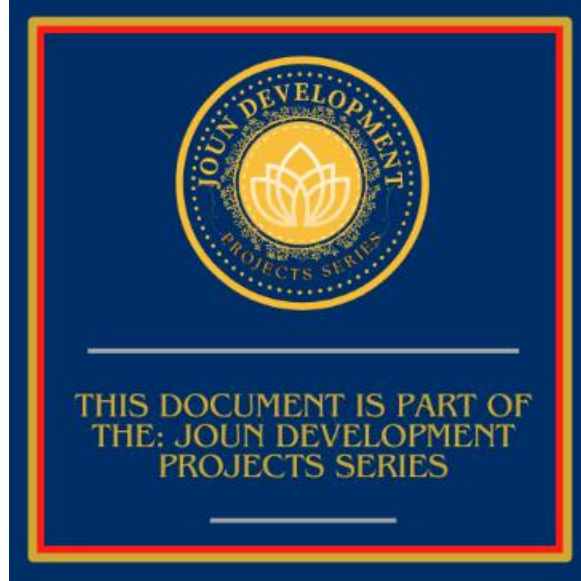
إلى القادة المحليين وأصحاب المصلحة الذين دافعوا عن هذا المشروع ، كان دعمكم مصدرا حيويا للتشجيع. لقد أعطت قيادتك وفهمك لتحديات وفرص جون الفريدة عمقا لهذه المقترحات ، مما جعلها راسخة في كل من تاريخ مدينتنا وإمكاناتها للنمو.

أخيرا ، أود أن أشكر كل من عمل وراء الكواليس - سواء في جمع البيانات أو إجراء البحوث أو تنظيم الاجتماعات - كانت جهودك حاسمة في إحياء هذا العمل.

معا ، أنشأنا خارطة طريق لمستقبل جون تكرم تراثنا وتلهم غدا أكثر إشراقا. أنا ممتن حقا لكل واحد منكم على مساهماتكم وحماسكم وتفانيكم في هذا المسعى.

مع خالص التقدير،

د. انطوان جان البرخش



مشاريع
مبادرات شخصية
"من أجل الصالح العام"

Joun Development Projects

"Pro Bono Publico"

Dr Antoine J. Burkush, PhD

رؤية واحدة، هوية واحدة، مجتمع واحد

Preface

In a world where rapid change is the new normal, the importance of strategic, sustainable, and community-centered development is paramount. Joun, with its rich cultural heritage, natural beauty, and resilient community, stands at a crossroads—one that presents both challenges and extraordinary opportunities. As we look toward Joun's future, it is essential that our plans honor the town's heritage, respond to today's needs, and set a course for future generations to thrive.

This series of proposals is the result of a deeply collaborative effort to envision Joun's path forward. Each plan reflects input from residents, local stakeholders, and community leaders, resulting in a shared vision that is both ambitious and respectful of our town's unique identity. These proposals encompass a comprehensive range of initiatives, from infrastructure and economic development to cultural preservation and environmental stewardship, with each component tailored to address Joun's specific strengths, challenges, and aspirations.

Our proposals emphasize a commitment to public infrastructure improvements, economic empowerment, environmental sustainability, and cultural continuity. From plans to enhance recreational facilities and community services to initiatives for sustainable tourism and green energy, each proposal aims to make Joun a model of progressive yet grounded development. The ultimate goal is to create a vibrant, inclusive, and resilient community—one that embodies the values, dreams, and talents of its people.

I extend my heartfelt gratitude to everyone who has contributed to this vision. Your dedication, ideas, and insight have been invaluable, illuminating the pathway to a future that aligns with Joun's core values while embracing growth and innovation. These proposals are an invitation to all residents of Joun to imagine, participate, and help build a community that harmonizes tradition with the possibilities of tomorrow.

As you review this collection, I encourage you to see not just plans, but a vision for what Joun can become. Let us move forward together, translating these ideas into action, and creating a brighter, thriving, and unified future for Joun.

With deep respect and optimism,

Dr Antoine J. Burkush, PhD

مقدمة

في عالم حيث التغيير السريع هو الوضع الطبيعي الجديد ، فإن أهمية التنمية الاستراتيجية والمستدامة التي تركز على المجتمع أمر بالغ الأهمية. تقف جون ، بتراتها الثقافية الغني وجمالها الطبيعي ومجتمعها المرن ، على مفترق طرق - مفترق طرق يمثل تحديات وفرصا غير عادية. بينما نتطلع إلى مستقبل جون ، من الضروري أن تكرم خططنا تراث المدينة ، وتستجيب لاحتياجات اليوم ، وتضع مسارا للأجيال القادمة لتزدهر.

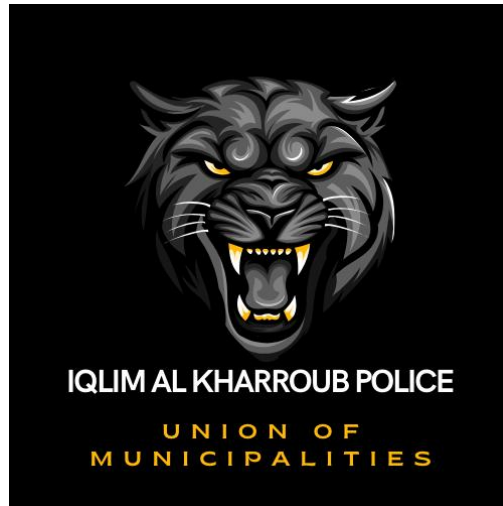
هذه السلسلة من المقترحات هي نتيجة جهد تعاوني عميق لتصور مسار جون إلى الأمام. تعكس كل خطة مدخلات من السكان وأصحاب المصلحة المحليين وقادة المجتمع ، مما يؤدي إلى رؤية مشتركة طموحة وتحترم الهوية الفريدة لمدينتنا. تشمل هذه المقترحات مجموعة شاملة من المبادرات ، من البنية التحتية والتنمية الاقتصادية إلى الحفاظ على الثقافة والإشراف البيئي ، مع تصميم كل مكون لمعالجة نقاط القوة والتحديات والتطلعات المحددة لجون.

تؤكد مقترحاتنا على الالتزام بتحسين البنية التحتية العامة ، والتمكين الاقتصادي ، والاستدامة البيئية ، والاستمرارية الثقافية. من خطط تعزيز المرافق الترفيهية والخدمات المجتمعية إلى مبادرات السياحة المستدامة والطاقة الخضراء ، يهدف كل اقتراح إلى جعل جون نموذجا للتنمية التقدمية والمرتكزة. الهدف النهائي هو إنشاء مجتمع نابض بالحياة وشامل ومرن - مجتمع يجسد قيم وأحلام ومواهب شعبه. وأعرب عن خالص امتناني لكل من ساهم في هذه الرؤية. لقد كان تفانيك وأفكارك ورؤيتك لا تقدر بثمن ، مما يضيء الطريق إلى مستقبل يتماشى مع القيم الأساسية لجون مع احتضان النمو والابتكار. هذه المقترحات هي دعوة لجميع سكان جون للتخيل والمشاركة والمساعدة في بناء مجتمع ينسق التقاليد مع إمكانيات الغد.

أثناء مراجعتك لهذه المجموعة ، أشجعك على رؤية ليس فقط الخطط ، ولكن رؤية لما يمكن أن يصبح عليه جون. دعونا نمضي قدما معا، ونترجم هذه الأفكار إلى أفعال، ونخلق مستقبلا أكثر إشراقا وازدهارا وموحدا لجون.

مع الاحترام العميق والتفاؤل،

د. انطوان جان البرخش



Empowering Municipal Police Services in Lebanese Towns: The Town of Joun

ESTABLISHING A MUNICIPALITY POLICE DEPARTMENT

A guide that aims at helping Lebanese public officials, Municipalities, and Unions of Municipalities, as well as Lebanese citizens decide whether to start their own police departments and if they decide to go forward to offer guidance on how to do it efficiently and effectively

PART ONE

BACKGROUND

General Role of Local Police

The Local police plays an important role within the framework of respecting the order and the laws in its community and is related to the Town Mayor or President of the municipality. The local police's tasks and missions are numerous and diversified.

Included among them for example:

- Stop all the illegal constructions.
- Assist the technical teams loaded with the control of the good execution of the works with regard to the granted licenses.
- Apply all the laws and the decisions related to the municipal context.
- Inform and put into execution all the procedures, the circulars, the judgements and administrative decisions relative to the municipalities.
- Watch for the public conduct in places and public domains.
- Make sure of the respect for the scale of the basic foodstuffs' price, as well as the laws governing the standards of measure (weight and volume).
- Watch for the commercial markets and forbid the traffic of the peddlers.
- Watch for the respect for calm and for the collective well-being.
- Coordinate with competent authorities regarding the works of cleaning of the public places.
- Watch for the security of the municipality premises.
- Make sure people are respecting the laws of the road traffic.
- Make sure of the relevance of the licenses of exploitation and of the certificates of health.

Need to Strengthen the Structure of the Municipal Police Services

Support from the United Nations Development Programme:

Efforts are focused on developing the work of the municipal police, which today more than ever plays a key role in responding to the daily needs of individuals, especially in light of these difficult circumstances that the country is going through.

Based on this, **more than 200 municipalities in Lebanon are working today to develop the work of the municipal police** through the implementation of the recommendations of the Strategic Framework developed by the Ministry of Interior and Municipalities with the support of the United Nations Development Programme.

Support from the city of Nice and the Provence Alpes Côtes d'Azur Southern Region

A project to Support Lebanese Municipal Police Services was also launched in 2017, the project was implemented with the city of Nice and the Provence Alpes Côtes d'Azur Southern Region has made it possible to carry out a diagnosis of municipal police services in the municipalities of Jdeideh- Bouchrieh-Sidd, Jbeil/Byblos, and Tyr.

A general expertise on the employment framework, the organization and the first trainings to be provided in order to reach international standards in the field of municipal security has also been conducted.

These studies, including the diagnosis, have thus highlighted **the need to strengthen the structure of the municipal police services**, and to consolidate the dialogue between the services and the State.

Expected outcomes:

Recognizing the command functions of the municipal police services as a profession in its own right.

Reconciling the municipal police services with other police forces and with citizens, and defining their respective role(s).

Completing agreements on different levels on the rules of procedure to be adopted with all 4 municipalities included in the project with a view to its adoption.

Need for Financial Support

Municipalities and Unions of Municipalities in Lebanon Receive Financial Support for The Implementation of Projects Responding to Urgent Needs in Their Communities: In fact, nine municipalities and two unions received financial support to implement local economic development and basic services projects which will benefit more than one million direct and indirect beneficiaries in the South, North and Matn regions of Lebanon.

More than US\$ 5.5 million USD will be financed in implementing these projects as part of the Municipal Empowerment and Resilience Project (MERP).

MERP is a joint initiative implemented by the United Nations Development Programme (UNDP) and the United Nations Human Settlements Programme (UN-Habitat). The project is being implemented in partnership with the Ministry of Interior and Municipalities and funded by the European Union through its Regional Trust Fund, "Madad" fund.

The overall goal of the MERP project is to strengthen the long-term resilience of subnational authorities in Lebanon as well as host communities, refugees, and displaced persons affected by the Syrian crisis.

The identification of municipal and unions projects was conducted by MERP through a lengthy process that started with a call for concept note launched at the end of 2020.

The call was open to more than 80 municipalities and the unions under which these municipalities are affiliated, including the Urban Community Al-Fayhaa, the Union of Tyre Municipalities, and the Federation of Municipalities of the Northern and Coastal Matn. In total 33 municipalities and two unions submitted concept notes for basic services and local economic development projects.

After a technical and legal review conducted by MERP, 17 municipalities and two unions were invited for the proposal development phase. During this period, MERP provided ongoing support to municipalities and unions in the development of the proposals. Shortlisted municipalities and unions collaborated with youth and civil society and participated in extensive online training and coaching sessions on proposal development.

This ensured that municipalities with different capacities were enabled to compete in the process. In addition, the approach led to the development of technical skills necessary to develop strong proposals with which municipalities and unions can attract external funding for future projects.

After a final scoring and review, MERP selected a total of 11 projects for implementation. However, MERP also aims to support municipalities that were not selected to secure funding from other partners, including by organizing a municipal fair as part of this activity in which all municipalities had a chance to present their projects.

The final selected projects include:

- In the north: the rehabilitation and strengthening of the fire brigade at the Urban Community Al-Fayhaa and the establishment of a hub for emerging youth entrepreneurs at Beddawi will fortress and provide support to pre-existing agricultural initiatives.
- In Matn: In Bekfaya-Mahydse support will be provided to micro-, medium- and small-scale enterprises and create new livelihoods opportunities for residents from all nationalities. In Nabay, a solar energy project will be implemented to

generate renewable and environment friendly energy.

- In the south: the establishment of Dar Sour, an agricultural market, and the rehabilitation of El Hesba market in Tyre will support farmers, secure agricultural laboratory services in the region, and create new job opportunities. The rehabilitation of the water pond and agricultural roads in Al Boustan village will enable irrigation for agriculture and increase agricultural land. The establishment of a new sewage line in Teir Debba will help reduce environmental and health risks for residents. In Alma El Chaab, support will focus on the rehabilitation of the existing well to increase agricultural lands. In Deir Qanoun El Nahr, a solar energy project will be implemented to generate renewable and environment friendly energy. Lastly, in Qana, support will be provided to establish a popular market and help farmers from Qana and neighboring villages market their products.

In parallel, and following a municipal finance assessment finalized in 2021, MERP would support the implementation of municipal finance solutions at the unions and municipalities selected for project implementation to strengthen revenue collection/budget efficiency and promote transparency and responsiveness. This in turn will support the longer-term sustainability of the proposed projects.

A loud & clear message stated by the Ministry of Interior & Municipalities during the launch of a strategy for the development of municipal police. "With funding from Embassy of Canada to Lebanon & Netherlands Embassy Beirut, UNDP, UNHCR Lebanon & Lebanese Internal Security Forces have been working together to make sure municipal police put you at the core of their mission".

PART TWO

ESTABLISHING A MUNICIPALITY POLICE DEPARTMENT

Purpose and overview

This part is a guide that aims at helping Lebanese public officials, Municipalities, and Unions of Municipalities, as well as Lebanese citizens decide whether to start their own police departments and if they decide to go forward to offer guidance on how to do it efficiently and effectively.

The part is relevant for rural, suburban, and urban communities of all sizes. It is not meant to be a manual for managing and operating all aspects of a police department because the decisions and issues discussed require a great deal of additional consideration and work. But the guide can be a valuable tool to assist communities in thoughtfully considering the major issues involved in starting a police department.

Although starting a new police department is a complex and expensive undertaking, very little has been written about it. In creating this guide, the Office of Community Oriented Policing Services (the COPS Office), U. S. Department of Justice, wanted to help fill the void by providing practical advice from communities that have navigated the process successfully.

The planning tips and lessons learned included in this guide come from several sources:

- One hundred sixty-five police and other community leaders who responded to a national survey of jurisdictions that recently started new police departments with support from COPS grant funding
- An advisory group that included experienced police officials who have led start-up agencies, as well as researchers and consultants who had experience as police chiefs and officers

Publications and resources that can help communities work through the critical issues involved—strategic planning, contracting options, policies and procedures, staffing, training, and facilities planning, to name a few. Selected resources appear in the References and Resources section at the end of the guide.

We recognize that each local jurisdiction has different needs, legal requirements, potential funding sources, and political environments. In fact, individuals within the community may well have different visions at this stage for what police services ought to

be like. **But despite these differences, there are certain major decisions, as well as many details, that every community will need to address to be successful.** The guide focuses on this common ground.

Should we have our own department?

Rational and cost-effective reasons for having your own police department.

- Current level of citizen support (not just political support) for operating the department. This includes a willingness to devote time to supporting the department, a commitment to seeing the process through, and funding.
- All available options for meeting the community's policing needs, including alternative ways to provide all or selected policing services, as well as resources available to the jurisdiction that might be converted for use by a new police department (e.g., cars, equipment, buildings).

This Could Get Complicated

As you may already know, operating a police department is definitely complicated, whether you employ one officer or a chief and many officers.

This is simply a fact and is not meant to be discouraging because the benefits can be substantial:

- You can gain greater control over the way in which basic policing services are provided. But with this control comes greater responsibility.
- It will be time-consuming. The planning and transition phases alone can easily take a year. And the time commitment does not end when the department opens its doors. The department will need not only oversight but also ongoing support from the local government and community as a whole.
- It may be more expensive than other options. Even if you can manage the start-up costs, can you sustain the department over the long term? A number of communities that received COPS grants for police department start-up costs could not find a way to continue once the grant period ended. Policing costs draw significantly from a municipal budget, and creating a department could seriously affect funding for other services.

The end result may not be substantially better than what you have now. It's about money, but it isn't all about money. What unique value will the department bring to the community? Will you be able to attract a highly qualified chief and police personnel to work in your community? Can you offer benefits that will encourage them to stay?

Doing It for the Right Reasons

The first step toward starting a new department is to examine the justifications: Why does this option seem attractive? Some of the main reasons given by other communities are listed below. Consider which of these apply in your community.

Dissatisfaction with Current Services or Costs

- Slow response times to calls for service
- Unsatisfactory quality of personnel or services
- Frequent rotation of different sworn personnel in and out of the community
- Lack of police visibility (e.g., seldom seen on patrol, don't walk a beat)
- Unacceptable style of policing (e.g., impersonal, bureaucratic)
- Dissatisfaction with increasing costs of services
- Local government wants more control over the officers
- Local government and community want more services
- Local government and community want unique services
- Local government and community want more personalized services (e.g., problem solving, community policing).

Recent and Continuing Population Growth

- Growing suburb of a growing city
- Increase in tourism bringing more people and more traffic
- New incorporation planned, provision of municipal police services required.

In analyzing current service levels, it is important to use a data-driven, decision-making model. Does the community have reliable data about the actual level of services provided, crime, crime trends, and non-call for service activity? Does it have a context for interpreting the data? For example, are response times to non-emergencies extraordinarily slow, or are they acceptable compared with most efficient and effective agencies?

There is no single correct justification for having your own department, but if you have checked one or more items under “population growth,” then it may be a realistic option for your local jurisdiction. Community desires for more services, more personalized services, or lower costs are legitimate reasons for change as well, but the bottom line is this: the community will need a growing tax base to support its own police department. If you cannot identify solid indicators of development and growth, give serious consideration to the police service alternatives discussed in the next section.

Political support for change is essential, but this is not the same as one or two public figures seeking to “punish” the current police service provider. Concern over the

mishandling of incidents is a different matter, but one mishandled incident does not necessarily mean the department has widespread problems. It will be important to consider what is being done to correct the wrong (e.g., developing new policies, disciplining the involved personnel, intensifying training).

In short, if one of the justifications above is the only or primary impetus for change, you may not have a strong enough foundation to sustain a police department. An objective, independent analysis would be useful in preventing personal agendas or inexperience from clouding the final recommendation.

Options for Meeting Your Community's Policing Needs

Whether or not you anticipate the type of economic stability and growth that might support operating a police department, the next step should be to carefully review all available options for police services. The general information provided below does not constitute legal advice.

Continue to rely on current services (not a contract). In most jurisdictions, the county sheriff, county police, or state police have a general duty to enforce criminal laws in local jurisdictions. Some legal distinctions depend on whether the local jurisdiction is in an incorporated or unincorporated area. This service is supported by taxes that citizens already pay and in all likelihood will continue to pay. As a result, limited services may be a key source of your community's dissatisfaction with the status quo. Even so, you may be able to improve on the situation.

Consider the following questions:

- Have you exhausted all means to negotiate changes in the amount, quality, or type of services you currently receive?
- Is there room for compromise? For example, can you offer office space (storefront), equipment (vehicles, computers), or supplies as a tradeoff to help the current provider dedicate more deputy or officer time to your community?

Contract with an existing department (sheriff, county police, state police). Some local jurisdictions enter into contracts with existing law enforcement agencies to receive dedicated policing services; for example, a specific number of officers assigned to work in their communities for a stated number of hours. These arrangements can provide the advantages of greater police coverage for crime prevention and more rapid response times to emergency calls. The drawback is that local government control over the assigned officers is limited.

Key questions for your community to address include the following:

- Is it possible to negotiate a contract with the county sheriff, county police, or state police to obtain the services your local government now desires or anticipates needing soon?
- How would the costs of such an arrangement compare to those of starting and operating your own department?
- Is the control you may gain through one of the more expensive contracting options worth the tradeoff in costs?

Consolidate police services or agencies. Pooling police resources with other cities or towns can be a complex undertaking, but some communities have been able to take advantage of the economies of scale that various consolidation options provide without sacrificing too much local identity and control. Although consolidation is most relevant if your community already operates its own department and is concerned about sustaining it, the International Association of Chiefs of Police (IACP) looks at consolidation as “a matter of degree” in its guide, *Consolidating Police Services: An IACP Planning Approach*. The IACP discusses the pros and cons of seven consolidation options, ranging from combining only certain functions (e.g., dispatch, records management), or cross-deputizing city and county officers, to the most complex options of combining entire city and county police departments.

Public Safety Departments: One Form of Consolidation

A concept that gained some popularity in the 1970s was **to combine police, fire, and emergency medical services (EMS) under the umbrella of a public safety department**, with police officers cross-trained as firefighters and EMS technicians. One community that responded to the national survey—Marco Island, Florida—originally planned to do that but then decided in favor of creating a police department. It became clear that the extensive training needed to acquire and maintain certifications in all three specialties would have meant taking police officers off the streets for extended periods. About 30 percent of their work time would have been devoted to training.

Contract with private security. This may be an option for your community if one of your main concerns is a need for heightened security in the downtown business district, at an industrial park, or at a local school.

Create a new limited-service department. This is often the only workable and affordable option for communities that do not wish to pursue any of the options described above and, instead, want to create their own stand-alone department. Basic call response and crime prevention include responding to calls for police service, handling other patrol responsibilities, conducting follow-up investigations of minor crimes, and providing other specialized services of importance to the community (for

example, crime-prevention programs, community policing activities). Reliance on other law enforcement agencies will still be critical for such functions as the 911 call center and dispatching, complex investigations, specialized tactical units, crime lab services, and others (see Section 4).

Most respondents to the survey of COPS-supported start-up agencies depend on other departments for specialized support, although some are now expanding their in-house capabilities in various areas. Consultations with newer departments, including site visits if possible, provide valuable opportunities to learn from the experience of other jurisdictions.

Create a new full-service department. For the majority of communities, it is not practical or economically feasible to begin with a full-service department. The staffing and equipment costs of operating a call dispatch center alone would exceed some local governments' entire policing budgets. Of course, in high-growth communities, a successful new local police department may evolve to take on more responsibilities as it increases staffing and expertise.

Conducting a strategic Analysis

This Section will help community decision makers who want to invest more time in analyzing whether the jurisdiction should have its own police department. Conducting a strategic analysis is the next essential step toward determining the best police service option for a community. To assist with the process, this Section addresses the following questions:

- What does a strategic analysis entail?
- Who should conduct the analysis?
- What information is needed, and where can it be found?
- What role should the community play in this process?

Overview of the Task

The purpose of conducting a strategic analysis is straightforward: to prepare officials and the community to make an informed decision.

Areas to examine more closely include the following:

- Current police services
- Demand for police services (crime trends, calls for service)
- Plans and projections for future growth
- Community needs, desires, expectations, and support for various options

- Fiscal resources and the impact of funding a new department on other city/county services
- Existing resources (e.g., facilities, vehicles) that might be made available to a new department.

The assessment is essentially a three-stage process: (1) gather as much information and data as possible from a variety of sources, (2) analyze and interpret the information, and (3) translate the findings into decisions about the nature and scope of police services the community needs. Jurisdictions responding to the national survey on start-up police agencies offered several key pieces of advice to consider before setting up a police department.

Work through the assessment process. Only about one-fourth of survey respondents said that their jurisdiction had conducted a formal needs assessment before moving forward with start-up plans. Some realized this was a mistake when they found themselves short of funds to continue the department after their seed money had been spent.

Be leery of claims that “we already know” what’s needed. Most people have never paid much attention to what it takes to operate a police department.

The assessment will be time consuming, but it does not have to be an overwhelming task. As one survey respondent stated, it comes down to this: “Research and ask questions to find out what you don’t know.”

Obtain legal advice. Before proceeding, you will need legal advice about the conditions under which a community in your state and county can start its own police department and the jurisdiction that such a police department would have. Legal advice (e.g., provided by your jurisdiction’s attorney) will be critical at other points along the way regarding liability, employment law, and other issues. It is important at an early stage for elected officials to understand that taking responsibility for the actions of police officers carries the potential of costly liability. Beyond interactions of officers with citizens, liability can reach to the adequacy of their hiring, training, retention, and supervision, as well as to departmental policies.

Expect potential difficulties obtaining some of the data. Ideally, the current provider of police services will be able to generate useful data about crimes and calls for service in your community. Nevertheless, you may encounter obstacles related either to politics or to records management systems.

Involve the community. A recurring theme among national survey respondents was the importance of grassroots community support. This support—critical once a department begins operation—is much more likely to be forthcoming if the community is involved in the assessment and planning phases. Community engagement activities such as town hall meetings and focus groups also present strategic opportunities for local government to inform and educate the public.

Who Will Conduct the Analysis?

There are several possibilities for who would conduct the analysis, depending on the jurisdiction's government structure and resources. Whoever leads the assessment should maintain a broad and objective perspective of the community's public safety needs and economic interests. For example, any of the following might take the lead:

- City or town manager
- Mayor and city/town council
- Council public safety committee
- Consultant (e.g., a local college professor)
- Volunteers from the community.

Most incorporated jurisdictions will probably turn to the city/town manager (or an incorporation committee if the change is still in progress). Outside consultants were retained by only about 10 percent of communities responding to the national survey, but this could be money well spent because, for example,

Community leaders interested in having a retired law enforcement officer lead the strategic analysis should look to those with at least 5 years of management-level experience. A law enforcement background alone does not necessarily mean an individual will have acquired the special skills needed for such an analysis.

Survey Results: Conducting the Strategic Analysis

In addition to the city/town manager and council members/committees, respondents to the national survey on start-up police departments mentioned the following people or organizations as leaders in the assessment process:

- State or regional development and planning commission
- Retired state police official
- Former mayor
- School superintendent/board
- Special assessment committee.

community leaders cannot devote the time, or the effort would benefit from a knowledgeable neutral party. The least likely of these options would be an entirely citizen-volunteer effort, although individual citizens can make important contributions.

Involving the Community

Key to conducting a productive assessment is determining the political and community desire for improved police services and the level of support for the options under consideration. Deliberate efforts to involve the community should be made in one or more of the following ways:

- Council input (e.g., direct the assessment and/or actively participate in data collection and analysis, review the findings)
- Public hearings
- City/town hall meetings
- Surveys of residents and businesses
- Focus groups
- Interviews
- Formal referendum.

Survey Tips

- A survey of citizens and businesses can be done by mail, door-to-door, telephone, or e-mail, but the objective is to be as inclusive as possible.
- Check with other police departments for sample citizen questionnaires. Many departments publish these on their web sites.
- Mail or paper surveys offer the advantage of letting people respond anonymously, but the response rate may be low. Boost the return rate by emphasizing the importance of participating; wording the questions clearly; making the questionnaire brief; offering multiple choice, rating scales, or other non-narrative response options; and including stamped, addressed return envelopes.
- The questionnaire should ask about crimes and problems of concern, experience and satisfaction with current services, changes desired, and level/type of support the respondent might provide for a new department or other contemplated change. Citizens can also be asked about their willingness to spend more money (raise taxes) for enhanced police services.
- Enlist an organization or person who is widely perceived as objective to conduct the survey.
- The local community college might provide survey assistance.

Conducting Community Surveys

Town hall-style meetings, although structured less formally than public hearings, still need to be well planned and managed to encourage attendance and to allow all participants a fair opportunity to be heard. Here are some tips for making these meetings productive:

- Enlist a skilled, neutral facilitator
- Hold meetings in the evening or on a Saturday
- Provide hospitality (food/beverages, child care, transportation)
- Encourage diverse participation.

Assessing Current Services and Demand

Two objectives are part of the assessment:

- Accurately describe the police services currently provided.
- Identify trends in the demand for police services.

Current Services: Staffing, Deployment, Style, and Response Times

Staffing and Deployment. For the purpose of this assessment, main staffing and deployment questions will be related to call response, patrol, and crime- prevention services:

- How many patrol deputies or officers are currently assigned to cover your local jurisdiction? How large are their beats (geographic area they are assigned to cover)?
- When are the officers present in your local jurisdiction (days of the week, hours of the day)? How is coverage of your jurisdiction provided at other times?
- Are the same deputies/officers regularly assigned to your jurisdiction, or do many different officers frequently rotate in and out of this duty? What happens when an assigned officer is sick, on vacation, or in training?
- How does the current provider handle large events (e.g., annual art festival), both planned and unplanned?
- Do any deputies/officers walk a beat in your jurisdiction? Do they have bicycles, motorcycles, horses, boats, or other means of transportation?
- What public services do the deputies/officers provide in addition to handling calls and patrolling (e.g., attend community meetings, work with youth, conduct crime-prevention or public-education activities)?

Compare your findings to your current vision. If your local jurisdiction had its own department, would you want an officer on duty 24 hours a day, 7 days a week? If so,

you would need to hire at least six to eight officers to allow for regular days off, vacation and sick leave, and training. Special events and specialized enforcement situations must also be considered.

Style of Policing. Assessing a policing style is more subjective than counting the number of hours on duty. Even so, the concept can be clarified and defined at both a department and an individual officer level. Is the current sheriff or county police chief an advocate of community policing? If so, how does that translate into action in your local jurisdiction—do deputies or officers have time for crime-prevention work? Is the community prepared to do its part to prevent crime and disorder, or is it looking for the police to do it all? Does the department place a priority on training and physical fitness? Are managers and supervisors approachable, responsive, and knowledgeable? What do citizens typically say about their encounters with officers (e.g., officers were helpful, informative, decisive, fair versus abrupt, bureaucratic, rude)? The next Sections discuss policing style in the context of hiring a chief whose style—philosophy, personality, priorities, approach to the job—is in line with community desires and expectations.

Response Times. One tragic incident resulting in injury or death is all that most communities need to begin calling police response times into question. Providing rapid response times to emergencies is a major logistical issue when departments must cover broad geographic areas with a limited number of officers.

Obtaining information about response times is discussed in the next section on crimes and calls for service. The important thing to remember, though, is to analyze response times by *type of call*. True emergencies, of course, require a rapid response (e.g., crimes in progress, accidents with injury). But citizens must also understand that few police agencies today can afford to dispatch an officer immediately to every call, or even to every crime-related call.

For example, a resident comes home from vacation to discover her shed has been burglarized, possibly 2 weeks earlier. Police need to follow up and take a report, but there is little to be gained by a “lights-and-siren” response. The police should handle this example with an appropriate response and good communication.

Few citizens will be upset about a delayed response to a nonemergency if they feel their situation is being taken seriously and are informed of what response to expect and why.

Crimes and Calls for Service

To identify patterns and trends in crime incidents and calls to the police, you will need to obtain data going back at least 3 years. Key information sources include the following:

- Reported crime (Uniform Crime Reports submitted to the Public Bureau of

Investigation)

- Arrest records (number of arrests by type of charge)
- Calls-for-service records
- Interviews with experienced police personnel.

Today's computer-assisted dispatch (CAD) and records management systems (RMS) can capture a tremendous amount of data from calls for service. CAD/ RMS can provide not only information about the types of calls received, but also a great deal of detail about time, including response times (time when call comes in, officer is dispatched, officer arrives on scene, officer clears scene) as well as time away from patrol duty because of court, meals, training, car maintenance, community meetings, and other self-initiated activities. The amount of detail is related to the sophistication of the CAD/RMS serving a particular area.

These are just a few of the issues involved in analyzing CAD/RMS data. In addition, these data alone do not give a complete picture of what officers do (investigations, community policing activities, etc.). Policing experts can help you interpret the data.

Projecting the Impact of Future Growth

Certain signs of growth are obvious to almost everyone (visible new construction, increased traffic, new industry and jobs), but because a stable and growing tax base is critical for sustaining a police department, you will need additional data. Information sources include the following:

- Building permits issued
- New business incorporations
- Census data (including income, age, and other breakdowns)
- School enrollment data
- County/city, regional, and state planning and economic development reports
- Reports on recent annexation
- Chamber of commerce, real estate and other business associations, board of tourism, convention and visitors' bureau.

If such reports and data show a downward trend, it raises questions about the jurisdiction's ability to *sustain* a police department, even if it could find the means to establish one.

If the community is in fact growing, the nature of the growth could influence both the number of officers needed and the types of police services to provide.

Future increases in population and traffic should be factored into your estimates for police staffing and services. Each of these types of growth raises questions for your assessment. For example, if you employ enough officers to handle huge seasonal differences in population, what kind of productive work would the officers do during the off-season?

Getting a Handle on Costs

Labor costs are the most significant part of a police department's budget. As a start toward projecting the costs of running a department, you'll need to examine the personnel costs of current services:

What salaries are deputies/officers and supervisors paid? What are their "fully loaded" hourly rates (salary, fringe benefits, department overhead)? What benefits are provided (health care, disability insurance, life insurance, retirement pension, vacation time, sick leave, personal leave, and training)? If you are not able to match the salaries and benefits of surrounding agencies, you can anticipate problems attracting and retaining experienced personnel. If the state sponsors a region wide pension system, officers may be able to transfer their pension rights to your department.

You will need some experienced police officers to staff your department right away; and while some officers will join a new department because they want new opportunities or a better organizational culture, many will not leave their current agencies unless the wages and benefits are better.

Of course, costing out police services involves much more than simply calculating labor costs. Sections 3 and 4 provide more detailed information about specific budget items for a police department and various alternatives for keeping costs under control.

Review those Sections before making a final decision about the affordability of starting and operating your own department.

In addition to salaries and benefits, you are likely to incur costs in the following areas:

- Increased cost of liability insurance for the local jurisdiction
- Equipment costs: acquisition, maintenance, and replacement (vehicles, computers, radios, weapons, body armor)
- Facility, including potential remodeling costs of an existing facility to bring it up to code, ensure a suitable and safe working environment, and provide for public access
- Training costs
- Administrative costs, including background investigations

- Office equipment and supplies.

When asked what they would advise other communities about starting a new department, a majority of survey respondents emphasized sufficient funding and a realistic budget.

You will need more money than you think.

Revenue sources in addition to the general fund may include public grants, fees and forfeits, and private donations. The communities participating in the national survey had received COPS Universal Hiring Program grants to help pay salaries; however, there are no guarantees that these or any other grants will be forthcoming in the future. To help support their start-up agencies, about 18 percent of survey respondents raised taxes, 16 percent received state funds, 15 percent used private funds, and 7 percent issued special bonds.

Summary

Operating a police department affects the safety of residents, businesses, visitors, and the officers the jurisdiction employs. Start a new department for the right reasons. Conduct a strategic assessment and involve experienced law enforcement experts in the assessment process. Be sure you have both political and grassroots community support, and make sure your community can afford to sustain a department over the long term. The next Section provides additional guidelines for translating the results of your strategic analysis into final decisions about starting a new department and the scope of services that the department realistically can offer.

Laying the foundations

Once a strategic analysis is complete and all the available options have been reviewed, a decision can be made about whether to start a new department. But deciding yes or no is just the beginning of the decision-making process; the starting point for a whole new set of questions, some of which need to be answered by public officials, some by the citizens, and some by the chief of the new department. This Section looks at the first steps to take after deciding to start a new police department, up through the hiring and installation of a police chief. Section 4 addresses the many additional details that must be handled by the new chief before a department can begin operations.

Deciding to Go Forward

Simply because the elected officials have the authority to create a new police department, the role of community members in the decision-making process should not be overlooked. Community support is essential for the long-term viability of the department, and citizens should feel they have a stake in the department from the

earliest planning phases. Section 2 discussed several ways in which citizens can participate in the strategic analysis process. In some communities, it may also be important to hold a referendum on the creation of the department so that citizens do not feel that the mayor or a few council members are imposing it on them. Other communities may not feel it is necessary to hold a formal vote outside of the council vote but will still need to solicit community opinion on the type of department that will be created.

Setting the Scope of Services

The strategic analysis you conduct (see Section 2) should enable you to determine the scope of services and style of police department the community needs, wants, and can afford. At the most basic level, this means deciding if the department should provide 24-hour-a-day, 7-day-a-week patrol coverage. This may not be necessary in your community as long as peak times are covered and provisions are made for emergency response during off-duty hours.

The community needs to be well informed about the size and scope of the future department. If residents and businesses are expecting highly visible, 24-hour-a-day patrol coverage, but the council is budgeting for one chief and one or two additional officers with ongoing support from your current service provider, the community may be disappointed in the new department. Make sure that everyone understands and buys into the same plan now to prevent these misunderstandings.

Negotiating the Transition Period

You will also need to develop a timeline for the planning phase and begin negotiations for police services during the transition. If the existing service provider is not enthusiastic about the prospect of the new department (maybe because it is losing a contract), try to cultivate cooperation by emphasizing your vision for a working relationship that can benefit everyone in the long run.

If your local jurisdiction is incorporating, and the incorporation will take effect before the police department is operational, be sure that current police services will continue until the new department is ready. It is possible that the county's responsibility to provide police services may end the day the local jurisdiction is formally incorporated.

In calculating a timeline for transition, remember that most of the detailed planning will not be possible until after a chief is hired. Time must be allotted up front for recruiting, screening, and selecting the chief. The new chief should also be allowed adequate time between his or her starting date and the date the department is expected to be operational. Successful start-up departments advise that this should be 6 months at the minimum.

Hiring a Chief

Selecting the department's first chief is perhaps the most critical decision your local government will make. Resources are available to help guide communities through the selection of a chief, and several aspects of the process (discussed below) are of particular importance to new agencies.

Form a search committee. In addition to the city, town, or county manager and other officials, someone with substantial law enforcement experience, such as a local police chief or sheriff, should be included on the search committee. His or her experience will be extremely valuable both for recruiting candidates and evaluating their credentials. (Some jurisdictions use a professional executive search firm to conduct the initial advertising and screening and present a list of candidates to the search committee.) Also consider including on the search committee representatives of the local business community and citizens' groups. This will help create a sense of ownership of the new department in the community.

Decide what kind of experience is needed. The selection process should place high importance on the individual's management experience and style of policing. Consider how those qualities match with your community, the proposed scope of the department, and the environment in which it will operate (rural, suburban, urban). It is possible that candidates from large city departments (with lots of support personnel) would be overwhelmed in a smaller department where the chief needs to personally take on tasks that would be delegated in larger organizations.

The new chief needs to have not only police management experience but also the aptitude and energy to develop a new department from the ground up. The chief will be making decisions about everything for the first few months, from policies to equipment purchases to the color of uniforms. Not everyone is good at making these sorts of detailed decisions; some people prefer to work within an existing structure while others thrive on the opportunity to create something new.

The prospective chief candidates should also know to whom they will report in the city or town organization. This relationship will be a major factor in a candidate's decision to accept the job.

Conduct a background investigation. Choose the candidate the committee feels is going to develop the right department for the community. Make a provisional, confidential verbal offer to your best choice—contingent on a successful negotiation, background check, and medical examination. Make sure the offer is confidential so that

the other finalists remain interested in the position in case your first selection doesn't work out.

Once the individual indicates that he or she will accept your offer, conduct a thorough medical and psychological examination (most agencies don't impose a polygraph examination on an experienced police manager) and a background investigation. The state police, sheriff, or police department in a neighboring jurisdiction, a city or town attorney, or a reputable private investigator might handle the background investigation.

The investigation should be more thorough than just reviewing historical records; the investigator should interview officials and review in person applicable personnel files from the candidate's previous department and city or county. So much authority and trust will be placed in the chief's hands that it is critical to know the person you are hiring.

Review training credentials. The chosen candidate's training credentials should be reviewed against state standards, especially if the candidate is coming from another state. One chief in our study noted that because he was hired from out of state, he had to complete 95 hours of training and pass a 300-question exam in the new state before he could start working. Even if the candidate is hired from within the state, there still may be mandatory training or some other requirement, and your community should be prepared to cover related expenses. Another chief transferring from within state, for example, was required by state law to retake a personality test before the hiring process could be completed.

Negotiate terms of a contract. Jurisdictions in some states have a practice of hiring top city or town officials, such as a police chief, to work "at will;" other jurisdictions prefer using contracts. If the local jurisdiction's laws and policies permit, it is helpful to hire the chief for an established period of years with specified terms—and put it all in writing. Some of the important terms include salary, benefits, severance package, and performance expectations.

Let the chief get to work. The new chief should be provided with a basic plan outlining the desired scope of the department, available budget, decision-making authority to hire officers and staff, a timeline to establish the department, and the trust of local government leadership that he or she can get the job done. This is the time to step back and let the chief assume leadership in creating the new department. The city/town manager should expect open communication and provide support but should also give the chief the freedom to exercise authority and handle responsibilities.

First Steps for the New Chief

Armed with the community's vision, the chief is now responsible for creating a detailed implementation plan for the new department. A recurring theme among many survey respondents was not to underestimate the variety and complexity of the many administrative tasks that need to be done before operations can begin.

Along with the implementation plan, a detailed budget is needed for the transition phase as well as for the first few years of operation. Three-year budget forecasting is recommended.

If grant funds are being used to start the department, the council and finance officer must work with the chief to identify funding sources that will replace the grants in the future. In addition to anticipating increases in the cost of salaries and benefits, fuel costs, equipment replacement, and other operating expenses, budget forecasts may also need to account for capital outlays for facility expansion or acquisition.

If your local government planned for a police department with more than one officer, the new chief will need time to recruit and hire additional officers and nonsworn staff. A phased approach is recommended over trying to hire the entire staff at once. It will be important to the chief to get at least one additional person on board as quickly as possible to help with the planning process and initial administrative tasks. Additional staff could be brought on incrementally as training schedules and workload permit.

Promoting the New Department

From the beginning, local government leaders and the chief should promote the new department to the community. It should not come as a surprise to anyone the first time a new patrol car drives through the community. Once the new chief is in place, marketing the new department can begin to ramp up in intensity as the countdown to the start of patrol operations begins.

Keep the community informed throughout the planning and implementation phases. Newsletters, articles in local papers, community meetings, briefings of government and community leaders, and web sites are excellent ways of letting the community know about completed and remaining tasks.

Administrative Decisions

Vision/Mission Statements. This is the time to translate the community's vision for the new department into a mission statement that reflects the department's philosophy and values.

Creating a Mission Statement

A mission statement might broadly address the following:

- Department's constituencies
- Department's responsibilities to its constituencies and their responsibilities to the department
- Department's role in the criminal justice system
- Department's role in the community.

The mission statement used by the Police Department:

The mission for each member of the Police Department is to consistently seek and find ways to affirmatively promote, preserve, and deliver a feeling of security, safety, and quality services to all persons within the Town.

It should convey a commitment to the community's desire for a certain style of policing. When it captures both the department's and community's visions, it serves as a constant reminder of that vision and provides a framework for developing goals, policies, and strategies. In creating a mission statement for the department it may be helpful to look at examples from other agencies. Many departments prominently place their mission statements on their department websites.

Some examples of mission statements include:

The mission of the Department is to work in partnership with the residents and businesses of the community to provide a safe and secure environment through the delivery of fair and impartial police services, proactive problem solving, and increased community partnerships.¹

We, the men and women of the...department, are dedicated to providing excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life in our community. We are committed to these principles: Integrity, Respect, Fairness, and Service.²

The...Department, in cooperation with the residents of the Town...strive to preserve the Quality of Life which all of its citizens presently enjoy. The Department is committed to providing law enforcement services, along with Education and Prevention programs that assist and are related to the prevention of crime and safety of its citizens.³

Strategic plan. It also is important to develop a strategic plan for the department. It does not have to be overly complex, but it should be developed with community input, committed to writing, state how and when major milestones are expected to be achieved, and reflect the values and priorities implicit in the vision and mission statements. Even a very basic strategic plan will help all new department members

better understand their roles and responsibilities. In addition, an organization chart will clarify lines of supervision and accountability for department personnel and the community.

Job descriptions. Recruitment and hiring cannot be done effectively without written job descriptions.

The chief will need to determine the key duties, responsibilities, expectations, and minimum qualifications for each position in the department. Related to this, written rules of conduct should be developed that clearly state the expected behavior of all personnel.

Policies and procedures. One of the major tasks to complete before the department becomes operational is the creation of certain critical policies and procedures.

During the transition phase, the chief should take responsibility for writing policies that involve high-risk operations and activities (where liability for improper actions can be costly), such as standards of professional conduct, use of force, vehicle pursuit, arrest processing, property and evidence control, internal investigations, and others.

Additional policies and procedures more administrative in nature can be phased in during the first year with the participation of officers as they are hired.

A number of resources and model policies are available to help the chief in the drafting process, including the state's police standards and training commission, which can usually provide state-specific model policies.

The policies and procedures of neighboring jurisdictions, as well as those developed by national police professional organizations, are also excellent resources.

Report forms. The department will also need to create or adopt a number of critical forms such as for reporting incidents, arrests, investigations, field contacts, and traffic citations and accidents. In some instances, common forms, such as traffic accident reports, may be available from the county or state.

Inter-department agreements. Effective policing requires the cooperation of many agencies. The new chief will need time to develop relationships with other departments within the jurisdiction and agencies in the region, and to establish policies and protocols for how incidents will be handled and which department will have primary responsibility. Mutual aid and voluntary cooperation agreements should be developed with neighboring police departments, the sheriff's office, the state police, and (if your community is near the state line) agencies in other states.

These agreements will help ensure that assistance is readily available and that the lines of authority are clear in the event of emergencies and in other situations, such as vehicle pursuits across geographic borders, investigations of complex crimes, and public safety at large events. Issues relating to the jurisdictional authority of the new department's officers in the county also should be resolved. Some sheriffs grant full law enforcement authority throughout the county to municipal officers; others may not.

Department identity. This also is the time to make decisions about the department's badge and insignia or logo. This might seem minor, but the emblem will appear on officer uniforms, cars, and other identifying items. The police emblem will often include a preexisting city or town logo. It has to be unique so that it can be distinguished from that of the sheriff's office or another local police department.

Developing an Identity

An emblem is a very identifiable part of a police department's image and the symbol of the image the department wants the public to see.

Keeping the public informed. To sustain community support beyond the transition phase, it is important to continue to communicate with the public. Here are some ideas for communication in the implementation phase:

- **Create a department website:** Usually a section on the local government's web site.
- Distribute information cards that include the department's telephone number.
- **Hold community meetings** to update citizens on progress and give them a chance to meet officers.
- **Negotiate with the local newspaper for space for a monthly column.** Until patrol operations begin, the column can be used to keep readers informed of how plans are progressing.

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Hiring

Unless the plan calls for a one-person department, human resources activities will include recruiting and selecting additional personnel. Before operations begin, the chief should decide what positions must be filled and when the people should be hired. Phased-in hiring is recommended, rather than trying to fill all positions at once. Taking the time to carefully screen and select all candidates will benefit the department in the long term. A good fit between the officers and the community will result in longer lasting officer retention.

Before You Hire

As noted earlier, before recruiting new officers and civilian staff, the chief needs to develop position descriptions detailing the duties and responsibilities of each position, along with job titles, ranks, and pay grades. State mandates may require a civil service process. A fringe benefits package also needs to be developed, which alone could prove time-consuming unless there is an existing plan for local government employees that police officers can join. Another consideration is whether the department will assign take-home cars, which many officers consider an attractive benefit.

Decisions must also be made about shift work; for example, will officers work 4 days a week and 10 hours a day or 5 days a week and 8 hours a day? How will overtime be compensated consistent with Fair Labor Standards Act mandates?

If the chief hires officers during the transition phase, funds for these salaries must be accounted for in the transition budget, not just as part of the ongoing operational budget. Finally, background investigations will be needed for each new employee and, although they can cost a few thousand dollars per person, they are well worth it.

Give consideration to whether your jurisdiction will impose a residency requirement on new officers. While there are arguments both in favor of and against residency requirements, the requirement might restrict your potential applicant pool.

Recruiting and Selecting Officers

Recruiting officers for a new department may be more difficult than it would be for an established department, particularly in an environment where there are more positions than there are qualified candidates to fill them.

Consider why someone would want to join a new department. What opportunities will they have if they take a position? In joining a new department, new officers are being asked to risk whether that department will still exist in a few years. Be prepared to answer their concerns and to highlight advantages, such as the chance to help create an organization from the ground up and work directly with the executive decision maker, rather than going through layers of supervisors.

For the department's start up, it is desirable to focus recruiting efforts on individuals with prior law enforcement experience. In particular, your department should try to target individuals who have current law enforcement certifications within the state. This will greatly reduce recruit training costs. Certain precautions should also be taken, however, in hiring veteran officers. Ask about reasons for leaving their current employer. Verify their responses with the employers and check their history of interpersonal relationships, performance, and other records related to the job.

Selecting candidates for a new department involves other unique considerations. There will be many tasks in starting a department that officers in long-established agencies never face, so qualities like initiative, flexibility, and problem-solving skills will be important. Like the chief, these initial officers will set the tone for the department. All hires should understand the community's expectations of the department and be willing to support the style of policing that the leadership has chosen to pursue.

Selecting Officers

Not sure how to select the best candidate for the job? A review of existing research on methods for selecting police personnel is in Law Enforcement Selection: Research, available at: www.policeforum.org

Other Considerations

Officer retention should be a concern from the outset. Are the compensation packages reasonable compared to neighboring agencies? What sort of pay raise and promotional system will the department have? A great deal of time and money is needed to train and certify each new officer and orient him or her to the community. How will the department handle vacancies when hired officers leave the new department? Keeping turnover to a minimum represents a significant cost savings to the department.

Facility Decisions

Early in the planning stages, the department's facility needs and options for available space must be assessed. Most new departments start by sharing a facility with another government department. Whether the department takes over a currently unused space or has budgeted for new construction, many of the same considerations need to be addressed.

For example, the facility should do the following:

- Comply with building, health, and zoning codes.
- Be accessible and hospitable to the public.
- Be easy to secure.
- Provide suitable working space and furniture for all employees. A substandard working environment may have a negative effect on staff retention.
- Include appropriate space for interviews; secure, fireproof records storage; lockers for armory and equipment storage; and lunch or coffee breaks.
- Provide parking space for fleet vehicles, employees, and visitors.
- Provide a secure room for evidence storage. Within the secure room, there should be a locked safe for storing confiscated weapons, drugs, and money. Some states have legal mandates concerning evidence storage and evidence

transport.

- Have sufficient infrastructure to support telephone lines, computer networks, electricity, and HVAC.
- Make arrangements for maintenance and cleaning.

Finally, there should be room to grow: factor into decision making the department's long-range plans for staffing and anticipated expansion.

Facility Planning

For more information on police facilities, see the International Association of Chiefs of Police's Police Facility Planning Guidelines. The document can be found under "Research Reports" at: www.theiacp.org/pubinfo/researchcenterdox.htm.

Equipment

To be ready to begin operations, equipment must be procured during the planning phase. Vehicles, radios (including radio frequencies and coverage), uniforms, computers, gear (flashlights, belts, body armor, helmets), and weapons (guns and less lethal weapons such as chemical spray and Tasers) must be acquired before the department can operate safely and efficiently. The types of guns and less lethal weapons must be consistent with community needs, officers must receive adequate training in their use, and technical support should be available (range-masters/armorer).

The budget must provide funds to replace consumables as they are used (office supplies, gasoline for the fleet, and ammunition [for practice required to maintain firearms certification]). The budget also must include calculations for ongoing fleet maintenance costs (engine maintenance, body and equipment repair, cleaning) and must differentiate among one-time expenses, yearly recurring expenses, and those with a fixed replacement time span.

Training

The department's training needs will affect both the budget and day-to-day operations. Often, police budgets do not adequately account for the time that officers need for the training that enables them to stay current with law changes, acquire specialized skills, or maintain certifications in areas such as firearms, CPR, impact weapons, and hazardous materials requirements.

The time required for this training is time not spent on patrol; therefore, will training occur during scheduled work hours or on an overtime basis? Managing work schedules when officers are away at training is a challenge for any department. During start-up,

hiring experienced veterans is an efficient way to reduce recruit training costs; but all officers, regardless of experience, will still require some level of in-service and specialized training. State-mandated in-service training requirements must be reviewed and plans developed for all officers to complete the necessary hours.

At the beginning, the department may have to rely on outside resources, such as a regional police academy or sheriff's department, for in-service training. Cultivating relationships with other agencies in the area can help manage training costs. As department officers become certified trainers in specialized areas, more training needs can be met in house, reducing the time and financial burdens on the department.

Operating Plans

In addition to policies and procedures, the department needs operating plans that explicitly state how it will function day by day, and how adequate supervision will be provided—to prevent crime, respond to calls for service, assist crime victims, and address other public safety goals of the department. This includes emergency preparedness plans because a major emergency (flood, hurricane, tornado, attack) could occur at any time, and the public will expect a competent response from its police department.

Developing work schedules and shift assignments is only one part of creating an operating plan. For example, what will officers be doing when they are not responding to calls or fulfilling other obligations like court appearances? Residents and business managers appreciate police visibility, but patrolling *randomly* is seldom effective in preventing or solving crime.

Questions related to developing operating plans include the following:

- In what areas should directed patrol and special enforcement efforts be concentrated?
- Will officers be required to “ stop and walk” or “ stop and talk” as part of their routine duties?
- What priority concerns were identified through community participation and data analysis during the assessment and planning processes and how should officers address those concerns each day or every week?
- Will officers be assigned to permanent geographic areas (i.e., beats) and be expected to identify and address the chronic crime and disorder problems on those beats?

In short, your operating plan should include a community policing plan, because community policing does not just happen, even when “everybody knows everybody.” It involves deliberate efforts on the part of police and residents to solve problems together. It does not have to involve creating special programs, but it does require planning, specific actions, and time.

Thus, the chief’s operating plan will need to include (1) guidance and direction for officers in using community policing strategies to accomplish public safety goals, and (2) blocks of time in which officers can actually use those strategies.

The operating plan also needs to ensure that there is enough support for major incidents, such as traffic fatalities, chemical spills, or bomb threats; and that additional resources will be available to provide public safety at special events (festivals and fairs, sporting events, celebrations). Determine the procedure for calling in support from other agencies that have the appropriate resources (see discussion on mutual aid agreements).

Measuring performance. How will the department and community know if the operating plans are effective? An important part of operational planning includes documenting what has been done and with what results. This may include—but should go beyond—easy-to-count things that measure police activity such as the number of speeding tickets, number of arrests, and number of calls for service. Early on, the new chief should make every effort to develop baseline crime statistics for each neighborhood in the community to document improvements and trends.

If officers spend time working with community members to solve problems and prevent crimes, the department should document and describe those efforts and measure their effectiveness. Quantitative measures are valuable—number of block watch groups formed, number of school presentations, number of business security surveys—and so are success stories. If a community survey was conducted as part of the planning process, a follow-up survey could be administered (e.g., after a full year of operation) to help document changes in public perceptions of policing services, crime, and fear of crime.

Performance measures are an excellent way of continually assessing how well the department is meeting its goals. They provide accountability to the community and are essential for demonstrating the department’s worth and effectiveness when the city or town council considers the department’s budget.

Support Functions

This section discusses several essential functions that new or smaller departments may handle themselves but that are more frequently outsourced to other agencies, such as the county police or sheriff's department or a regional service. In some instances, it might be necessary to contract for these support functions.

Communications and dispatch equipment requires a significant capital investment that is out of reach for many local governments that are starting up police agencies. In addition to purchasing hardware equipment and software, staffing a dispatch center adds significantly to the total costs.

Receiving services from an existing communications center run by the county police or sheriff or a regional service is the most efficient option. Often, the services are provided at no charge beyond the equipment purchases necessary to link to the existing system.

In other instances, the dispatch services may be provided for a fee. Make these determinations early enough in the planning process so that any service fees can be properly accounted for in the operating budget.

Other issues, such as the following, also must be addressed before a new department can participate in an existing communications center:

- What kind of technology is required to link to the communications system (for radio, voice, and data communications)? Will you install laptop computers in the police vehicles?
- Will the communications center have an advisory board that will allow representation from your local government?
- Will your new chief have any input regarding dispatching policies?
- Can dispatching priorities and policies be customized for your police department?

Another critical communications issue is interoperability. The expectation in policing today is that radio and data systems will be able to talk to each other in real time in the field. Appropriate communications officials in the states and counties should work on these issues.

A 911 communications center is not the only way in which citizens can contact the police. For non-emergencies, your department will need a general telephone number and a system to route calls to officers in the field when the office is not staffed.

To prevent potential delays, especially in redirecting 911 calls to the appropriate department, the chief will need to coordinate early on with the local telephone company and cell phone service providers. The chief and community leaders will also need to consider developing and advertising various alternative call response and reporting strategies (e.g., telephone or Internet reporting for certain kinds of non-emergencies) and consider staffing a reception desk for walk-in complaints, service requests, and queries.

Records Management

The local government also must determine how the new police department will store and manage records—how officer incident reports will be entered into a computer system and accessed when needed.

It would be more efficient to integrate the police department's records management into an existing local government computerized network, instead of purchasing a stand-alone system for the police. Certain information security considerations, however, may require that police have a separate records management system.

A number of resources are available to help guide local governments in purchasing computer systems, as well as grant programs through both the COPS Office and the Department of Homeland Security that can assist in funding.

Branding: Brand Strategy Development Model

Assess and craft visual identity

When thinking about building a brand, visuals often come to mind first, but keep in mind that branding is more than a communication and design strategy; everything should align with and reinforce the brand so that no matter which channels your customers use when they interact with your brand—an officer, the website, blog, email, phone, Facebook, Twitter, or whatever tomorrow's technology may bring—they should all demonstrate the unique experience that your brand represents.

The visual identity completes the brand strategy by bringing together all the elements that make up the philosophical parts of the brand and creates something tangible, including the following:

- Department logo, patch, and badge
- Color scheme(s) that encompass everything
- from uniforms to logos to websites
- A tag line or phrase and key messaging

- Imagery that depicts and represents the department Your brand identity takes the spirit of your positioning, core values, and pillars and turns it into something people can see and experience—including a distinctive personality and voice. Fortunately for most departments, making major changes, as the Seattle Police Department did, is not usually necessary; we recommend exhausting all other options first as it can be costly to replace logos, badges, and shields on everything from officers' uniforms to police vehicles. For starters, consider re-establishing core values and pillars, addressing necessary operational changes, implementing new communication tactics, telling better stories, engaging the community, and increasing information transparency. Fortunately for most agencies, these lesser but still impactful changes can often have the desired result.

Take uniforms as an example. In some departments, the only ways to distinguish between an officer and a command staff member (specialized units excepted) is to count stripes or note the difference in the pins they each wear. In others, members of command staff wear different colored shirts than line officers—often white—as an additional indication of rank. Both decisions say something about the values of the organization. Both communicate what the organization has determined is important. The question is whether and to what extent the decisions reflect conscious and deliberate choices based on the department's core brand and brand alignment.

What is communicated visually and verbally contributes to an overall brand strategy: where the department posts, the types of public service announcements it promotes, what its recruiting material looks like, how officers are trained to interact with residents and how they treat the civilian members of the department, and how those civilians deliver service. Whether officers are smartly or sloppily dressed, patrol vehicles are clean or dirty, phone calls from victims or their families

That brand strategy is the blueprint for how you want the world to see your organization. It conveys the department's purpose, promises, and how it solves problems for people. The goal is to align people to the brand in such a way that it is consistently portrayed and backed up through behavior and performance. Your logo appears on everything that relates to your department. It is your calling card and the visual representation of your promise.

The following components should be included in a style guide:

- 1. Logos.** Does the department have primary and secondary marks, like a badge, a patch, and a word mark? Secondary marks also could cover specialty units or divisions;

are they allowed to have their own logos? What is the process for requesting one? Which one should be used in what circumstances?

2. Size and dimensions. Guides establish what dimensions should be maintained so the logo is always presented in the right ratio (height versus width). What is the smallest size in which the logo can be reproduced?

3. Typography. What fonts are used in what sizes and with what spacing?

4. Colors. What color(s) can be used? Is it okay to recolor the logo? Who approves any variations from the established color palette of primary and secondary colors?

5. Positioning. Usually there is an offset or clear space that exists around logos to avoid crowding and to make sure the logo has its own identity separate and apart from others. How close can other design elements be placed near your logo? How close can other logos or elements in a design be to the logo? Can the logo be used separate and apart from any wordmark? Can it be combined with other logos?

6. Usage. Organizations typically dictate where their logo can and cannot be used. For example, can someone make beer and put the department's logo on the label? What about on personal belongings, like a tie-dyed t-shirt or across the back on a pair of work-out pants?

7. Permissions. What permissions are needed, internally or externally, for someone to use the department's brand?

Graphic designers know how to put these guides together and what needs to be included. If you are not changing much but have no guidelines in place, the links provided in the sidebar on page 46 give good examples to follow. There also are free and low-cost templates available online to help you create your own guidance. A quick online search will give several options.

Develop rollout plan

While the new brand will come as a surprise to many people who were not involved in any way in updating it, it's a good idea to make sure those who did participate are aware of the rollout. Doing so acknowledges their help and may give you some allies, especially if the new brand is a major change from what people (employees, other departments, the community, the media, elected officials) have known. If there are only small adjustments, it may be sufficient to introduce it just to your internal audiences. Whether the changes to your brand are large or small, having specific plans for the rollout can help avoid missteps. You don't want the department's social media accounts or website to sport the new look while department vehicles, uniforms, and signage still show the old **one**. You need a solid phase-in plan.

Be sure to consider all the different applications that may need to be updated:

- Social media accounts
- Websites

- Email signatures
- Uniforms—for sworn, civilian, recruits, volunteers, and cadets
- Vehicles
- Signage
- Brochures, newsletters, reports
- PowerPoint templates
- Stickers and other giveaways, everything from water bottles and pins to t-shirts and coloring books
- Policies, directives, and general orders

Building the rollout strategy

Brand summary worksheet

Figure 10. Brand summary worksheet

WHO are you? (summarize the research here – from interviews, surveys, materials review, etc., what words, phrases and imagery come up the most?)

WHO do you want to be?

WHAT are your core values/pillars? (Does the research match your desired brand? If so, you're set. If not, what do you want to be known for?)

WHAT needs to change? (based on the research, what elements of the department need to change to reflect the brand you want to convey? Even if you have good alignment, there may be areas that could be strengthened.)

WHAT is your agency's core promise/benefit?

WHAT is the positioning statement?

WHAT do you want people to believe/feel/experience when they think about or come into contact with your agency?

WHAT is the tag line?

WHAT imagery will be used to reinforce the brand?

BRAND POSITION STATEMENT STARTER

_____ Police Department provides residents with _____.

We do this by _____, _____, and _____.

Monitor and adjust

Monitoring is part of reputation management, a business process for tracking (and, as appropriate, responding to) what is said about the brand overall—about the department, its people, and its work. It helps provide an overall sense of how the public perceives the organization and the sentiment (positive, negative, or neutral) they express toward it. Monitoring how the public references and describes the department gives you actionable intelligence about what people think, what they want, what they believe, and how they view issues that directly and indirectly involve the department.

With this information, you can then decide whether to respond, as well as how, when, and where to do so. Whether someone posted a video of a negative interaction with one of your officers during a traffic stop that has now been shared from their Twitter feed thousands of times or whether you simply want to know how a new program is being received, monitoring gives you necessary insights that inform subsequent decisions.

News outlets, blogs, online forums, and social media accounts will make up the majority of your monitoring.

Conclusion

A department's brand is its calling card; it embodies who you are, what you do, and how you do it. Brand encompasses reputation, representation, performance, promise, and identity all rolled into one concept that underscores evaluations of trustworthiness and credibility.

It reflects the promise and commitment a department makes to the communities it serves and how the people in those communities view it.

Moreover, the brand provides a roadmap for the organization in terms of what is acceptable, what it strives to achieve, and what performance standards employees are expected to follow.

Summary:

Key questions that communities need to answer are summarized here.

1-Conduct a Strategic Assessment

The process of carefully documenting community needs should be the first step in deciding whether to create a new department. What are the crime problems and public safety needs of the community? Are they changing? Has the local government experienced an increase in population, or is it planning to incorporate as a new city or town? The strategic assessment should also include citizen input through community meetings, focus groups, or surveys.

2-Review the Existing Service Plan and Develop Options

Most local governments currently receive police services from either a county or state department. Given the findings of the needs assessment in step one, above, how is the current department meeting or not meeting community needs? Your analyses should include assessing data on current service demand and delivery, including response times, style of policing, and other issues.

You need to review a range of options for policing your community. Perhaps meeting with the current police service provider to voice community concerns would be sufficient to start addressing those concerns. Establishing a contract for dedicated patrol services may be another feasible solution. If a service contract exists, perhaps it can be revised to meet changing needs. The advantage these county and state agencies have over a new, local police department is the availability of support services. After reviewing the options and discussing them with the existing service provider, you may decide that your best alternative is to start your own police department. Make sure you have community support for this decision.

3-Hire a Chief

If the decision is to create a new police department, one of the first steps will be to recruit and hire a chief. Throughout the planning phase, the chief will provide valuable assistance with the mission statement, policies, procedures, equipment procurement, officer hiring, and budgets. Having the chief on board early will help the community avoid major pitfalls in the planning process, particularly in how the police department should operate day to day and what is needed to ensure that the department can sustain itself.

4-Prepare a Budget

The local government should create the overall budget so the new chief knows what scope of services is expected for initial start-up and for the first years of operation. The chief, however, should review and refine this plan. A new department will not be able to do everything at once, but with a sound multiyear budget plan, it can set priorities and anticipate important issues.

5-Negotiate Agreements with Other Agencies

Negotiating agreements applies both to other police agencies and the rest of the criminal justice system because a new police department will have an impact on a number of agencies, such as the jail, courts, and various social services. The new department may provide comprehensive patrol services, for example, but agreements are needed for other services such as dispatching, investigative support, crime scene processing, and training.

Many new departments may be unable to provide 24-hour service, 7 days a week; therefore, arrangements must be negotiated with other agencies to respond to calls for service during off-hours. In addition, it is essential for public and officer safety to have agreements in place that ensure appropriate coverage for both planned special events (e.g., large festivals) and unplanned events (e.g., hostage situations, natural disasters).

6-Establish Critical Policies and Procedures

Policies, procedures, and operating plans for daily operations are essential and must be in place at the outset so that the department and community understand exactly what the department's duties and responsibilities are. The chief is a valuable asset for drafting these policies and procedures and will also establish a style of policing for the department. Resources and examples from other departments can be used to assist in developing policy.

Related to this, and before recruitment and hiring can begin, the chief must create a job description for each position in the department, along with an organization chart and rules of conduct.

7-Hire Officers and Support Staff

All key personnel should be hired before operations officially begin to allow time for them to familiarize themselves with the department and community, complete required training, and obtain necessary certifications. The larger the department, the longer this recruitment process may take, and it may be prudent to hire in phases.

Departments need to carefully consider the qualifications that candidates should meet, including the particular skills needed to help ensure the new department's success. Adequate wages and benefits are essential to recruit quality personnel, and while inexperienced officers can be hired for lower wages, experienced officers require significantly less training time. Finally, thorough background checks of all candidates must be conducted.

8-Acquire Office Space, Equipment, Vehicles, and Supplies

Before a new department can start patrol services, the basics should be in place: office space, furniture, telephones, office supplies, radios, record-keeping systems, uniforms, weapons, computers, and patrol cars. Equipment and supplies are itemized budget items and should be clearly stated as one-time, start-up expenses or ongoing expenses.

9-Promote the Department

Once the department is ready for operations, the focus will turn to providing police services. It is not safe to assume, however, that all citizens either will know the department exists or support it.

Promotion is important both before and after the department begins operation. Officers should be visible, accessible, and work to educate the community on the services the department provides. Community support can be encouraged through talks at schools and community group meetings, bike and foot patrols, crime-prevention programs, and other events that provide for two-way communication. Many of the activities that

generally are grouped together as community policing activities are also excellent promotional tools for a new department.

Conclusion

Regardless of the size of the community, creating a new police department will be a major undertaking.

As you prepare to create your police department, take the time to really think through all the steps before you start. Plan the budget carefully, talk to other local governments about how their departments operate, and work with community members throughout the process. Starting a new police department will likely take longer, be harder, and cost more than most people think, but it certainly is a way of ensuring that the policing needs of your community are met with the style and level of attention that the community desires.

BUSINESS PLAN FOR A POLICE DEPARTMENT IN JOUN

Here's a detailed business plan for establishing a police department in Joun, Lebanon. This plan outlines the executive summary, objectives, services offered, market analysis, operational plan, financial projections, and funding requirements.

Business Plan for Joun Police Department

Executive Summary

Business Name: Joun Police Department

Location: Joun, Lebanon

Business Model: A municipal police department focused on maintaining law and order, ensuring community safety, and providing public services.

Vision: To create a safe, secure, and thriving community through effective policing and community engagement.

Mission: To protect lives, property, and individual rights by providing professional law enforcement services, community outreach, and crime prevention initiatives.

Business Objectives

1. Establish the Police Department: Complete construction and operational setup within 12 months.

2. Community Engagement: Implement community policing strategies through outreach programs, including at least 12 public safety workshops annually.
3. Crime Reduction: Aim for a 15% reduction in local crime rates within the first year of operation.
4. Response Time: Achieve an average emergency response time of under 5 minutes.

Services Offered

1. Law Enforcement: Conduct patrols, respond to emergency calls, and enforce local laws and regulations.
2. Investigations: Conduct investigations on criminal activities, including theft, assault, and other offenses.
3. Community Policing: Establish community-oriented policing initiatives to build trust and cooperation between the police and community members.
4. Public Safety Education: Provide educational workshops on crime prevention, personal safety, and emergency preparedness.
5. Traffic Control: Manage traffic flow, enforce traffic laws, and investigate accidents.

Market Analysis

Industry Overview

Police departments play a crucial role in ensuring public safety, preventing crime, and responding to emergencies. They are integral to community well-being and social stability.

Target Market

- Primary: Residents of Joun, including households, businesses, schools, and local institutions.
- Secondary: Visitors to Joun, local organizations, and other municipalities that may require mutual assistance.

Competitive Analysis

Assess existing law enforcement services in Joun and surrounding areas to identify gaps and ensure the new police department complements existing efforts.

SWOT Analysis

- Strengths: Committed personnel, community support, and diverse service offerings.
- Weaknesses: Initial funding needs and potential recruitment challenges.
- Opportunities: Collaboration with local organizations and development of innovative community programs.
- Threats: Budget constraints and potential public perception issues.

Marketing Strategy

1. Branding: Establish a professional image focused on trust, safety, and community service.
2. Community Outreach: Develop programs aimed at increasing police visibility and engagement with community members.
3. Digital Presence: Create a website and use social media platforms to share safety tips, updates, and community events.
4. Local Media: Utilize local newspapers, radio stations, and community boards for public announcements and outreach.

Operational Plan

Facility Overview

- Location: Centrally located in Joun for optimal accessibility and response times.
- Size: Approximately 5,000 square feet, including administrative offices, detention facilities, and community meeting spaces.

Staffing Plan

- Chief of Police: Responsible for overall management and operational oversight.
- Police Officers: Trained personnel for patrol, investigation, and community engagement.
- Administrative Staff: Manage records, scheduling, and community relations.
- Volunteers/Community Service Officers: Assist with outreach, events, and non-emergency tasks.

Equipment and Technology

- Vehicles: Patrol cars, specialized response vehicles, and bicycles for community engagement.
- Communication Systems: Radios, dispatch systems, and emergency response technology.
- Surveillance Equipment: Cameras and other monitoring tools for crime prevention and investigation.

Financial Plan

Startup Costs

Item	Cost (USD)
Land Acquisition	\$200,000
Construction and Renovation	\$1,000,000
Vehicles and Equipment	\$500,000
Communication Systems	\$100,000
Initial Training Programs	\$50,000
Marketing and Community Engagement	\$25,000
Contingency Fund	\$75,000
Total Startup Costs	\$2,020,000

Annual Operating Expenses

Expense	Cost (USD)
Salaries and Benefits	\$600,000
Utilities and Maintenance	\$60,000
Training and Professional Development	\$40,000
Equipment Maintenance	\$30,000
Insurance and Licensing	\$25,000
Community Programs	\$20,000
Miscellaneous Expenses	\$10,000
Total Annual Operating Expenses	\$795,000

Revenue Projections

- Municipal Funding: Estimated at \$400,000 annually from local government budgets.

- Grants and Donations: Target \$250,000 annually from public and private sources.
- Fee-for-Service Programs: Estimated at \$20,000 annually from special events or training sessions.
- Total Annual Revenue: \$670,000.

Financial Projections

- Year 1: Projected revenue of \$670,000; expenses of \$795,000, resulting in a loss of \$125,000 (to be covered by reserves or funding).
- Year 2: Increase community engagement leading to projected revenue of \$750,000; expenses of \$800,000, resulting in a loss of \$50,000.
- Year 3: Establish consistent funding and increased service utilization, projected revenue of \$850,000; expenses of \$815,000, resulting in a profit of \$35,000.

Funding Requirements

Seeking \$2,020,000 to cover startup costs and initial operating expenses from:

- Local government support
- Grants from public safety foundations and community organizations
- Fundraising campaigns and community events

Implementation Timeline

Phase	Duration
Planning and Licensing	3 months
Construction and Renovation	9 months
Staffing and Training	3 months
Marketing and Community Outreach	3 months
Grand Opening	Month 12

Conclusion

The Joun Police Department is designed to enhance public safety through comprehensive law enforcement and community engagement. By providing essential services and fostering strong community relationships, the department aims to significantly improve safety and quality of life in Joun.

This business plan provides a structured approach to establishing a police department in Joun, addressing community safety needs and the potential for long-term growth. Adjustments can be made based on local conditions and stakeholder feedback as the project progresses.

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About the Municipal Empowerment and Resilience Project (MERP)
MERP is a joint project by the United Nations Development Programme (UNDP) and the United Nations Human Settlements Programme (UN-Habitat). The Project is being implemented between 2019 and 2022 in partnership with the Ministry of Interior and Municipalities (MoIM) and funded by the European Union (EU), through its Regional Trust Fund in Response to the Syrian Crisis, the EU “Madad Fund”. The project aims to strengthen the long-term resilience of subnational authorities in Lebanon as well as host communities and displaced persons affected by the Syrian crisis. Learn more at <https://bit.ly/3hBveux>

About the European Union (EU)
The European Union supports Lebanon’s stability, independence and sovereignty, its prosperity and democratic order. It strives also to help protect its environment and natural resources by supporting sustainable enterprise and development. The European Union is also committed to the promotion and protection of human rights in Lebanon including defending gender equality, children’s rights and freedom of expression. The EU Delegation in Lebanon represents the European Union to the Republic of Lebanon with the objective to maintain and develop mutual beneficial relations. It engages in political, social and economic development activities on behalf of the European Union and based on the most pressing needs of the country of Lebanon. Learn more on [the work of the EU in Lebanon](#) or follow on Twitter, Facebook and Instagram at @EUinLebanon

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Equipment and Facilities

Bulletproof Vest Partnership/Body Armor Safety Initiative, Office of Justice Programs, U. S. Department of Justice. www.ojp.usdoj.gov

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Personnel, Leadership

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Scrivner, Ellen, Ph.D. *Innovations in Police Recruitment and Hiring: Hiring in the Spirit of Service.* Washington, D.C.: Office of Community Oriented Policing Services, U.S. Department of Justice, 2006.

Policing Organizations (Web Sites)

Commission on the Accreditation of Law Enforcement Agencies: www.calea.org

International Association of Chiefs of Police: www.theiacp.org

The National Organization of Black Law Enforcement Executives: www.noblenational.org

National Sheriffs' Association: www.sheriffs.org

Office of Community Oriented Policing Services, U. S. Department of Justice: www.cops.usdoj.gov

Police Executive Research Forum: www.policeforum.org Police Foundation: www.policefoundation.org

Center for Problem-Oriented Policing. www.popcenter.org . Problem-oriented policing is designed to identify and remove the causes of recurring crime and disorder problems that harm communities. This website offers free publications and other resources to law enforcement practitioners and others interested readily accessible information about ways in which police can more effectively address specific crime and disorder problems.

Strategic Planning, Policy Development

Contracting for police services. Examples noted in this guide:

Los Angeles Sheriff's Department: www.lasd.org/divisions/hqtrs/contract_law.html

King County Sheriff's Office: www.metrokc.gov/sheriff/partners/contract_program/details.aspx

International Association of Chiefs of Police. Legal Officers Section. www.theiacp.org (Resources regarding police department liability can be accessed, including model policies, membership benefits, and current and previous columns of the Chief's Counsel in Police Chief magazine.)

International Association of Chiefs of Police. National Law Enforcement Policy Center: www.theiacp.org/pubinfo/PolCtr.htm

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International Association of Law Enforcement Planners: www.ialep.org

Kelling, G. and M. Wycoff, Evolving strategy of policing: Case studies of strategic change. Washington, D.C.: National Institute of Justice, U.S. Department of Justice, 2001.

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