

**AGENDA OF THE PUBLIC SAFETY COMMISSION SPECIAL MEETING
FOR THE CITY OF HAYDEN, KOOTENAI COUNTY, IDAHO**

Tuesday, January 27, 2026

Commission Meeting: 1:00 PM
Hayden City Hall Council Chambers, 8930 N. Government Way, Hayden, ID 83835

**CALL TO ORDER
ROLL CALL OF COUNCIL MEMBERS
PLEDGE OF ALLEGIANCE
ADDITIONS OR CORRECTIONS**

1. **CONSENT CALENDAR** *All items on the Consent Calendar are Action Items*
 - A. Approval of the December 3, 2025 Public Safety Commission Minutes

DRAFT MINUTES OF THE PUBLIC SAFETY COMMISSION FOR THE CITY OF HAYDEN, KOOTENAI COUNTY, IDAHO

Tuesday, December 2, 2025

Commission Meeting: 1:00 PM

Hayden City Hall Council Chambers, 8930 N. Government Way, Hayden, ID 83835

CALL TO ORDER

The meeting was called to order at 1:00 PM.

ROLL CALL OF COMMISSION MEMBERS

Present: Chair John Spencer, Vice-Chair Brian Harrison and Commissioners David Hagar and Raleigh Measom. Commissioner Meyer was absent at Roll Call and arrived at 1:05 and was present for the remainder of the meeting.

PLEDGE OF ALLEGIANCE

Chair Spencer led the pledge of allegiance.

ADDITIONS OR CORRECTIONS

None

1. CONSENT CALENDAR *All items on the Consent Calendar are Action Items*

A. Approval of June 3, 2025, Public Safety Commission Meeting Minutes

MOTION: Vice Chair Harrison motioned to approve the minutes. Commissioner Hagar provided the second. All members were in favor, none were opposed. The motion was approved.

2. VISITOR/PUBLIC COMMENT

City Council President Roetter thanked the Public Safety Commission for your time helping make Hayden safer. He then indicated his comments would be as a citizen not as a City Council Member. He indicated he has a concern about how taxes flow from the County to the Sheriff Department and worries that there is no accountability to the City based on his requests.

3. UNFINISHED BUSINESS

A. **ACTION ITEM** Review July – October 2025 Law Enforcement Reports

It was confirmed that Calls for Service are only for Citizen initiated requests as requested by Council. Any proactive calls should have been removed. It was also noted that animal control numbers are high. The animal control officers are employed by the Sheriff and if they are not available then a deputy handles the call.

B. Review Law Enforcement Services Contract.

Staff provided an update on negotiations with the county regarding the law enforcement services contract. Three primary issues are under review:

1. clarification of vehicles and equipment purchased by the city and reflected in Exhibit B;
2. authority of the sheriff to enforce city ordinances, with draft language under review by legal counsel; and
3. accountability and reporting requirements, which remain unresolved and are still under discussion with council and legal counsel.

- The county granted a 30-day extension of the current contract through the end of the year. County commissioners have expressed differing views on whether additional extensions will be offered beyond that period.
- The proposed contract cost is approximately \$1.193 million, covering five patrol deputies, one animal control officer, and one detective, with overhead costs of approximately \$341,000 included. Concerns were raised that overhead costs are not sufficiently broken down and may result in duplicative charges.
- Commission members expressed significant concern regarding accountability, transparency, and the ability to track outcomes of law enforcement activity, not minute-by-minute staffing. Discussion emphasized a desire for clearer reporting on results (e.g., arrests, citations, field interview cards, citizen contacts, clearance outcomes).
- Sheriff's Office representatives indicated that while detailed minute-by-minute tracking is not feasible, reporting could potentially be enhanced to summarize outcomes of deputy-initiated and citizen-initiated calls for service. A mock-up of a revised report may be developed for review.
- Overhead calculations were discussed. Staff noted they cannot independently verify the county's overhead methodology, which includes administrative support, facilities, vehicles, and other shared costs. The county asserts the proposed overhead rate reflects a reduced and conservative estimate.
- Several members raised concerns that the proposed staffing level represents a reduction from what voters were previously told levy funds would support, and questioned whether five deputies are sufficient for the city's needs.
- Staff cautioned against allowing the contract to lapse on January 1, citing potential impacts to ordinance enforcement and non-emergency public safety needs, especially during winter conditions.
- No formal decisions were made. Staff will continue working with legal counsel, council, and the county on contract language, particularly around accountability and reporting expectations, and will return with updates.

4. NEW BUSINESS

A. **ACTION ITEM** Approval of the 2026 Public Safety Commission Meeting Calendar

The Commission reviewed the proposed calendar and agreed quarterly meetings work knowing special meetings could be called if needed.

MOTION: Vice-Chair Harrison motioned to approve the 2026 Calendar as presented with quarterly meetings. Commissioner Meyer provided the second. All members were in favor, none were opposed. The motion was approved.

B. **ACTION ITEM** Election of Chair and Vice-Chair

Commissioner Hagar was nominated for Chair. Commissioner Hagar declined due to upcoming professional and personal changes which will require him to resign from the Public Safety Commission to avoid potential conflicts. Commissioner Meyer shared he would like more time as a commissioner so it was determined that Chair Spencer and Vice-Chair Harrison would retain their current positions.

MOTION: Commissioner Hagar motioned to continue with the current positions that we have on the commission for the next year. Commissioner Meyer provided the second. All members were in favor, none were opposed. The motion was approved.

C. **ACTION ITEM** Review the Request for Strategic Planning Proposal for Law Enforcement Services and Make Recommendations

Staff presented a draft request for proposals (RFP) to retain an independent, third-party consultant to develop a strategic plan for law enforcement services in the City of Hayden. The purpose of the

proposal is to proactively evaluate long-term law enforcement service options, anticipated cost increases over a 3–5 year horizon, and community expectations, and to provide objective information to support future negotiations with the county and potential public outreach or ballot measures.

The consultant would be asked to evaluate current and future service needs and deliver specified analyses and recommendations (outlined in seven deliverables), with emphasis on providing clear, data-driven information that can be communicated to both decision-makers and the public. Staff noted the intent is not to predetermine a shift away from contracted services, but to evaluate all available options, including continuation of the county contract versus establishing a city police department, and to establish informed expectations for service levels and costs. A target timeline of approximately six months was discussed as ambitious but necessary to support potential future ballot measure timelines and public education efforts.

Commissioners expressed general support for the proposal, noting the value of objective analysis, competitive compensation evaluation, full cost assessment (including technology and administrative needs), and the benefit of entering future negotiations with clearer data rather than assumptions. It was acknowledged that the effort would be data-intensive and require staff involvement, but commissioners agreed the analysis would be worthwhile.

MOTION: Commissioner Measom motioned to go forward with the strategic planning proposal process. Vice-Chair Harrison provided the second. All members were in favor, none were opposed. The motion was approved.

5. REPORTS

6. AGENDA ITEMS FOR UPCOMING MEETINGS

There may be a need to have a special meeting in January.

7. ADJOURNMENT **ACTION ITEM**

MOTION: Commissioner Measom motioned to adjourn the meeting. Vice-Chair Harrison provided the second. All members were in favor, none were opposed. The motion was approved.

The meeting was adjourned at 2:09 p.m.

Shawn Langenderfer, Deputy City Clerk

2. **NEW BUSINESS**

- A. **ACTION ITEM** - Review and Rank Proposals for Law Enforcement Strategic Planning Consultant Recommendation



Memo

To: Public Safety Commission

From: Lisa Ailport, City Administrator

Date: January 21, 2026

Agenda Item: Review and Rank Request for Proposal and recommend Law Enforcement Strategic Planning Consultant

Agenda Item Location

New Business

Background and Recommended Action or Motion

The attached strategic plan consultants have submitted their proposals for consideration and recommendation by the Public Safety Committee. In accordance with the Request for Proposals (RFP) the attached two proposals were submitted and must be evaluated in accordance with the RFP.

Please take your time to review each proposal carefully and evaluate the proposals ahead of the scheduled PSC meeting. The attached evaluation form **MUST** be submitted to the city for staff after the PSC meeting to complete the selection process. Should you have any questions, please feel free to reach out to me.

Functional Impact of Authorizing or Not Authorizing

Making a recommendation to Council authorizes the council to consider entering a contract with the selected firm. Not making a recommendation means the city must either cancel the RFP or go back and reengage with consultants under a new RFP model.

Fiscal Impact

Council has not budgeted this action specifically in the FY26 budget, however, there is fund balance budgeted to account for any additional tasks not contemplated with the original budget adoption. Staff feels confident that we should be able to afford this action without opening up the FY26 budget.

Budget Funding Source / Transfer Request

110-211-52902

Attachment

RFP from Matrix

RFP from CPSM

PROPOSAL FOR

LAW ENFORCEMENT
STRATEGIC PLANNING
REQUEST FOR
PROPOSAL

HAYDEN, IDAHO



CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
475 K STREET NW, SUITE 702 • WASHINGTON, DC 20001
WWW.CPSM.US • 616-813-3782



Exclusive Provider of Public Safety Technical Services for
International City/County Management Association



Center for Public Safety Management, LLC

January 19, 2026

City of Hayden
Abbi Sanchez, City Clerk
8920 N. Government Way
Hayden, Idaho 83835

RE: Law Enforcement Strategic Planning Request for Proposals

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal to the City of Hayden, Idaho for a comprehensive analysis of police options which will include a comprehensive analysis of current services provided by the Kootenai County Sheriff's Office. The focus of this study will be on service to Hayden, which has a population of more than 18,000 and is in one of the fastest growing counties in Idaho. The Kootenai Metropolitan Planning Organization reports that Kootenai County is expected to add nearly 100,000 people between 2025 and 2045 while the City of Hayden will add approximately 10,000 people over those 20 years.

CPSM understands from the Request for Proposal that the City has for many decades contracted law enforcement services to Kootenai County Sheriff's Office (KCSO). The amount paid to Kootenai County was not necessarily built off a true cost-for-service model, rather it was based on what was paid in the previous fiscal year with increases as requested by the KCSO. In 2022 the City put to the voters a base budget increase to fund additional dedicated deputies due to many factors, but growth of population and officer safety being two prominent reasons.

According to ballot language the levy rate increase was to fund 6 additional officers which would increase the dedicated officers from four to ten. That amount passed and in 2023 the city increased its commitment to the County from \$373,354.00 to \$917,197.00, or a difference of \$543,843.00. As the current contract illustrates, the dedicated deputies include 7 patrol deputies, an SRO, a Detective and a Rover position. Additionally, during the FY24 year, the city purchased two police vehicles at \$80,000 per vehicle.

During the FY25 budget process the city increased the cost of labor an additional \$36,803, making the labor portion to KCSO \$954,000.00 and provided the cost of two additional vehicles at \$95,000 a vehicle, for a total of 4 vehicles purchased over the two-year period. The County agreed to this and signed the contract for another 12 months of service.

During the FY26 budget building process, the city proposed to the County an increase of \$90,000 to bring the new labor budget to \$1,044,000 and requested a command staff position as part of the terms of the contract. The SRO position was not going to be renewed because the school district opted to pay for the SRO position directly with the KCSO and

not through the city. The city sought to augment the SRO position with a command staff level position who would act as a police chief for the city.

Based on the City request, the County opted to move away from the current financial model and presented a truer cost-for-service model. This move took the current, \$954,000 contract to an estimated \$1.8 million for the same level of service (ten deputies). This action has prompted the City Council to evaluate the feasibility of standing up its own department in comparison to staying with the Sheriff's Department.

FOCUS OF STRATEGIC PLAN

The City is seeking proposals from a qualified company or firm that can assist the city in making the decision whether to maintain the current contract with KCSO or to consider other options such as starting up its own Police Department (PD). The consultant shall demonstrate that they can provide a plan that is centered on metric-based and pragmatic decision making that will aid the City Council in determining the best solution for the City and its citizens.

The CPSM approach is unique and more comprehensive than accreditation or competitor studies.

Our team has decades of research and experience in staffing the various and diverse units of a 21st Century Police Department. Obviously patrol functions that respond to calls for service – citizen initiated, and patrol initiated – are a major component of any policing analysis. The Computer Aided Dispatch system is a major component when determining workloads: how much time is required to handle the workload and how many personnel are required to complete those tasks. When it comes to additional units, CPSM utilizes case management systems, interviews, charrettes, reporting systems, key performance indicators and best practices to determine what staffing is required by the department.

In general, CPSM:

- Follows a standard approach for staffing workloads: we begin with dispatch. The dispatch center is the official “record keeping” for calls for service. CPSM engages the dispatch center for the raw Computer Aided Dispatch Data and extracts the information for analysis of police.
- Our approach is much like a city audit. No one would propose cancelling or not performing an audit; public safety is a critical service function operating 24/7/365 and that consumes a major portion of the budget. Getting the right staffing in the right places at the right time efficiently, effectively, and safely is the ultimate key to all deployment.
- There are two major components to our studies: forensic data analysis and operational analysis.
- The forensic data analysis will identify actual workload and locations of incidents to create a picture of the “as-is” condition of service delivery and service demands, primarily in the patrol sector. It is data-based. We have found this can sometimes be difficult, depending on coding and other parameters captured in the Computer Aided Dispatch system.
- We will look at all facets of the existing deployment to establish workloads and service demands in all the component areas (investigations, patrol, evidence, etc). Much of the workload will come from the experience of the team that we will assign to this project. Investigations, training, and many other department functions do not record each time with dispatch so our team will analyze workloads, case management, case closure, nature of criminal incidents (particularly violent crime). We will utilize GIS to locate calls for services that drive workload to determine the ideal staffing.
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function along with current and expected future costs.
- Examine the existing department's organizational structure and culture. CPSM's research with other police departments has found that supervision has often been reduced to

operate within budgets. Lack of supervision is often found to be one of the key factors when policing has not been performed appropriately.

- Perform gap analysis, comparing the “as is” state of the department to the industry’s best practices.
- Recommend a management framework to ensure accountability, increased efficiency, enhanced safety for responders and the community, and improved performance.
- Determine staffing analysis using workload and performance using research conducted by ICMA, IPMA-HR, CALEA, and CPSM. CPSM has worked with CALEA for many years and the process that we use was created from research by the Department of Justice COPS office with ICMA. It is a recommendation that agencies conduct this type of analysis on a regular basis.
- We will evaluate the options of continuing the existing contract or creating a new police department and the ramifications of so doing.

This proposal is specifically designed to provide the local government and the agency with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of emergency services subject matter experts along with major academic research. The team assigned to the project will have hundreds of years of practical experience managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience from hundreds of projects completed for municipalities nationwide.

The team we assemble for you will be true “subject matter experts” with hands-on emergency services experience, not research assistants or interns.

CPSM has built upon nearly 40 years of research by ICMA and other academic researchers to develop the **CPSM Data Analytic Report™**. While other firms conduct interviews, charettes, and other intelligence gathering, only CPSM combines those processes by forensically analyzing and reporting an agency’s workload and performance which incorporates metrics for future analysis of deployment change. CPSM and ICMA developed the “60% rule” that was authored by one of our SME’s which serves as one more benchmark for staffing of police agencies and is often cited by CALEA as a best practice. That report is currently being updated by the current CPSM team of researchers.

ICMA has provided direct services to local governments worldwide for more than 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. I will be the authorized signatory on any documents and can be reached at 616-813-3782 or via email at twieczorek@cpsm.us .

Sincerely,



Thomas J. Wieczorek
Director
Authorized to sign for CPSM, LLC

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SECTION 1: TRANSMITTAL LETTER AND COMPANY BACKGROUND: THE ASSOCIATION & THE COMPANY

International City/County Management Association (ICMA)

The [International City/County Management Association \(ICMA\)](#) is a 112-year-old, non-profit professional association of local government administrators and managers, with approximately 13,500 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its [website](#), www.icma.org, publications, research, professional development, and membership.

Center for Public Safety Management (CPSM)

The ICMA [Center for Public Safety Management, LLC \(ICMA/CPSM\)](#) was launched in 2006 by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services. It has remained focused on public safety issues with the addition of dispatch, strategic planning, and Homeland Security.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014 as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it had for ICMA. We use our team of full-time employees and 30 SME's to respond to the team our client has identified. With such expertise, we can evaluate all sizes of organizations that face challenges from every perspective. CPSM's local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices.

We have conducted over 450 such studies in 46 states and provinces and more than 300 communities ranging in population size 269 (Bald Head Island, NC) to 4.5 million (Maricopa County, Arizona).

RECENT PROJECTS



2025 Projects

Wilton, NH
Tempe, AZ
City of North Bend, WA
Spartanburg County, SC
Canandaigua, NY
North Port, FL
Lexington, MA

2024 Projects

Billings, MT
Bluffton, SC
Bonner Springs, KS
Kent County, MI Sheriff
Minot, ND
Ocean City, MD
Olympia, WA

2023 Projects

Delaware OH
Powell OH
Norristown PA
West Des Moines IA
Kalispell MT
Roanoke VA
Cocoa Beach FL
Alpharetta GA
Celina TX
Maricopa County AZ
Kent County MI
Minot ND

Olympia WA
Plymouth MA
Chattanooga TN
Pulaski County AR
Battle Creek MI

2022 Projects

Brookings
El Mirage
Little Rock
Medford
Myrtle Beach
National City
New Braunfels (NBPD in the file name)
Pembroke Park
Petaluma
Santa Rosa
Sugar Land
Sylvester
Upper Arlington
Yuma

2021 Projects

Darien, CT
Jones Mayer
Wauwatosa, WI
Reno, NV
Sylvester, GA
Oakland, CA
El Mirage, AZ

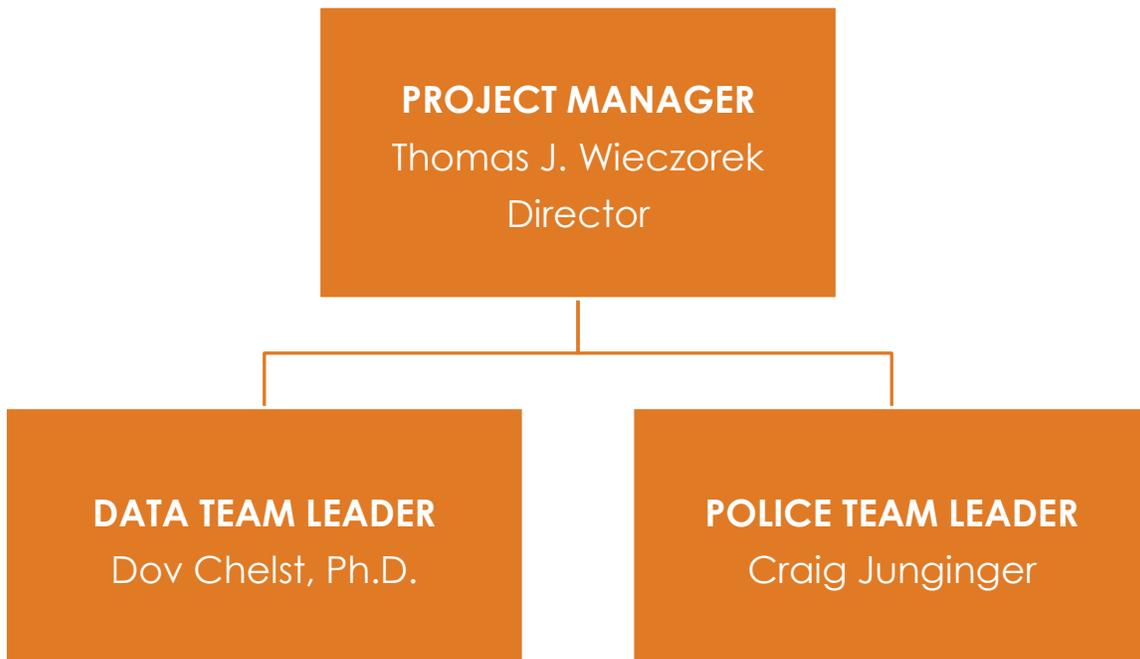
Medford, OR
Wauwatosa, WI
New Braunfels, TX
DuPage County Forest District
Allen, TX
Little Rock, AR
Petaluma, CA
Upper Providence Township, PA
Culver City, CA
Santa Rosa, CA
National City, CA
Lake Wales, FL
Redwood City, CA
Brookings, SD
Billings, MT
Edmonds, WA
Danville, KY
Barancik Foundation, FL
Myrtle Beach, SC
Yuma, AZ
Brownsville, TX
Pinal County, AZ
Palm Coast, FL
Stearns County, MN
Torrance CA

SECTION 2: STATEMENT OF UNDERSTANDING: MEET YOUR TEAM -- POLICE

For this project CPSM will assemble a premier team of experts from a variety of disciplines and from across the United States.

The goal is to develop recommendations that will enable the City of Hayden to evaluate if it is appropriately staffed, what costs would be incurred should it create a stand-alone department, and what are the ramifications of creating a department. The goal will be to meet the mission and values of the City of Hayden. The team will consist of a project manager, one Operations Leader and several senior public safety experts selected from our staff to meet the specific needs of the municipality.

The management organizational chart for the project includes the following key team members



SECTION 3: THE CPSM OUTREACH APPROACH

The City of Hayden seeks proposals from qualified consultants to conduct a review of the City's deployment and management of the police department which is provided under contract from the Kootenai County Sheriff's Office (KCSO).

The CPSM team developed a standardized approach to conducting analyses of Police and Sheriff's departments by combining the experience sets of dozens of subject matter experts.

We begin by looking inward so that future outward projections are supported by data. We provide KCSO with a request for data, documents, and worksheets.

Next, we extract raw data on calls for service from an agency's computer-aided dispatch system. The data are sorted and analyzed to identify performance indicators (i.e., response times, workload by time, multiple unit dispatching, etc.) for comparison to industry benchmarks. Performance indicators are valuable measures of agency efficiency and effectiveness. The findings are shown in tabular as well as graphic form and follow a standard format for



presentation of the analyzed data. While the format will be similar from community to community, the data reported are unique to the specific agency.

CPSM conducts an on-site operational review. Here the performance indicators serve as the basis for the operational reviews. Prior to any on-site review, agencies are

asked to compile several key operational documents (i.e., policies and procedures, assets lists, etc.). Most on-site reviews consist of interviews with management and supervisors, as well as rank and file officers; attendance at roll calls and ride-alongs with officers. We review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation. We talk to appointed and elected officials to determine what is their vision for the police department and how is the police department performing. Where and what are gaps in expectations versus reality.

As a result of on-site visits and data assessments, our subject matter experts produce a SWOT analysis (strengths, weaknesses, opportunities, and threats) of the department. We have found that this standardized approach ensures that we measure and observe all the critical components of agencies.

Additionally, this methodology can be integrated with ongoing support customized to the unique needs of your community. Strategic planning, risk assessment, and training services are also available to assist with the implementation of CPSM recommendations and developing new processes and programs that may arise as implementation evolves and that may include formation of a new department.

The following information describes the CPSM approach to studying, understanding, evaluating, and reporting on Police and Sheriff's departments around the country. Although no two departments are the same, a standardized approach to department evaluation ensures a rigorous and methodological process that permits benchmarking, comparing, and assessing within the context of the best practices of American law enforcement. However, each locality has unique characteristics that present policing challenges. Integrating a standardized approach within the context of local variability permits an accurate assessment of the

organization in its political environment, and further permits CPSM to offer recommendations that comport with the best practices in policing yet customized for the client community.

Data....why data?

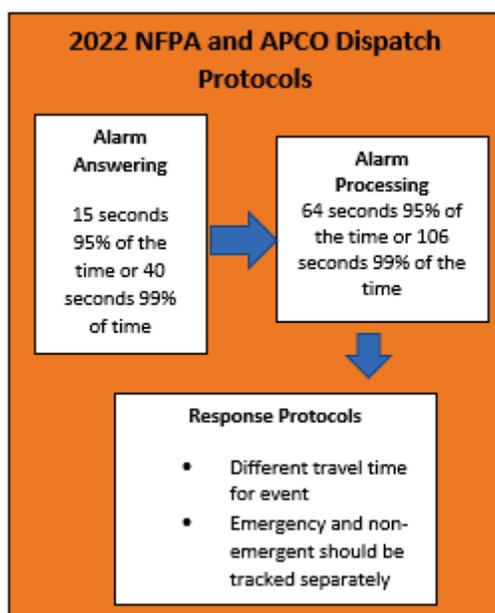
CPSM has found that there are tremendous amounts of data collected on a daily, even hourly basis on many departments. The challenge is how to access that data; how to clean that data; how to quantify that data; and how to present the product so that everyone understands.

CPSM does not use hypotheticals. We don't use "national averages" upon which to base our client team's individual recommendations and findings. We begin analyzing your data to establish your performance and paint a complete picture of how you are deploying with the accompanying results.

It is critical to have data and one of the biggest challenges for departments because rarely do they have the depth of our analytical team and its decades of research and trademarked processes. If we are going to recommend changes and if our client team is going to make change – they need data to measure how it impacted their outcomes. It's not good enough to say, "this is what happens wherever." We need to provide you with the tools and launch point so that you can measure and report to your stakeholders – citizens, elected officials, appointed officials, and staff – how those changes affected the outcome.

The raw Computer Aided Dispatch data and our process is like a financial audit. No city, county or community ever imagines just skipping the annual audit. It's usually a mandate in the charter or state law. Yet we find few communities are willing to extend the same effort to delve into the operations of their largest emergency response departments whose actions can literally be life and death. Our process is the same for each community so that we can build national data reporting tables and compare you to demographics, but we create our recommendations and findings based on your individual performance. The CAD system is also the official record of public safety services for communities. Like minute books for the County clerk, it is the record of times and actions taken by your response community. The information at dispatch needs to be collected; it needs to be correct; and it should be a resource to assist with decision making daily.

CPSM ensures this information and system is working and correct before we proceed to other facets of our work.



Begins at dispatch

Armed with the data and information we gather, we start your project at the dispatch center. Benchmarks have been established for dispatch centers across the country in National Fire Protection Association Standards (NFPA 1220, NFPA 1221, NFPA 1710, NFPA 1720, etc). Many of those same benchmarks and standards have also been adopted by the Association of Public-Safety Communications Officials-International (APCO).

The dispatch protocols are continually being studied, particularly with the adoption of Priority Fire, Medical, and Police dispatch. The systems look at collecting what is happening, where, and alerting the right response to the right location for a positive outcome.

For that reason, it is important that two things occur at dispatch:

1. Caller expectations be established. In other words, if the dispatcher tells the caller that police and deputies will be "right there," the expectation is immediate response. Instead, dispatch centers should advise callers that officers are tied up on other calls and establish expectations for service delivery.

2. Calls should be categorized, monitored, and reported using multiple response time metrics. Crimes in progress and serious felonies should have established and monitored times. Outliers should be examined daily, and a report produced on why there may be extended time periods. For non-criminal and non-emergent calls, different metrics should exist with an explanation of why there were extended times.

Dispatch Metrics

CPSM will look at the dispatch center to determine how often calls remain in the queue, trends on when lengthy queues develop, and whether the dispatch center is evaluating their operations on a regular basis to determine if they are meeting national standards and benchmarks.

The time that a fire, Police/Sheriff's, or EMS call occurs and for an alarm to be raised can vary from community to community. In urban, rural, and remote areas, it can be lengthy periods of time before a situation is noticed and the alert raised. In commuter communities, larcenies and break-ins may not be noticed until morning or people return home from work. These types of calls should be tracked independent of true emergencies to not corrupt the ongoing analysis of response times.

TABLE 9-31: Reported Billings, Montana, and National Crime Rates, by Year

Year	Billings				Montana				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	104,170	273	4,822	5,095	1,055,270	255	2,381	2,636	314,170,775	393	2,833	3,225
2011	105,095	299	4,467	4,766	1,064,639	256	2,220	2,476	317,186,963	376	2,800	3,176
2012	106,371	358	4,527	4,885	1,071,788	259	2,411	2,670	319,697,368	377	2,758	3,135
2013	107,802	395	5,208	5,603	1,078,577	264	2,379	2,642	321,947,240	362	2,627	2,989
2014	110,245	381	4,500	4,881	1,087,522	298	2,302	2,601	324,699,246	357	2,464	2,821
2015	109,997	442	4,730	5,172	1,099,717	327	2,452	2,779	327,455,769	368	2,376	2,744
2016	111,447	463	4,689	5,152	1,101,927	352	2,547	2,899	329,308,297	383	2,353	2,736
2017	111,317	493	5,458	5,951	1,050,493	377	2,592	2,969	325,719,178	383	2,362	2,745
2018	110,397	542	4,779	5,321	1,062,305	374	2,496	2,870	327,167,434	369	2,200	2,568
2019	110,198	610	4,083	4,693	1,068,778	405	2,193	2,598	328,239,523	379	2,010	2,489

TABLE 9-32: Reported Billings, Montana, and National Crime Clearance Rates

Crime	Billings			Montana			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	3	2	67%	35	20	57%	14,325	8,796	61%
Rape	75	10	13%	614	72	12%	124,817	41,065	33%
Robbery	98	38	39%	210	82	39%	239,643	73,091	31%
Aggravated Assault	499	285	57%	2,601	1,486	57%	726,778	380,105	52%
Burglary	608	58	10%	2,688	357	13%	981,264	138,358	14%
Larceny	3,266	835	26%	19,152	3,923	20%	4,533,178	834,105	18%
Vehicle Theft	625	76	12%	2,234	400	18%	655,778	90,497	14%

Note: *National clearance counts were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

For call answering, we will benchmark your time against the latest editions of NFPA and APCO standards. In 2022, that time process changed. If your dispatch is not performing at these levels – or if they are not using metrics to constantly evaluate performance (particularly in emergencies requiring rapid response), your team needs to be able to intervene. CPSM finds many communities and dispatch centers do not regularly look at this critical step on the successful outcome matrix.

By establishing different metrics for evaluating emergency and non-emergency travel times, unrealistic expectations and demands will be removed from the patrol force. Every call is not the same and does not require the same response.

The travel time will be reviewed by our expert Geographic Information and Data division. When looking at service to the expanding areas, particularly in the Wildland Urban Interface (WUI), this will be critical for evacuation and service delivery.

Our data team will also begin to produce analytics that look at statistical information reported and compiled by a wide variety of agencies. Crime rate comparisons, clearance rates, crime trends analysis, and other information will be integrated with our client team information that they will be uploading to a secure site for our subject matter experts' review.

For Phase II and armed with information, our Operations Team will work with the client team to evaluate the following major areas of operations:

I. Benchmark the Community

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the police department operates.

The CPSM study may involve interviews directed at stakeholders in the community, which could include elected officials and employee labor representatives who would be contacted to solicit their opinions about the department, the public safety needs of their constituency, and the perceived gaps in service levels currently provided. CPSM may work with the agency to identify community members that can provide this important information. Additionally, the department will be compared to organizations of similar size with respect to crime, demographics, and cost-efficiency.



CPSM reviews Census Information that may flag key demographics to be studied further: are there minority populations and are there disparities in service? In actions? In communication?

II. Patrol Operations

Police and Sheriff's agencies routinely speak about "recommended officers per 1,000 population" or a "National Standard" for staffing or comparisons to other municipalities.

There are no such standards, nor are there "recommended numbers of "officer per thousand". The International Association of Chiefs of Police (IACP) states; "Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions."

Staffing decisions, particularly in patrol, must be made based upon actual workload and very few law enforcement agencies have the capability of conducting that analysis. Once an analysis of the actual workload is made, then a determination can be made as to the amount of discretionary patrol time that should exist, consistent with the local government's ability to fund.

CPSM's team of doctoral level experts in Operations Research in Public Safety have created the **CPSM Patrol Workload & Deployment Analysis System**® with the ability to produce detailed information on workload even in those agencies without sophisticated management information systems.

Using the raw data extracted from the department's CAD system our team converts calls for service into service workload and then effectively graphs workload reflecting seasonally, weekday / weekend and time of day variables. Using this information, the department can contrast actual workload with deployment and identify the amount of discretionary patrol time available (as well as time commitments to other activities – including special events).

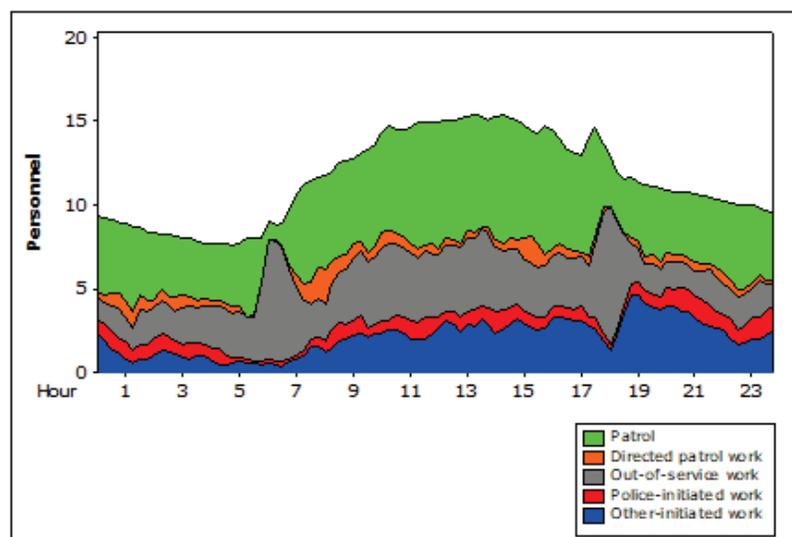
Service workload differentiates from calls for service in that calls for service are a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount

of time required to handle calls for service from inception to completion. Various types of service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. The graph below demonstrates this difference in units.

CPSM has found that the most effective way to manage operations, including policing, is to make decisions based upon the interpretation and analysis of data and information.

To achieve this, a data analysis of department workload, staffing and deployment will be conducted. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected. Additionally, the time necessary to conduct proactive activities (such as team-led enforcement, directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the community with a meaningful methodology to determine appropriate costing allocation models.

Figure 7: Deployment and Main Workload, Weekdays, Summer



Workload vs. deployment analysis sample

This is one of the ways we show the amount of available, non-committed patrol time compared to workload. As you can see, we break out the various activities, convert them to time and then compare to available manpower. The deployment is based upon actual hours worked.

So, in this example, at noon there are

approximately 9 hours of work (including citizen-initiated and officer-initiated calls for services, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 15 officer-hours of available resources meaning that at that hour, on average, of the 15 officers on duty 9 are busy on activities.

The area shown in green and brown is uncommitted time. This is the area where staffing decisions impact – it becomes a policy issue as to how much uncommitted time a community wants and is willing to pay for.

CPSM White Paper on Staffing

CPSM and ICMA conducted research on staffing for police departments that led to a white paper released in 2013. More than 50 departments' data was analyzed for staffing, workload, and patrol trends across 24/7 and 365 days a year.

The subsequent white paper has been regularly used and quoted by the International Chiefs of Police, the Commission for Accreditation of Law Enforcement Agencies (CALEA), the Police Executive Research Forum (PERF) and most consultants.

The white paper found that a best practice for evaluating departments would position 60 percent of the sworn resources into patrol activities. In addition, no more than 60% of their total

available time would be encumbered with calls for service. The 60% mark is a standard reference point in many accreditation and deployment research reports.

The research showed that when the 60% encumbered level was substantially exceeded, officers moved from proactive into reactive mode. In other words, officers expected additional calls for service, understood there were no free resources, and thus disengaged and awaited dispatch to the next call in the queue at dispatch.

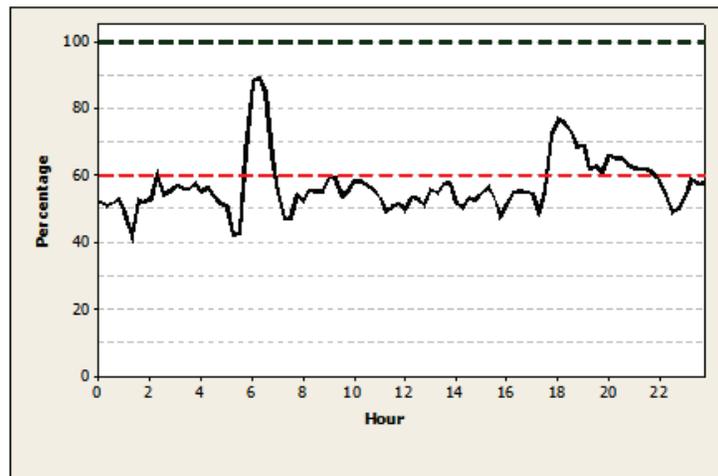
CPSM assembles the information on how much "time" is available, what various demands require against that time, and calculates a Saturation Index along with when the 60% is exceeded.

Using this data-driven approach, communities can determine how much un-encumbered time they desire and where they would like that time dedicated. It also allows communities to determine if additional staffing is needed, when, and how much.

The CPSM study will result in the calculation of service demands placed on the department, workload levels, service times for calls for service, and response times. The product of this analysis is the variance between service demands and available personnel, and appropriate recommendations made for staffing levels and an optimal deployment schedule to meet these service demands. This permits exploration of the following questions:

- What are the service demands made by the public as measured through the CAD system?
- Based on workload, is the staffing deployment appropriate?
- Based on the workload, is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many officers and supervisors are needed to staff the patrol function in order to meet the workload demands placed on the agency?
- How long does it take to respond to calls for service (both response time and total time) and what ways are there to reduce these times?
- How many officers are assigned to each call and what are the ways to minimize these assignments?
- What categories of call, and in what frequency, does the agency handle and what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?
- How much time is spent on directed patrol activities and specialized enforcement?

Figure 8: Workload Percentage by Hour, Weekdays, Summer

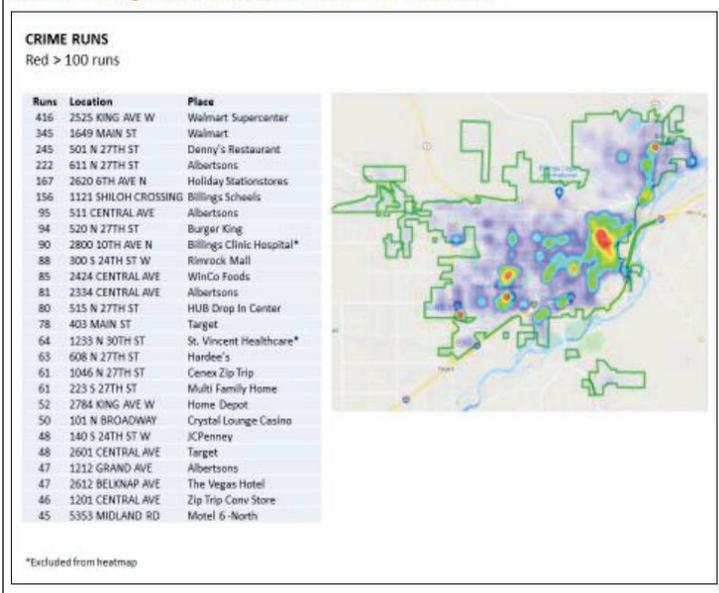


Workload vs. Deployment – Weekdays, Summer

Avg. Workload:	6.5 officers per hour
Avg. % Deployed (SI):	57 percent
Peak SI:	89 percent
Peak SI Time:	6:15 a.m.

In addition to the analysis of patrol operations from the CAD system and workload, the CPSM study will focus on the qualitative aspects of patrol. The study will observe officers on patrol through ride-alongs, interviews, and general observations. We will amass all available documents, plans, and data available to understand the patrol approach in the department. We will observe the special operations teams, the problem/nuisance unit, etc. to evaluate their role within the overall mission of the department and patrol operations. We will evaluate the performance of the units, identify improvement opportunities, and justify and recommend appropriate staffing levels

FIGURE 4-3: High-volume Locations for Crime Calls, 2019



Our GIS team will use the analyzed data sets to identify high crime

locations, high accident locations, and “repeat calls for service” locations.

The CPSM study will also evaluate the implementation of technology on patrol, weapons available, and equipment used with opportunities for improvement.

CPSM advocates community policing as its operational philosophy. The CPSM study would evaluate the implementation of community policing, in quantifiable and anecdotal terms, and identify improvement opportunities where appropriate.

Similarly, the CPSM study would evaluate the relationship of patrol operations with the rest of the department and community. How do these work? Can they work better?

To what extent does this bureau work, coordinate, and communicate with the other operational and support functions of the department and other entities? How should it? What are the strategic, management, and planning functions of the department with regards to the patrol function and how does patrol operations respond to the mission of the organization? How are crime, traffic, disorder, and quality of life problems handled?

III. Investigations

The CPSM team will explore the following questions:

- Staffing – Are there enough investigators available to handle the workload in Hayden? How might the workload change as the community develops?
- Workload – What is the workload; how many cases do investigators handle; is the specialization appropriate?
- Effectiveness & Efficiency – How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence – How is intelligence gathered and disseminated (inside and outside the department)? Does the investigations' function make use of intelligence? Are investigators working with Hayden interacting with the rest of the ACSO? With other communities?
- Crime scene – Are crime scenes being processed efficiently, and are appropriate follow-up investigations being conducted?

Using the information compiled, CPSM will be able to recommend what level of investigation is needed should the Town form its own department and at what cost.

IV. Administration and Support

Once again, CPSM will evaluate administrative report to Hayden by the KCSO. This evaluation will involve:

- Staffing.
- Workload.
- Civilianization possibilities.
- Cost saving opportunities.
- Outsourcing opportunities.
- Best practice comparisons and opportunities for improvement.

V. Duty to Intercede and Report, De-escalation Provisions

In recent years, law enforcement agencies nationwide have begun to include duty to intercede and report provisions in their use of force policies. Duty to intercede requires an officer to intercede if they witness a department member using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances. A duty to report policy requires any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary to report such observation to a supervisor.

Sample Duty to Intercede and Report policy from Lexipol states:

Any officer present and observing another law enforcement officer or an employee using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances, shall, when in a position to do so, intercede to prevent the use of unreasonable force. Any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary shall promptly report these observations to a supervisor as soon as feasible.

In addition, de-escalation requirements have been incorporated into use of force policies. This policy requires officers to utilize de-escalation techniques, crisis intervention tactics, and other alternatives to force when feasible. "Feasible" has been defined for policy purposes in some jurisdictions as, "Reasonably capable of being done or carried out under the circumstances to successfully achieve the arrest or lawful objective without increasing risk to the officer or another person."

Review of Use of Force Incidents

CPSM will review policies that authorize deadly force when an officer is justified and what actions were taken in monitoring, documenting, and investigating police use of force.

Use of Force Incidents, 2017–2019

Year	Incidents	Policy Violations
2017	78	0
2018	90	1
2019	131	2
Total	299	3

VI. Organizational Culture

During the operational evaluation described above, organizational “themes” emerge. What does the department “think” about providing service to the community and how does this thinking align with the stated mission and department policies? How does the department interact with the community and internally with its own members? In general, what is the culture of the organization?

The culture of an organization reflects its members and the community it serves. Through focus groups, interviews, and observations, the CPSM team will evaluate operational readiness and need. This part of the CPSM study is critical to the overall success of the project as it provides a better understanding of the department and how the workload, staffing, and community dynamics shape the mission, goals, operations, and needs of the organization. In addition, as an option, every member of the department can be given the opportunity to participate in an anonymous survey. This survey is designed to understand the culture of the department, assess internal and external communications, and determine what it “thinks” about various elements of organizational life.

WORRIED ABOUT YOUR FELLOW OFFICER?

Are they performing or acting differently?
Do they seem down?
Are you concerned for their well-being?

According to the American Association of Suicidology, believe are some **WARNING SIGNS** of acute suicide risk:

KNOW THE WARNING SIGNS

Threatening to hurt or kill themselves

- Direct threats of wanting to hurt or kill themselves
- Looking for ways to kill themselves (Access to weapons, suicidal ideation, etc.)

Looking for ways to kill themselves

- Talking or writing about death, dying, or suicide (Often has a sense of not being in the ordinary)

Talking or writing about death, dying, or suicide

Other behaviors that may be an indication

- Increased isolation or withdrawal
- Withdrawal from family, friends, or work
- Change in personality, mood, or energy
- Giving away personal possessions or making things seem care of part
- Making sudden or impulsive or risky decisions (e.g., driving without a license, about substance use, etc.)
- Changing behavior as a result of an impending or recent tragedy: bereavement or divorce

Other mental conditions that may be an indication

- Anxiety, agitation
- Obsessive or compulsive thoughts
- Hallucinations, delusions, or paranoia
- Depression
- Disrupted mental changes
- Rapidly deteriorating mood
- Seeking revenge

RECOGNIZE WARNING SIGNS? SAVE A LIFE. REACH OUT AND ASK.

GET THE CONVERSATION STARTED

Use these questions to break the ice and help your friend or fellow officer:

Peer-to-Peer

1. Talk. I noticed you seem really like yourself. About as interested? Do you have a couple of minutes to talk?
2. Ask. Can you help me understand what's going on, and if you're concerned about it?
3. Listen. Listen you've been through a lot recently and how you're feeling. I want to know how you're doing.

Direct-Line Supervisor

1. Ask. I noticed you seem really like yourself. About as interested? Do you have a couple of minutes to talk?
2. Ask. Can you help me understand what's going on, and if you're concerned about it?
3. Listen. Listen you've been through a lot recently and how you're feeling. I want to know how you're doing.

Offer Resources:

- National Suicide Prevention Hotline: (800) 273-8255
- Crisis Text Line: Text HOME to 74741
- Peer Support Programs: (Ask your supervisor)

Still Worried?

- If you feel the officer is still at risk of hurting themselves or others, call 911 and police or emergency medical services. Do not leave the officer alone.
- Do not leave the officer alone. Stay with the officer until help arrives.
- Do not leave the officer alone. Stay with the officer until help arrives.
- Do not leave the officer alone. Stay with the officer until help arrives.

DO NOT LEAVE THE OFFICER ALONE

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Stay with the officer until help arrives.

VII. Health and Safety

Officer health and mental health are extremely important. In 2022, more officers died from suicide than in other line-of-duty incidents.

CPSM will review what programs the department has in place and during interviews, charrettes, and focus groups will seek to determine how those programs are being received.

VIII. Performance Management

The overarching philosophy of the CPSM approach is to evaluate the department in terms of performance management. Identifying workload, staffing, and best practices is just the beginning. It is also important to assess the organization's ability to carry out its mission.

Essentially, does the department know its goals, and how does it know they are being met. It is very difficult for an organization to succeed at any given level of staffing unless it has a clear picture

of success. How does the department “think” about its mission, how does it identify and measure what's important to the community, how does it communicate internally and externally, how does it hold managers accountable, and how does it know the job is getting done? The CPSM team will evaluate the department and make recommendations to assist with improving capacity in this area, if necessary.

IX. Questions from the data.

Using the data from the Sheriff's department that will include the other cities under contract with Kootenai County Sheriff's Office (KCSO), CPSM will prepare the following:

- Road Patrol Staffing – We will look at the unincorporated areas of Kootenai County that are served by Road Patrols. We will look at how those are staffed in relation to Hayden.
- Supervisors – We will look at the ratio of supervisors to road patrol officers and evaluate if this is underserving Hayden. We will look at the span of control of supervisors to road patrol and assigned deputies.
- Response time of Supervisor – We will use the information in item B to determine how soon supervision is available for patrols in Hayden.
- Workload analysis of road patrol to contract entities – CPSM will utilize the data collected on other contracted areas to determine a workload analysis and use this information to evaluate if Hayden is supporting other areas or receiving support.

- E. Service Demand – Using the information and data, we will determine the service demands by Hayden and compare them to the other areas under contract as well as the unincorporated areas served by the ACSO. The data will also be used to compare Hayden and the ACSO to comparable areas studied by CPSM.
- F. Using the data, we will determine what the staffing levels should be for Hayden and incorporate growth information to evaluate what staffing may be required in 5-10 years. Using GIS, we will evaluate the growth patterns in the City of Hayden and overlay those to staffing as well as demands that may be required to manage the WUI and growth areas. Key to this growth area may be expected response times using GIS data.

X. Surveying the community

CPSM has worked to develop various methods to obtain community and stakeholder inputs. Today, many communities lack newspapers or other communication methods but, even if they do, those are often understaffed.

CPSM has worked to create on-line survey methods overseen by Monique Lee who has been recognized by Esri and other organizations for creating ways to gather and present information.

For this project, we would work with our Hayden Team to develop surveys that could be used internally and externally. The team will meet with assigned Sheriff staff, but this will provide a way to gather other information that they may not feel free to share. We will also survey elected and appointed teams from Hayden.

The final component will be creation of a survey that can be released and promoted through the Community's Web Page, Facebook, and other mediums identified in meetings between our team and yours. We will attempt to filter replies using Zip Code to eliminate potential noise from areas outside the served areas.

CPSM will work with our Hayden team to establish specified times that the community feels are necessary to gather input. We will filter with zip codes and all surveys will be confidential. The survey would be uploaded to the community's pages.

Should the City choose to expand, CPSM does enjoy a relationship with ZenCity that uses much more complex survey methodology and tactics but that would be at an added cost to this proposal. If the City already has a relationship with ZenCity, CPSM has provided potential questions for follow-up in future years.

PROJECT SCHEDULE

Milestone 1 – Full execution of the agreement

Agreement will identify Project Launch date.

Milestone 2 – Project Launch

We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, detailing study parameters, identifying agency point of contacts and commencing information gathering.

Milestone 3a – Information Gathering and Data Extraction – 30 Days

Immediately following project launch, the operations leads will deliver an information request to the department. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to an on-site visit.

Milestone 3b – Data Extraction and Analysis – 14 Days

Also, immediately following the project launch the Data Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response from your department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

Milestone 3c – Data Certification – 14 days

Milestone 4a – Data Analysis and Delivery of Draft Data Report – 30 days

Within thirty days of data certification, the analysis will be completed and a draft, unedited data report will be delivered to the department for review and comment. After the data draft report is delivered, an on-site visit by the operations team will be scheduled.

Milestone 4b – Departmental Review of Draft Data Report – 14 days

The department will have 10 days to review and comment on the draft unedited data analysis. During this time, our Data team will be available to discuss the draft report. The Department must specify all concerns with the draft report at one time.

Milestone 4c – Final Data Report – 10 days

After receipt of the department's comments, the data report will be finalized within 10 days.

Milestone 5 – Conduct On-Site Visit – 30 days

This milestone begins the second phase of the proposed project by the City. Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

Milestone 5a – Launch on-line survey

Milestone 6 – Draft Operations Report – 30 days

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to the department point of contact. Again, the department will have 10 days to review and comment.

Milestone 7 – Final Report 15 days

Once the department's comments and concerns are received by CPSM the combined final report will be delivered to the city within 15 days.

TOTAL ELAPSED TIME: 160 – 190 days

SECTION 4: REFERENCES

WITHIN LAST YEAR

Kalispell, MT
Doug Russell, City Manager
PHONE: 406-758-7703
EMAIL: drussell@kalispell.com
201 1st Ave E
Kalispell, MT 59901
Mailing address: P.O. Box 1997
Kalispell, MT 59903

1 TO 2 YEARS

Sugar Land, Texas
Mike Goodrum, City Manager
PHONE: 281-275-2900
EMAIL: mgoodrum@sugarlandtx.gov
2700 Town Center Blvd North
Sugar Land, Texas 77479

3 YEARS

Billings, Montana
Chris Kukulski, City Administrator
PHONE: 406-657-8222
EMAIL: maddoxw@billingsmt.gov
210 N. 27th Street
Billings, MT 59101

St. Cloud, Minnesota (now at county)
Michael Williams, County Administrator
PHONE: 320-656-3600
EMAIL: Michael.Williams@co.stearns.mn.us
705 Courthouse Square, Room 121
St. Cloud, MN 56303

ADDITIONAL:

Battle Creek, Michigan
Rebecca Fleury, City Manager
PHONE: 269-966-3311
EMAIL: rfleury@battlecreekmi.gov
10 N. Division Street
Battle Creek, MI 49014

ADDITIONAL (with accompanying supervision study)

Ottawa County Sheriff Department
Alan G. Vanderberg, County Administrator (now at Kent County, MI)
PHONE: 616-632-7570
EMAIL: al.vanderberg@kentcountymi.gov
300 Monroe Avenue, NW
Grand Rapids, MI 49503

Eagle, Idaho

Brad Pike, Mayor

Email: bpike@cityofeagle.org

Phone: 208-939-6813

In this project, we looked at their deployment using the Sheriff's Office and what other alternatives may be available. The project was 2024.

Kent County Sheriff Department

Sheriff Michelle LaJoye-Young.

701 Ball Ave N.E. Grand Rapids, MI 49503.

Phone: 616-632-6100.

Website: <http://www.accesskent.com/Sheriff/>

Maricopa County Sheriff's Department

Marcy Flanagan

602-372-7020

marcy.flanagan@maricopa.gov,

Lee Ann Bohn, Assistant County Manager,

LeeAnn.Bohn@maricopa.gov,

(602) 372-7020 (Office), (602) 540-1874 (Cell)

Russ Skinner, Chief Deputy,

RussSkinner@MCSO.maricopa.gov

SECTION 5: PERSONNEL QUALIFICATIONS

CORPORATE COMPLIANCE POLICE UNIT

PROJECT MANAGER

THOMAS WIECZOREK

Director, Center for Public Safety Management; retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence



BACKGROUND

Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).

He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan's Transportation Asset Management Council, and Grand Rapids

Community College. He often testified for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past president of the Michigan Local Government Manager's Association (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA's representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); and currently serves on the NFPA 1710 and 1730 committee.

He worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states and has been assigned a course number by the DHS. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board and other fire service participation areas. In 2022 he worked with ICMA to create a FEMA program on economic recovery from disasters for local government managers. It has been delivered via webinar and in person across the United States.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

FORENSIC DATA ANALYSIS TEAM

DATA ASSESSMENT TEAM – PROJECT LEADER

DOV CHELST, PH.D.

Director of Quantitative Analysis



BACKGROUND

Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national and international conferences, and participated in workshops across the country.

SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT -- GIS

DAVID MARTIN, PH.D.

Senior Researcher in the Center for Urban Studies, Wayne State University



BACKGROUND

Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects, he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

PUBLIC SAFETY DATA ANALYST

SHAN ZHOU, PH.D.



BACKGROUND

Dr. Shan Zhou specializes in the analysis of police data. Shan brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale School of Medicine. Shan has a MS in Business Analytics and Project Management from University of Connecticut and a PhD in Cell biology, Genetics and

Development from University of Minnesota.

PUBLIC SAFETY DATA ANALYST-GIS

MONICQUE LEE, MS, BS

BACKGROUND



Ms. Lee has extensive experience in the areas of data and geospatial analysis, hydrographic data processing, mapping platforms, and project management. She has worked as a GIS consultant, and with the U.S. Army Corps of Engineers where she received a U.S. Army commendation, and the United States Geological Survey, Grand Canyon Monitoring and Research Center. Ms. Lee has a Master of Science in Geographic Information Science & Technology.

Ms. Lee will also assist the team in creating the on-line survey that will be distributed publicly to stakeholders, and to other groups identified in meetings with our Hayden Team Members. We currently anticipate using the city's social media pages. **Since joining CPSM in 2021, Monique has provided GIS mapping services in over 20 Fire and EMS analyses.**

OPERATIONS ASSESSMENT TEAM

POLICE PROJECT MANAGER

CHIEF CRAIG JUNGINGER (RET), BS, MPA

Retired Chief of Police, Gresham, Oregon, former Huntington Beach Police Captain



BACKGROUND

Chief Junginger had over 38 years' experience as a law enforcement professional. He served as the Chief of the Gresham, Oregon Police from December 2008 until his retirement in June 2016. Gresham is a community with a population of 110,000 just to the east of Portland. He led a department of 130 sworn officers and 47 civilian employees, with a budget of \$31 million. He also served on the board of the Oregon Police Chief's Association.

Chief Junginger began his career at the Bell-Cudahy Police department in 1979. He worked as a K-9 Officer, Detective, and Patrol Officer. In 1985 he transferred to the Huntington Beach Police

Department where he remained until his retirement in November 2008. While at Huntington Beach, he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic Motor Officers, Community Policing Officer, and Narcotics Detective. In 1999 he was promoted to Sergeant where he worked Patrol, Downtown Foot Beat, Support Services, Vice and Intelligence and Internal Affairs. He was promoted to Lieutenant in 2003 and worked as the Community Policing Commander responsible for all major event planning, Watch Commander and as the Chief's Executive Officer. In 2007 he was promoted to the rank of Captain and was assigned to Administrative Operations consisting of Communications, Budget, Personnel, and Property and Evidence.

He holds a master's degree from California State University, Long Beach, a bachelor's degree from University of La Verne and an associate degree from Rio Hondo Community College.

He attended the FBI National Academy Class 224 in Quantico Virginia, California Post Command College, West Point Leadership Program, POST Executive Development Program and the POST Supervisory Leadership Institute. While in Command College he was published for his article "How will we train police recruits of the millennial generation in the year 2012," and as the Chief of Gresham he was published for an article he authored on leadership.

He was awarded the Medal of Valor in 1989 for his encounter with an armed bank robber.

TEAM LEADS

CHIEF JARROD BURGUAN, B.S., M.A.

Chief of Police, San Bernardino Police Department

BACKGROUND

Chief Burguan served 29 years in local law enforcement, with 10 years of experience in senior management positions. He retired as the Chief of Police for the San Bernardino (Ca) Police Department in 2019.



During his career, Chief Burguan worked on a variety of assignments in the patrol, traffic, investigative and administrative divisions of the department. He has unique experience of managing a police department through a municipal bankruptcy while maintaining day to day operational effectiveness. He has been an invited speaker at conferences and training events throughout the country and internationally on police response to active shooter events following both an elementary school active shooter in 2016 and the 2015 terrorist attack in San Bernardino.

Since retiring from the department in 2019, Chief Burguan has continued to work as a consultant for municipal government and media organizations and has served as an advisor for the Department of Justice – ICITAP program. He holds a bachelor's degree in business and a master's degree in management from the University of Redlands. He is also a graduate of the California Command College, the FBI's Law Enforcement Executive Development program and the Senior Management Institute for Police through the PERF.

SENIOR ASSOCIATE

DEPUTY CITY MANAGAER HUGO MCPHEE

Former Executive Director of Minnesota Private Detective and Protective Licensing Board, former president of Minnesota Chiefs of Police, and former Director of Public Safety for Three Rivers Park District



BACKGROUND

Hugo is currently the Deputy City Manager in Burnsville MN-a second ring suburb of Minneapolis with a population just under 70,000.

Prior to coming to Burnsville, Hugo served as the Executive Director of the Minnesota Private Detective and Protective Services Licensing Board, which is the regulatory, credentialing and investigative arm for that industry.

Hugo retired from law enforcement and public safety responsibilities after a 32-year career that spanned WI and MN- the last 16 serving as Director of Public Safety for Three Rivers Park District, a niche policing agency spanning six counties in the greater Minneapolis and St Paul metro area. Hugo maintains an active peace officer license in MN.

Hugo was elected to the MN Chiefs of Police Board and served as Association President where a prime focus was mentoring new chiefs, enhancing diversity in the profession and creating innovative pathways for diverse candidates to enter the profession.

Hugo served as community faculty at two local colleges and was a core instructor for senior level management at the Bureau of Criminal Apprehension senior management certificate program.

Hugo travelled to Mogadishu, Somali to provide leadership training and proper IED investigations to Somali National Police leadership. He also created online curriculum for Indiana University's Eppley Institute.

Hugo holds a variety of leadership credentials and earned a master's degree in management with a human resources emphasis.

Hugo has a passion for helping public safety agencies adapt to changing societal times and evolving expectations using a constitution-based perspective and community collaboration and partnerships.

SENIOR ASSOCIATE

CHIEF JOHN E. PEREZ, B.S., M.S., PH.D.

Chief of Police, City of Pasadena Police Department

BACKGROUND



John E. Perez has served as the Chief of Police for the City of Pasadena (CA) since 2018 and has been with the Department since 1985. His 35 years of public safety experience includes an array of specialized assignments in enforcement, special tactics, administration, and community initiatives. He served as the Counter-Terrorism Intelligence Officer immediately after the 9/11 terrorist attack in developing security/safety measures for Pasadena's Tournament of Roses Parade, Rose Bowl, and special events. After serving as the Special Enforcement Section Sergeant and developing policing initiatives in lowering gang violence while improving community trust and confidence, he was appointed by California's Commission on Peace Officer Standards and Training to provide best practices on developing statewide initiatives.

He is the recipient of the Mayor's Special Service Award for his work in developing community initiatives and has been twice awarded the Police Chief's Excellence in Policing merit award. Chief Perez has served in the various ranks of the Department including Deputy Chief of Police from 2016-2018.

Chief Perez led the development of several internal initiatives that decreased the use of force by 50% through immersive training and self-improvement from use of Body-Worn Camera (BWC), as well other initiatives to increase community awareness of policing challenges through programs such as "Policing 101" and "Community Conversations" – each intended to develop and educate community members, youth, and the media on policing topics as well as learning from the community.

Chief Perez serves on the Pasadena Educational Foundation, Patron Saints Foundation, and is a graduate of the California Peace Officers and Standards Executive Management School as well as holding a POST executive certificate. Chief Perez possesses a bachelor's degree in criminal justice, a master's degree in Behavior Science, and a PhD in Public Administration. He serves on the board of the California Police Chiefs Association and the National Police Foundation.

SENIOR ASSOCIATE

VICTOR LAURIA

Retired Assistant Police Chief, Novi Police Department

BACKGROUND

Victor Lauria retired as an Assistant Chief of Police with the Novi Police Department after serving the community for nearly 28 years. Over the course of his career, he has served in a wide variety of positions which include police officer, K-9 handler, detective, undercover narcotics detective,

crisis negotiator and numerous supervisory positions. In 2009, the City of Novi combined their police and fire administrations into a Public Safety Administration. Victor was responsible for various supervisory roles within the Police and Fire Departments.

Victor earned a Bachelor of Science degree from Northern Michigan University, a Master of Science, with a concentration in Emergency Management, from Eastern Michigan University and he holds a graduate certificate from the University of Virginia. He also attended the 250th Session of the Federal Bureau of Investigations National Academy in Quantico, Virginia. He is also certified as Firefighter I and Firefighter II by the State of Michigan.



Mr. Lauria is currently employed as a faculty member at Madonna University. He is the Interim Chairperson of the Criminal Justice Department and the Program Director for the Emergency Management, Fire Science and Occupational Safety and Health programs. He instructs a wide variety of undergraduate and graduate courses. He is a regular guest lecturer at Eastern Michigan University's Police Staff and Command Executive Leadership Program.

SENIOR ASSOCIATE

DEPUTY CHIEF WAYNE HILTZ (RET)

Former Interim Chief of Police at Pasadena and Irwindale Police Departments

BACKGROUND



Wayne has 33 years of experience in municipal law enforcement. This includes a broad range of experience in nearly every facet of policing from patrol, gang enforcement, and undercover narcotics to internal affairs investigations and community relations. The last 13 years were spent at command and executive levels. In his capacity as Deputy Police Chief, he served as the chief operating officer of the Pasadena Police Department, responsible for all day-to-day operations including internal audits and inspections. Also, he was responsible for operations related to the Tournament of Roses Parade and Rose Bowl events to include World Cup Soccer and BCS Championship games. For a period of nearly two years, he served in the capacity of Interim Chief of Police at both the Pasadena and

Irwindale Police Departments.

He has extensive experience in managing budgets and has served as a budget instructor for the California Commission on Peace Officer Standards and Training. He was selected by the Los Angeles County Police Chiefs Association to represent the 45 member agencies in negotiations for Homeland Security Grants for a three-year period. He also served as President of the San Gabriel Peace Officers Association. He has served on the boards of community-based organizations with a focus on addressing homeless issues, substance abuse, and juvenile violence. Wayne holds a Bachelor of Science degree in Police Science and Administration from California State University in Los Angeles. Executive training includes the FBI Southwest Command College and the Senior Management Institute for Police.

SENIOR ASSOCIATE

CHIEF ROBERT HANDY, M.S.

Chief of Police, Huntington Beach Police Department, San Bernardino Police Department



BACKGROUND

Chief Robert Handy is a 30-year law enforcement professional who has served in a wide variety of assignments from Patrol Officer to Police Chief. Handy served in three separate jurisdictions: Huntington Beach, California; San Bernardino, California; and Phoenix, Arizona.

Chief Handy worked on a wide variety of assignments from officer/detective to leadership positions in all divisions of a police agency and has been involved in training and teaching for decades. His broad base of experience includes firearms instructor, arrest tactics/use of force instructor, academy instructor, in-service instructor, and veteran university teacher. Chief Handy has obtained a

bachelor's and master's degree in public administration and is a graduate of the FBI National Academy.

Chief Handy has taught and developed police officers and police leaders from agencies across the Country. His diverse experiences from three jurisdictions, combined with years of academic research and teaching, has provided Handy with vast knowledge and expertise in police practices, training, and every other aspect of contemporary policing.

SENIOR ASSOCIATE

DEPUTY CHIEF MARTIN BAEZA, B.A., M.A.

Retired Deputy Chief, Los Angeles Police Department



BACKGROUND

Deputy Chief Baeza served with the Los Angeles Police Department for thirty-two years and spent the last fourteen years in senior management positions. His depth of experience includes a variety of assignments in Patrol Operations, Detective, Specialized Divisions and Administrative Offices.

He retired from the Los Angeles Police Department as the Commanding Officer of the Personnel and Training Bureau overseeing Human Resources and training for all sworn and non-sworn employees of the Department.

He led various Operational Commands and the Police Academy. He restructured crime reduction strategies, implemented smart policing concepts and community engagement programs. He was recognized for his creative community policing incentives and was a two-time recipient of the Excellence in Leadership Award for Community Policing.

Chief Baeza was invited to participate as a Los Angeles Police Department International Delegate in Abu Dhabi, United Arab Emirates. He presented best practices in community engagement and training development. Deputy Chief Baeza held a variety of leadership

positions throughout the Department and has been involved in training police officers at all levels. He served as the Los Angeles Police Academy Director and oversaw the successful re-certification. His experience includes instructing in the Field Training Officer Program, Police Leadership, Supervisor, and the Executive Command Development Courses. He has been an invited speaker on various topics in leadership.

Deputy Chief Baeza led recruitment, hiring and the deployment of all human resources of the organization which encompassed 13,000 employees. He established a Traffic Group to oversee traffic commands and evaluate traffic policies and procedures. Additionally, his responsibilities included oversight of fleet, information technology and Behavioral Science Services. He was a standing member of the categorical use of force board and was integral in the assessment of policy, use of force tactics, procedural justice, and best practices.

Deputy Chief Baeza possesses a Bachelor of Science degree in Applied Business and Management and a Master of Arts in Organizational Management from Azusa Pacific University. He is also a graduate of the West Point Leadership Program, Senior Management Institute for Policing and the University of Southern California, Sol Price School of Public Policy, Executive Leadership Program.

SENIOR ASSOCIATE



CHIEF DAVID SWING
Chief of Police, Pleasanton

BACKGROUND

Chief David Swing is a 28-year law enforcement professional having served in a wide variety of assignments from Reserve Officer to Police Chief. Swing served most of his professional career in Morgan Hill, California, starting as a Reserve Officer and rising to the rank of Chief for nine years. Swing is currently serving as the Chief of Police in Pleasanton, California.

Chief Swing is active in the law enforcement profession as a Past President and current board member of the California Police Chiefs Association. Swing developed an understanding of stop data demographics while representing California Police Chiefs for nearly four years on the Racial and Identity Profiling Act board including the Stop Data and Evidence Based Practices sub-committee.

Chief Swing worked a wide variety of assignments to include FTO and SWAT Operator, Detective Sergeant through all leadership positions of a small police agency. Chief Swing is passionate about enhancing the organization's response to domestic violence and has been involved in the topic for decades. His broad base of experience also includes Police Management instructor for budgeting and strategic and succession planning. Chief Swing earned a bachelor's degree in public relations and master's degree in public administration and is a graduate of POST Command College.

Swing brings a strategic focus to his work having developed multiple strategic plans aligning the work and budget of the Department to community expectations and Council goals.

SENIOR ASSOCIATE



CHIEF GENE ELLIS
Chief of Police, Belton, TX

BACKGROUND

A native of Houston, Texas, Chief Gene Ellis started his law enforcement career in the Houston area where he worked for the second largest city in Southeast Texas, Pasadena.

Chief Ellis has served as a Police Chief for over 20 years, including several years in the State of Iowa before returning to Texas in 2009 when he was appointed Chief of Police in Belton. Chief Ellis is a graduate of the University of Houston and St. Ambrose University.

He holds both Bachelor of Science and Master of Science Degrees in Criminal Justice. He is a graduate of the FBI National Academy, a law enforcement management program. He is a graduate of the Certified Public Manager Program through Texas State University. Chief Ellis is a member of the board of officers of the Texas Police Chiefs Association where he serves as a past president and liaison to the Texas Municipal League Board of Directors. Chief Ellis is a Past President of the Iowa Police Chiefs Association. He is a Life Member of the International Association of Chiefs of Police (IACP).

Gene Ellis also serves as Belton's Assistant City Manager, which is a dual role with his police chief duties. In this role he is responsible for other City departments including Code Compliance, Public (Communications) Information, Information Technology, and the library in addition to the Police Department. Gene leads the City of Belton's Excellence in Customer Service initiative and was instrumental in the creation of "Belton 101," an orientation program for new employees.

Gene enjoys travelling, cheering for the Houston Astros and the Green Bay Packers as a shareholder in the team, and spending time with family.

SENIOR ASSOCIATE



DEPUTY CHIEF JASON CLAWSON, M.S.
Retired Deputy Chief, Pasadena

Jason is a veteran of the U.S. Navy and has 31 years of experience in municipal law enforcement operations, serving the citizens of Pasadena, California.

Jason has worked in many ranks across various divisions including Patrol Operations, a gang suppression team, Vice/Narcotics, S.W.A.T. and Detectives. Jason is an expert handling neighborhood quality of life issues by focusing on premise liability, prevention, intervention and enforcement methods. He led a Safe Streets Task Force while assigned as a Task Force Supervisor with the Federal Bureau of Investigation, focusing on the transnational gang problem stemming from Central America.

He has coordinated jurisdictional Mutual Aid, Critical Incident Response Team operations, and focused on problem locations through Community Policing efforts in high crime zones. Jason has served as the Press Information Officer where he directed and coordinated the activities within the Office of the Police Chief; audits and inspections; and the on-going review of policy and procedures. He served as the Project Director of a \$2.5 million dollar grant from the

Bureau of State and Community Corrections focusing on reintegration efforts of previously incarcerated community members.

Jason has participated in the development of goals, objectives, and key performance indicators for assigned divisional functions as well developing and administering divisional budgets, to include developing a Homeless Initiative to combat Mental Health and Homelessness.

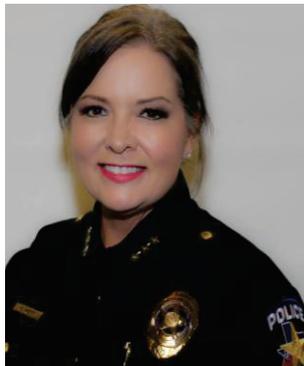
For the last 8 months of 2022, Jason served as the Interim Police Chief for the City of Pasadena where he drafted and presented the department's \$97,000,000 budget, conducted Administrative Reviews, worked out salary resolutions, oversaw the implementation of a new Computer Aided Dispatch / Records Management System, and navigated the installment of a police oversight commission and independent police auditor, until his retirement from service in January 2023.

Jason received his master's degree in organizational leadership from Union Institute & University in Los Angeles, California. He was also the recipient of the Police Chief's Special Award for Excellence in 2006, the Freemason's United States Constitutional Observance Award in 2010, and was the Pasadena Police Foundation's Officer of the year in 2021. He is a lifetime member of the California Narcotic Officer's Association and sits on the executive board of the Flintridge Center's Vision 20/20 Advisory Council.

SENIOR ASSOCIATE

CHIEF CARRIE ELLIS, B.A., M.A.

Retired Chief of Police and Director of Emergency Management Temple College



BACKGROUND

Chief Ellis has over 30 distinguished years of service in law enforcement and most recently served as the Chief of Police and Director of Emergency Management with Temple College (2023-2024). Chief Ellis served the citizens of Willow Park from 2017-2023; prior to Willow Park, she served the citizens of Corinth from 1995-2016. While serving with the Willow Park Police Department, Chief Ellis facilitated the Department attaining the status of "Accredited Agency" with the Texas Police Chief's Association and the development of new programs such as Citizens Police Academy, Clergy and Police Alliance, and National Night Out. Chief Ellis is also the 2020 recipient of the East Parker County Chamber of Commerce's Pappy Thompson Community Service Award. Her other accomplishments include facilitating the development of the award-winning CSI: Camp in Corinth. Chief Ellis was honored as Officer of the Year in 2001 and Supervisor of the Year in 2009.

Chief Ellis earned a Bachelor of Applied Arts and Sciences from Midwestern State University (2003) and a Master of Public Administration from the University of Texas at Arlington (2007) and has completed over 30 hours toward her PhD. Chief Ellis is a 2009 graduate of the Institute for Law Enforcement Administration's School of Police Supervision. She is also a 2015 graduate of the Bill Blackwood Leadership Command College, Class #74.

Chief Ellis is a member of the Central Texas Police Chief's Association, the Texas Police Chiefs Association, and the International Association of Chiefs of Police. Chief Ellis serves the Texas Police Chiefs Association as the second vice president. She served on the Texas Police Chief's

Association Ethics Committee (2017-2019) and as chairperson of the Texas Police Chief's Association Women's Leadership Committee (2020-2023). Chief Ellis also served on the elected board of officers for the North Texas Police Chiefs Association and as a member of the North Central Texas Council of Governments Criminal Justice and Policy Development Committee. Chief Ellis previously served as the Vice Chair and the Board Chair of the Caruth Police Institute Executive Advisory and Steering Committee (2019-2022).

Chief Ellis enjoys cooking, traveling, and the occasional game of golf, but she mostly enjoys spending time with her family and her sweet German Shepherd, Zeke.

SENIOR ASSOCIATE

CHIEF MICKEY WILLIAMS Esq., M.P.A., B.S.

Retired Director Chief of Police Carlsbad, CA



BACKGROUND

Mickey Williams is a retired Police Chief with 29 years of municipal law enforcement experience. Mickey retired as the Chief of Police for the Carlsbad Police Department which is in San Diego County. The Carlsbad Police Department serves a residential population of 115,000. Chief Williams oversaw an annual budget of \$56 million with 187 employees, including 132 sworn personnel. Chief Williams has extensive experience in all areas of municipal policing including patrol operations, traffic investigation and enforcement, homeless outreach, investigation operations, undercover investigations, budget preparation, internal affairs investigations, employee association relations, hiring processes and background investigations, and promotional processes. Chief Williams also had the opportunity to create a Community Police Engagement Commission which serves the City of Carlsbad.

Chief Williams is a licensed California attorney who has extensive experience as a law enforcement trainer and college professor. Chief Williams serves as an adjunct professor at the University of San Diego in the Law Enforcement and Public Safety Leadership Master's Degree Program and at Point Loma Nazarene University in the Legal Studies Program. Chief Williams has also developed and taught courses for police managers with a focus on ethical leadership.

Chief Williams possesses a Bachelor of Science Degree, a master's degree in public administration, and a Juris Doctorate Degree. Chief Williams is a graduate of the FBI National Academy and the Los Angeles Police Department Leadership Program.

SECTION 6: PROJECT EXAMPLES - WHAT SUCCESS LOOKS LIKE

CPSM provides the following success stories from past engagements with our community teams. In Billings, Montana, we conducted a study of dispatch, police, fire, and EMS services. The police report, which contained a substantial number of recommendations, was adopted by the City Council, funded, and we just completed an update as well as a strategic plan for policing into the future.

1. In Maricopa County, we worked with the county, judges, courts, and several parties to assist them with compliance with Consent Decree Orders. The court accepted the report and recommendations with a great amount of additional effort by all of the parties.
2. In Ottawa County, our data team created algorithms to analyze the amount of time that units had no supervision. This led to an addition of one rank and demonstrated the importance to the County of having sufficient supervision.
3. CPSM was engaged to look at the after impact of the Parkland, Florida school shooting. Our recommendations allowed the city to confidently continue working with the Sheriff's Department as well as providing a roadmap for the new sheriff to initiate so that a similar situation will not occur. The interviews were extremely stressful on our team as well as the other service teams.
4. Sugar Land, TX has retained CPSM several times to assist with managing overtime as well as creating a sustainable framework for a very fast-growing community. We have now performed work with our Sugar Land team in dispatch, police, fire, and EMS.

On the attached thumb drive, we include the project in Eagle. Many of our reports can be found on our website at: [Our Work - Optimizing Public Safety Services - CPSM](#)

SECTION 7: PROPOSED FEES

The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

CPSM proposes to complete the comprehensive review and operational analysis of the police department for \$73,712, exclusive of travel. We anticipate the need for at least five in-person trips to the city and these would be billed at cost with no administrative mark-up. One of the trips would be a final in-person report to our Hayden Team by two team members. CPSM would cap the travel at a not to exceed price of \$10,000.

At this time, we anticipate the survey would be set up by our team that is based in Arizona and monitored from their location with no travel necessary.

Each phase of the project would be billed in three installments: 40% upon contract signing; 40% with delivery of draft data report and 20% with the delivery of the draft final report.

Because of the possibility of Covid or weather restrictions, CPSM will bill travel expenses at actual cost with no overhead or administrative fees applied. Should travel be restricted, CPSM has found work can be done using web-based platforms if necessary, but that charrettes and focus groups lose some of the robust participation developed through in-person interaction.

Deliverables

Key deliverables from the level of service study are:

1. Measure and report to the City the current/existing/actual (2024-2025) Level of Service considering staffing, call volumes, and the current KCSO contract. This will include evaluation of the current contract as part of the FY 24-25 budget.
2. Utilizing current and historical KCSO data, staffing levels, and the CPSM's model – what should the City of Hayden Police LOS in 2024-2025 be? What adjustments are recommended?
3. Utilizing the City of Hayden and Population projections and current historical calls for service, what is the recommendation for staffing and contracting with the KCSO for the next 5-7 years?
4. Utilizing previous contracts and future needs, what should the city anticipate for staffing and service delivery needs in future years? What percentage of the City's budget should be anticipated for the KCSO contract? Do cost saving measures exist? What changes in the contract should be considered if funding is not able to keep pace with demand/growth? What are the ramifications to the community of cost saving measures or modified contracts?
5. Providing a geographic/spatial evaluation of the City of Hayden looking at demand.
6. An understanding of other services received by Hayden such as K-9, drone, crisis negotiation teams, crime intervention teams, criminal investigations, critical incident task forces, etc.

Draft reports will be provided for department review in electronic format.

To be ecologically friendly, CPSM will deliver the final report in computer readable material either by email, CD or both. The final reports will incorporate the operational findings as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies is requested, which will be invoiced at cost.

Should the local government desire an **in-person presentation of findings**, CPSM will assign staff for such meetings at a cost of \$2,500 per day/per person plus travel expenses.

CONCLUSION

Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, Center for Public Safety Management, LLC acts as a trusted advisor, assisting local governments in an objective manner. CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

For copies of reports (as released by clients) and testimonials of our work, please visit the QR code that will take you to our webpage at www.cpsm.us



COMPREHENSIVE POLICE ANALYSIS & STAFFING STUDY

PEACHTREE CORNERS, GEORGIA



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ICMA

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International City/County Management Association

THE ASSOCIATION & THE COMPANY

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

The International City/County Management Association (ICMA) is a 109-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website, www.icma.org, publications, research, professional development, and membership.

CENTER FOR PUBLIC SAFETY MANAGEMENT (CPSM)

The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify industry best practices.

We have conducted more than 400 such studies in 46 states and provinces and more than 275 communities ranging in population size 3,300 (Lewes, DE) to 800,000 (Indianapolis, IN).

Thomas Wieczorek is the Director of the Center for Public Safety Management.
Dr. Dov Chelst is the Director of Quantitative Analysis.

CENTER FOR PUBLIC SAFETY MANAGEMENT PROJECT CONTRIBUTORS

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Dennis Kouba, Senior Editor

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to provide the City of Peachtree Corners, Georgia, with projected annual operational costs of operating its own municipal police department. While our analysis covered all aspects of a department's operations, particular areas of focus of this study included identifying appropriate staffing for a proposed department based on the workload, community demographics, and crime levels. The structure provided is believed to be the most efficient for managerial and operational oversight.

We analyzed the community's law enforcement workload using operations research methodology and industry-accepted staffing and deployment levels metrics. We reviewed other performance indicators that enabled us to understand the implications of the service demands on the proposed staffing. Our study involved data collection, interviews with key operational and administrative personnel from both Gwinnett County and Peachtree Corners, on-site observations of the policing environment, data analysis, the development of alternatives and recommendations, and engagement with key city stakeholders. We also engaged several neighboring jurisdictions to understand the regional partnerships and how policing is delivered throughout the area.

Based upon CPSM's detailed assessment of the Peachtree Corners community and policing dynamics, we believe that the community is well-positioned to pursue efforts to operate its own police department. However, we caution that the operational capabilities of a reasonably staffed police force for the community will not include as many specialized units (e.g. SWAT, narcotics, aviation, etc.) as the community's current provider of police services (Gwinnett County Police Department). Throughout this report, we will strive to allow the reader to look inside a proposed department to understand the strengths and challenges associated with operating a modern police force. We sincerely hope that all parties constructively utilize the information contained herein to make the best decisions for the community.

It is our understanding that current police services are funded through a special police millage rate paid to the county by property owners within the City of Peachtree Corners. That millage rate funds GCPD directly, versus Peachtree Corners paying GCPD for services through a law enforcement services contract. This arrangement creates a different customer-client relationship than we have normally observed in communities served through a contract relationship.

Although our consultants were aware of the amount generated by the millage rate—approximately \$11 million—and which funds current policing services, we did not go about this project with the mindset of creating a police force that could operate within that figure. Rather, we built a proposed agency based on workload and what we would normally see in a similar community to provide an appropriate level of service for the policing demands created in the community. Additionally, many of our budget estimates provided in this report are likely higher for a number of reasons outlined later. For those reasons, our overall cost estimate for the operation of a stand-alone department is higher than the current amount collected. However, we caution that many of the line-item estimates could be reduced significantly based on managerial decisions associated with employee compensation and benefits and fleet and equipment management.

In closing, we would like to express our appreciation to Peachtree Corners City Manager Brian Johnson and his staff, as well as Peachtree Corners City Marshal Edward Restrepo and his staff, for their assistance in this project.

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous data sources to support our conclusions and recommendations for the proposed Peachtree Corners Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous internal information sources. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the Gwinnett County PD's computer-aided dispatch (CAD) system for information on calls for service (CFS).

All data, analysis, and recommendations, especially for patrol operations, are based upon CPSM's examination of 17,840 CAD events during the period of January 1, 2023, through December 31, 2023, received via public records request from the Gwinnett County Police Department.

Interviews

This study relied extensively on intensive interviews with key personnel from surrounding police agencies, including the Gwinnett County Police Department and representatives from Peachtree Corners. Remote (Zoom meetings), on-site, and in-person interviews were conducted with people throughout the city and the surrounding area.

Document Review

CPSM consultants were furnished with numerous reports and summary documents from various sources. Information on local personnel staffing, deployment, monthly reports, annual reports, and performance statistics were all reviewed by project team staff. Follow-up emails and phone calls were used to clarify information as needed.

On-Site Observations

CPSM consultants traveled to the City of Peachtree Corners to best understand the community, geography, and policing dynamics that would impact a new agency in the region. During the evaluation period, numerous observations were conducted.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is also the case in this study. This report will discuss the existing patrol workload, operational and safety considerations, and other factors to consider in establishing appropriate staffing levels. Staffing recommendations are based on our comprehensive evaluation of all relevant factors.

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SECTION 3. COMMUNITY OVERVIEW

Peachtree Corners is a city in north-central Georgia. It is northeast of Atlanta, within Gwinnett County, and part of the greater Atlanta Metropolitan area. Peachtree Corners is a planned community bordered by the Chattahoochee River and the cities of Johns Creek, Berkeley Lake, Duluth, Norcross, Doraville, Dunwoody, Sandy Springs, and Roswell.

Peachtree Corners was incorporated in 2012 and thus became Gwinnett County's largest municipality. It is also located on the edge of Gwinnett County, bordering Fulton and DeKalb Counties. There is a very robust business community within the city, particularly in the technology, healthcare, logistics, and engineering sectors.

The following table offers a demographic profile of the city as provided by U.S. Census information and also compares that profile to the State of Georgia and the nation as a whole.

TABLE 3-1: Demographic Profile of the City of Peachtree Corners

	Peachtree Corners	Georgia	United States
Population (Est. 2023)	42,261	11,029,227	334,914,895
White Alone	49.6%	58.7%	75.3%
Black or African American	24.3%	33.2%	13.7%
American Indian	1.0%	0.6%	1.3%
Asian Alone	8.3%	4.9%	6.4%
Two or More Races	7.1%	2.5%	3.1%
Hispanic or Latino	16.6%	11.1%	19.5%
White – Not Hispanic	46.6%	49.6%	58.4%
Foreign Born Persons	18.3%	10.4%	13.7%
Owner Occupied Housing	50.7%	65.0%	64.8%
Housing – Med. Value	\$444,000	\$245,900	\$281,900
Housing – Med. Mo. Rent	\$1,471	\$1,221	\$1,268
Bachelor's Degree or Higher	50.9%	33.6%	34.3%
Med. Household Income	\$74,716	\$71,335	\$75,149
Per Capita Income	\$48,523	\$37,836	\$41,261
Population Per Square Mile	2,623	185.6	93.8

Peachtree Corners operates under a Council-Manager form of government. The city has a limited number of full-time salaried employees, since many services are or have been provided on a contract basis. Police and fire services are provided through Gwinnett County, although the city does have three members of a Marshal's office, all of whom are certified police officers in the State of Georgia.

Crime Rates

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Gwinnett County Public Open Records Center. The tables and figures include the most recent information that is publicly available. This includes crime reports for 2017 through 2023.

Note that crime rates in the tables and figures that follow are expressed as incidents per 100,000 population, which is often referred to as the indexed rate. This indexed rate allows for comparison between and among jurisdictions.

The following table compares Peachtree Corners' crime rates to other jurisdictions in Georgia. Table 3-3 compares the city's crime rates (per 100,000) to the state's and the nation's rates. In 2023, the overall crime rate in Peachtree Corners was somewhat less than the State of Georgia's. The violent crime rate in the city was much lower than the rate in both the state and nation.

TABLE 3-2: Reported Crime Rates in 2021 and 2022, by City (TITLE & TABLE UPDATED)

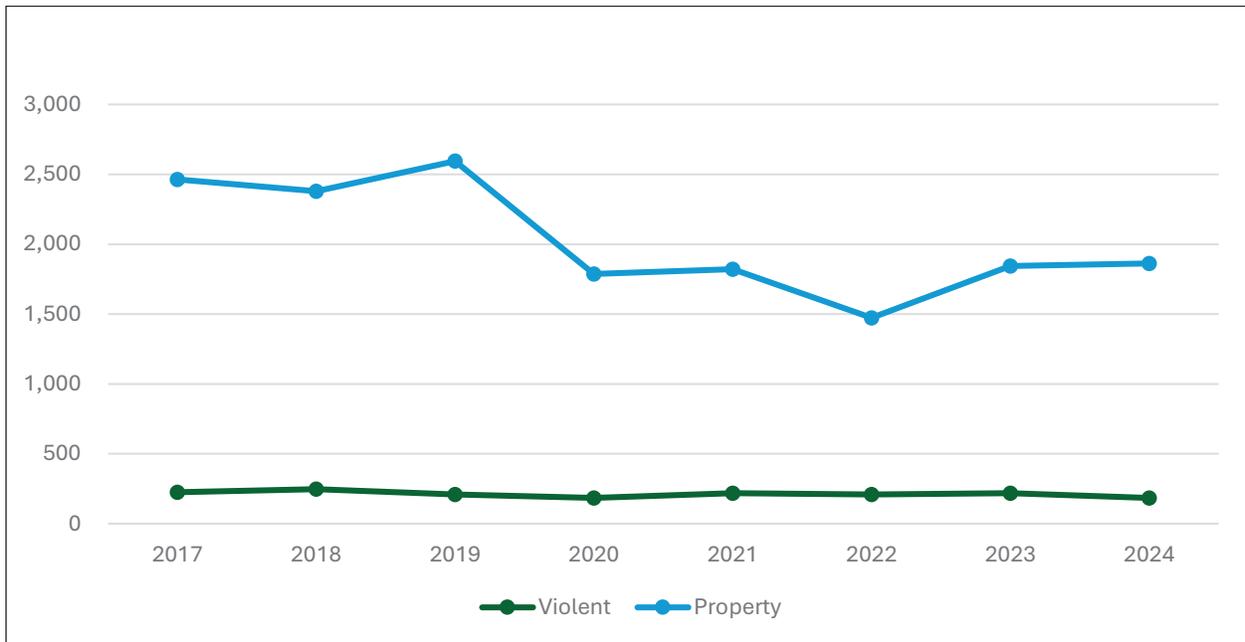
Municipality	State	2022				2023			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Berkeley Lake	GA	2,041	0	882	882	2,029	99	1,134	1,232
Buford	GA	15,306	261	3,221	3,482	15,382	143	2,002	2,145
Dacula	GA	7,465	54	1,554	1,608	7,650	248	941	1,190
Grayson	GA	4,747	169	1,116	1,285	4,975	40	804	844
Sugar Hill	GA	25,424	43	798	842	25,889	73	780	854
Braselton	GA	15,203	20	973	993	15,522	39	960	999
Duluth	GA	31,836	123	1,222	1,344	32,116	153	1,245	1,398
Lawrenceville	GA	30,618	372	1,956	2,329	30,605	281	2,179	2,460
Lilburn	GA	15,823	240	2,193	2,433	16,302	147	2,478	2,625
Loganville	GA	15,250	243	1,489	1,731	15,779	114	1,312	1,426
Norcross	GA	17,731	496	3,480	3,976	17,789	371	3,075	3,446
Snellville	GA	20,988	181	2,235	2,416	22,779	180	2,265	2,445
Suwanee	GA	22,517	183	1,611	1,794	22,913	703	3,195	3,897
Peachtree Corners	GA	42,147	209	1,473	1,682	42,184	218	1,844	2,062
Georgia		10,839,742	364	1,643	2,007	11,029,227	352	1,823	2,175
National		332,403,650	380	1,954	2,334	334,914,895	364	1,917	2,281

Note: *We used national crime and clearance rates estimated in the FBI's report [The Transition to the National Incident-Based Reporting System \(NIBRS\): A Comparison of 2020 and 2021 NIBRS Estimates](#).

The following figure shows trend in crime rates in Peachtree Corners from 2017 to 2024. The top line (blue) represents property crime; the bottom line (green) shows violent crime. The property crime rate had been trending down for a number of years until 2023 when it rose about 25 percent. The violent crime trend line has remained mostly static during the period, although it is down from 2017.

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FIGURE 3-1: Reported Peachtree Corners Violent and Property Crime Rates, by Year



The following figure shows the overall crime rate in Peachtree Corners in relation to the State of Georgia. In 2023, the city's and the state's overall crime rates were similar.

FIGURE 3-2: Reported City and State Crime Rates, by Year

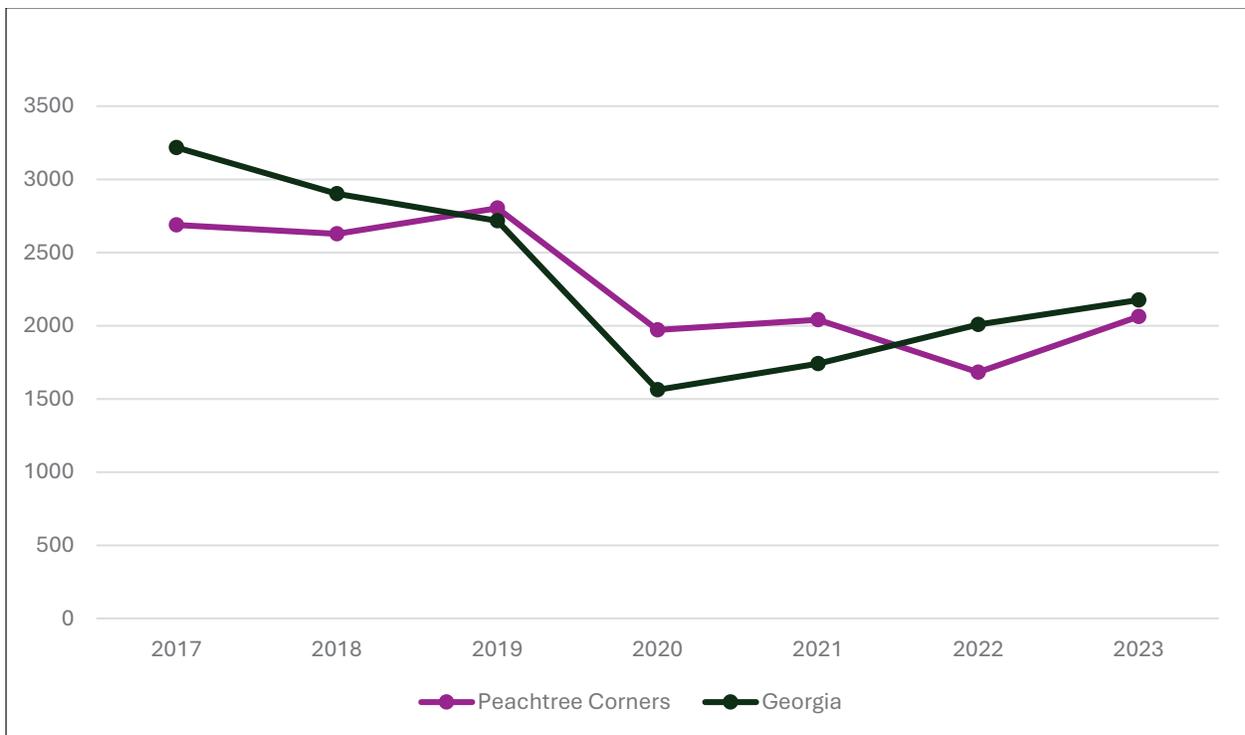


TABLE 3-3: Reported Peachtree Corners, Georgia, and National Crime Rates, by Year

Year	Peachtree Corners			Georgia			National			
	Population	Violent Property	Total	Population	Violent Property	Total	Population	Violent Property	Total	
2017	41,994	225	2,463	10,429,379	357	2,860	325,719,178	377	2,361	2,738
2018	42,101	247	2,380	10,519,475	327	2,574	327,167,434	371	2,245	2,616
2019	42,207	208	2,594	10,617,423	341	2,376	328,239,355	364	2,132	2,497
2020	42,243	185	1,787	10,710,017	261	1,301	329,484,123	386	1,967	2,353
2021	42,065	219	1,821	10,799,566	316	1,425	331,894,354	361	1,793	2,154
2022	42,147	209	1,473	10,839,742	364	1,643	333,287,557	377	1,974	2,351
2023	42,184	218	1,844	11,029,227	352	1,823	334,914,895	364	1,917	2,281
2024	42,221	185	1,862	2,046			NA			

TABLE 3-4: Reported Gwinnett County PD, Georgia, and National Crime Clearance Rates, 2023

Crime	Gwinnett County PD			Georgia			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	30	8	27%	700	364	52%	20,703	11,822	57%
Rape	336	32	10%	3,107	634	20%	198,687	53,118	27%
Robbery	360	48	13%	4,079	802	20%	214,935	59,473	28%
Aggravated Assault	1,767	644	36%	25,644	8,485	33%	845,782	390,525	46%
Burglary	1,421	67	5%	21,199	1,995	9%	796,483	114,725	14%
Larceny	7,982	464	6%	128,164	16,415	13%	4,254,880	639,552	15%
Vehicle Theft	1,204	52	4%	24,506	1,788	7%	1,031,839	85,045	8%

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SECTION 4. LAW ENFORCEMENT SERVICES IN GWINNETT COUNTY

The CPSM team sought to understand the dynamics of law enforcement in Peachtree Corners and its surrounding area in order to be able to offer valuable and relevant recommendations to city leadership on whether to establish a city police department. Following are profiles of law enforcement in Gwinnett County and each of the 16 local jurisdictions in the county. These profiles can offer context to Peachtree Corners' situation.

GWINNETT COUNTY OVERVIEW

Gwinnett County is located in the Greater Atlanta Metropolitan Area and is one of Georgia's fastest-growing counties, with a population approaching 1 million residents. It operates under a commission-manager form of government, with an elected five-member Board of Commissioners that sets policies and priorities. The county manager and department heads are appointed positions responsible to oversee daily operations. Gwinnett County has an annual budget of approximately \$2.5 billion, with nearly 5,000 employees providing government services such as public works, education, transportation, recreation, and fire and public safety.

The county is known for its diversity, with a substantial international population and a variety of cultural influences dating back to its founding in 1818. There are sixteen independent municipalities in the county. These are Auburn, Braselton, Buford, Dacula, Duluth, Grayson, Lawrenceville, Lilburn, Loganville, Norcross, Peachtree Corners, Rest Haven, Snellville, Sugar Hill, and Suwanee. Additionally, there are vast unincorporated areas served by Gwinnett County public agencies; these areas cover approximately 75 percent of the county. The county's proximity to the City of Atlanta and the Hartsfield-Jackson International Airport makes it a key stakeholder in the region's growth and development.

LAW ENFORCEMENT SERVICES IN GWINNETT COUNTY

Gwinnett County Police Department

The Gwinnett County Police Department (GCPD) is the largest law enforcement agency in the county, staffed with more than 800 sworn officers and 300 professional employees. The GCPD's service area of 437 square miles is configured into five precincts, namely Central, East, North, South, and West.

According to the Gwinnett County Police Department's published documents and mission statement, its mission is to maintain a safe community through collaboration with its citizens and continuous improvements in public safety initiatives. Being the largest law enforcement agency in the county, the GCPD provides a variety of specialized services throughout the region, including but not limited to a Tier I SWAT Team, canine (K-9) services, crime analysis, specialized and general criminal investigations, air support, and other law enforcement support services often not available in smaller departments. The GCPD also maintains proactive community policing and outreach programs such as neighborhood watch, volunteer services, and youth outreach. The department continues to adapt to the needs of the community with ongoing developments in areas such as technology integration, traffic safety, and mental health crisis

response. Its ongoing efforts to improve transparency and partnership make the GCPD a valuable partner to Peachtree Corners.

Auburn Police Department

The Auburn Police Department serves a small but growing city that spans approximately 6.5 square miles with a population of about 8,000 residents. Located in the northeast portion of Gwinnett County, Auburn is a close-knit community that values personal relationships in its public safety and collaboration between its citizens and law enforcement. The department operates with a small but dedicated force of 15 sworn officers and several volunteer and non-sworn staff, ensuring a strong local presence throughout the city. The Auburn Police Department prioritizes community policing, with its focus on crime prevention, traffic safety, and emergency response. Like so many small-town departments in Georgia, officers work closely with residents through local involvement in neighborhood watch and business safety programs to foster a sense of shared responsibility for public safety.

Braselton Police Department

The Braselton Police Department serves the Town of Braselton, which is unique in that it spans a total of about 13 square miles in parts of four counties, including Gwinnett. With a population of approximately 13,000 residents, Braselton has experienced steady growth due to its proximity to major highways and its appeal as a suburban community. The police department's normal staffing is 25 sworn officers, with a handful of volunteer and paid support staff. The Braselton Police Department focuses on providing community-centered law enforcement services, emphasizing traffic control and crime prevention due to the town's proximity to key transit routes. The town is experiencing a mix of commercial development and residential growth. The department is committed to addressing the evolving safety needs of the town while ensuring high standards of service and transparency.

City of Buford

(Law enforcement services provided by local Marshals and the GCPD.)

The City of Buford covers roughly 17 square miles and has a population of approximately 17,000 residents. Located in the northern part of Gwinnett County, Buford is known for its historic charm and growth in the areas surrounding Lake Lanier. The City of Buford has its own Marshal's Department with a few sworn and code enforcement officers to address quality of life and code violations. However, the City of Buford relies on the GCPD for most of its broader law enforcement services. This includes maintaining a visible presence through patrols, traffic enforcement, and crime prevention initiatives. Buford's proximity to major commercial and recreational hubs increases the importance of managing both routine and seasonal demands, such as large tourist influxes near Lake Lanier. In order to have a direct impact and responsiveness to local residents, the local Marshal and city liaison participate in various community outreach programs aiming to work with Gwinnett County Police Department to build trust with residents and maintain Buford's reputation as a safe, welcoming city for both visitors and long-term residents.

City of Dacula

(Law enforcement services provided by the GCPD and two City Marshals.)

The City of Dacula covers an area of approximately five square miles and has a population of around 6,500 residents. Located in the eastern part of Gwinnett County, Dacula is a tight-knit community known for maintaining its small-town charm. Dacula relies on the Gwinnett County Police Department for its law enforcement services, while also assigning a few city staff to liaison

with the police department to personalize its delivery and remain responsive to local residents. City leadership also meets with Gwinnett County Police command staff to express local priorities to maintain a strong presence through regular patrols and traffic safety enforcement on its main highways, which is especially important given the town's proximity to larger suburban areas. Dacula's entire city workforce is dedicated to fostering close relationships with residents through various outreach efforts and maintaining the peaceful, secure environment that the community values.

Duluth Police Department

The City of Duluth spans about 10 square miles and has a population of roughly 31,000 residents. As a vibrant suburban city in the northern part of Gwinnett County, Duluth is known for its strong business community and thriving downtown area. The Duluth Police Department consists of around 60 sworn officers, supported by a team of professional staff and volunteers who work across various divisions including patrol, criminal investigations, and traffic enforcement. The Duluth Police Department is focused on maintaining public safety while fostering positive relationships with the community. Officers are active in neighborhood patrols, community policing initiatives, and crime prevention efforts, with a strong emphasis on traffic management due to the city's busy commercial districts. Duluth features its Citizens Police Academy on public websites and literature, and proudly strives to enhance safety and trust through community outreach and involvement.

Grayson Police Department

(Law enforcement services by GCPD)

The City of Grayson is a small but steadily growing area, covering about 2.5 square miles and is home to approximately 4,700 residents. Located in the southeast of Gwinnett County, Grayson offers a suburban, family-friendly environment. The policing services are provided by Gwinnett County Police Department, which is focused on community policing and collaborative relationships with residents. Regular patrols and proactive policing initiatives help to keep crime rates low, while the assigned officers' connections with residents and businesses foster trust and transparency. For local events and outreach programs, Gwinnett County Police Department assigns a liaison to work with the team assigned to Grayson in the ongoing effort to uphold the town's reputation as a safe, peaceful place to live and work.

Lawrenceville Police Department

The Lawrenceville Police Department serves the county seat of Gwinnett, covering about 14 square miles with a population of approximately 30,000 residents. As one of the oldest cities in the county, Lawrenceville has experienced significant growth and development, requiring a well-equipped and responsive police force. The department is comprised of around 90 sworn officers, supported by civilian staff operating through several divisions including patrol, criminal investigations, and community services. The Lawrenceville Police Department focuses on a mix of traditional law enforcement and community-oriented policing. The department addresses the city's needs through traffic control, crime prevention programs, and strong partnerships with local schools and businesses. Public engagement is a key priority, with initiatives such as the Citizens Police Academy and neighborhood watch programs designed to foster trust and cooperation between the police and the residents of Lawrenceville.

Lilburn Police Department

With an area of about six square miles and a population of approximately 13,000 residents, the City of Lilburn is situated in the southwestern part of Gwinnett County. Lilburn is a diverse, family-oriented community with a rich history reflected in Old Town Lilburn. The police department

consists of around 40 sworn officers supported by civilian staff. It operates with a focus on maintaining the safety and well-being of residents through proactive law enforcement and community partnerships. The Lilburn Police Department emphasizes crime prevention, traffic enforcement, and community engagement. The department is also focused on addressing the needs of its diverse community by building trust through open communication and transparency. As Lilburn continues to grow, the police force remains committed to preserving the city's reputation as a safe, inclusive place to live. The CPSM team met with the Lilburn Chief of Police and department personnel who expressed their appreciation and support for the City of Peachtree Corners and the prospect of having another regional public safety partner in the area.

Loganville Police Department

The City of Loganville spans approximately 4.2 square miles and has a population of around 12,000 residents. Located on the border of Gwinnett and Walton counties, Loganville is a small yet rapidly growing community. The police department consists of 20 sworn officers and several civilian staff, dedicated to providing effective law enforcement and maintaining public safety. The Loganville Police Department prioritizes community-oriented policing and crime prevention. The department actively engages with residents through programs such as neighborhood watch and involvement in local community events, fostering a collaborative environment between officers and citizens. With a focus on traffic safety and response to local concerns, the Loganville Police Department aims to build trust and ensure a secure living environment as the city continues to develop.

Norcross Police Department

The City of Norcross' geographical area is 3.5 square miles, with a population of approximately 16,000 residents. Located in the northwestern part of Gwinnett County, Norcross is known for its rich history and vibrant community featuring well-preserved nineteenth-century buildings. Similar to Peachtree Corners, the City of Norcross has a large community park in the heart of the city with playgrounds, walking trails, and a pavilion for concerts and events. The department consists of around 55 sworn officers and several civilian employees who are committed to maintaining safety and enhancing the quality of life for residents. The Norcross Police Department emphasizes community policing and proactive crime prevention strategies. Officers engage with residents through various outreach programs, such as community meetings and youth initiatives, fostering strong relationships and open lines of communication. The department also focuses on traffic safety and addressing local crime trends, ensuring that Norcross remains a safe and welcoming environment for all. During conversations with command staff of Norcross Police Department, the CPSM team received positive feedback and enthusiasm for the potential for Peachtree Corners to be a partner in public safety initiatives and regional task forces.

City of Peachtree Corners

(Law enforcement services provided by local Marshal and the GCPD.)

The City of Peachtree Corners has its own Marshal's Office comprised of a few sworn and code enforcement officers to address quality of life and code violations. Currently, Peachtree Corners relies on the Gwinnett County Police Department for most of its broader law enforcement services. (A review of GCPD response times and responsiveness to local priorities conducted by the CPSM team is detailed in another section of this report).

City of Rest Haven

(Law enforcement services provided by the GCPD.)

The City of Rest Haven is small, quaint town which covers about 0.5 square miles and has a population of approximately 1,000 residents. As one of the smallest municipalities in Gwinnett County, Rest Haven maintains a tight-knit community atmosphere. The city relies on the Gwinnett County Police Department for its law enforcement services. The GCPD officers assigned to patrol Rest Haven work out of the East Precinct, and also serve other smaller municipalities in the eastern and northeastern regions of the county.

Snellville Police Department

The City of Snellville spans approximately 7.6 square miles and has a population of around 20,000 residents. Located in the southeastern part of Gwinnett County, Snellville is known for its vibrant community and family-friendly atmosphere. The police department consists of approximately 40 sworn officers and several civilian staff dedicated to maintaining public safety and fostering positive community relations. The Snellville Police Department focuses on a variety of public safety initiatives, including crime prevention, traffic enforcement, and community engagement. The department emphasizes transparency and collaboration with residents through programs such as a Citizens Police Academy and neighborhood watch. By actively involving the community in safety efforts, the Snellville Police Department strives to create a secure environment where residents feel connected and engaged.

City of Sugar Hill

(Law enforcement services provided by the GCPD.)

The City of Sugar Hill is approximately 6.5 square miles in geographical size, and has a population of around 25,000 residents. Situated in the northern part of Gwinnett County, Sugar Hill is known for its scenic parks and strong community spirit. Sugar Hill relies on the Gwinnett County Police Department for its law enforcement services, which patrols the city from its West Precinct. The City of Sugar Hill assigns several local staff to serve as liaisons with the GCPD to attempt to focus their efforts on community-oriented policing and proactive crime prevention strategies. Sugar Hill makes efforts to engage residents through various outreach programs, such as community safety events and educational workshops.

Suwanee Police Department

The City of Suwanee covers approximately 7.5 square miles and has a population of around 20,000 residents. Located in the northern part of Gwinnett County, Suwanee is recognized for its family-friendly atmosphere, vibrant community events, and outdoor activities. The police department consists of about 40 sworn officers and several civilian employees, all dedicated to enhancing public safety and fostering positive relationships with residents. Similar to many areas throughout Gwinnett County, Suwanee features a vast landscape and outdoor activities, with more than 500 acres of parkland and well-known creeks and walking trails to consider for its patrol environment and capabilities.

OTHER COMPARABLE AGENCIES IN THE METRO-ATLANTA AREA

Dunwoody Police Department

The Dunwoody Police Department serves the city of Dunwoody, Georgia, which covers approximately 13 square miles and has a population of around 51,000 residents. Since its

establishment in 2009, Dunwoody has grown into a thriving community requiring a responsive and innovative police force. The department consists of approximately 60 sworn officers supported by civilian staff, operating across key divisions such as Patrol, Criminal Investigations, and Administrative Services.

The Dunwoody Police Department emphasizes a balance between traditional law enforcement and community-oriented policing to meet the city's needs. Its efforts include crime prevention, traffic enforcement, and maintaining strong relationships with local businesses, schools, and residents. Public engagement is a cornerstone of the department's mission, with programs such as the Citizens Police Academy, neighborhood and business watch, and active community outreach events fostering trust and cooperation between the police and the people of Dunwoody.

Brookhaven Police Department

The Brookhaven Police Department's jurisdiction covers approximately 12.3 square miles with a population of over 57,000 residents. Established in July 2013, the department is dedicated to enhancing the quality of life by providing professional and effective police services in partnership with the community. According to city documents online, the department is authorized for 93 full-time sworn officers, 7 part-time sworn officers, 15 full-time non-sworn staff, and 1 part-time non-sworn staff.

The Brookhaven Police Department is organized into several divisions, including Patrol Division, Criminal Investigations Division, and Support Services. The Patrol Division serves as the backbone of the department, responding to 911 calls and enforcing laws while leading community policing efforts. The Criminal Investigations Division handles crime investigations and internal affairs, while the Support Services Division encompasses units such as Community Policing, Traffic Safety, Training, and Professional Standards. More recently, the department has embraced innovative technologies, launching unmanned aerial systems (drone technology) in 2021 to provide aerial support and real-time intelligence to first responders.

Avondale Estates Police Department

The Avondale Estates Police Department (AEPD) serves a small, quaint community, covering approximately 1.1 square miles with a population of around 3,100 residents. The department is dedicated to enforcing laws, maintaining public order, and ensuring community safety. According to online city documents, the AEPD comprises 16 positions, including the Chief of Police, Deputy Chief, one sergeant, and one detective in the Criminal Investigations Division. They post four watch commanders at the rank of sergeant along with eight patrol officers in the Patrol Division to cover the various shifts.

Emphasizing both traditional law enforcement and community-oriented policing, the AEPD addresses the city's needs through crime prevention initiatives, traffic enforcement, and fostering strong partnerships with local businesses and residents. The department is committed to being effective, responsive, and equitable in its services.

Sandy Springs Police Department

The Sandy Springs Police Department (SSPD) serves the city of Sandy Springs, Georgia, covering approximately 38 square miles with a population of over 105,000 residents. Established in 2006 following the city's incorporation, the SSPD has developed into a professional and community-focused law enforcement agency. According to online documents, the department comprises 150 full-time sworn officers and 12 full-time civilian staff, organized into divisions such as Patrol, Criminal Investigations, Special Operations, and Administration.

The SSPD emphasizes a blend of traditional law enforcement and community-oriented policing to address the city's diverse needs. The Patrol Division, divided into nine beats across two districts, serves as the frontline response to calls for service. Specialized units, including the Street Crimes Unit, Traffic Unit, Narcotics and Vice Unit, and Criminal Investigations Division, support the department's mission to maintain public safety. Community engagement initiatives, such as the Citizens Police Academy and various outreach programs foster collaboration and trust between the police and residents of Sandy Springs.

Johns Creek Police Department

The Johns Creek Police Department (JCPD) serves the City of Johns Creek, Georgia, which covers approximately 32 square miles and has a population of more than 85,000 residents. Established in 2008, the JCPD is committed to maintaining a safe community through professional and effective law enforcement services. The department is authorized for 143 police officer positions, supported by civilian staff, and is organized into divisions such as Patrol, Criminal Investigations, and Administrative Services.

The JCPD emphasizes a blend of traditional law enforcement and community-oriented policing to address the city's diverse needs. Specialized units, including the K-9 Unit and participation in the North Metro SWAT team, enhance the department's capabilities in handling various incidents. Community engagement initiatives, such as the Citizens Police Academy and the PoliceView open data portal, foster transparency and collaboration between the police and residents of Johns Creek.

Stockbridge Police Department

The Stockbridge Police Department serves a population of more than 29,000 residents, covering approximately 13.8 square miles. Reestablished on July 1, 2022, after more than four decades without a municipal police force, the department is dedicated to providing professional and community-focused law enforcement services. Since its inception, the department has organized its 56 sworn officers into divisions such as Patrol, Criminal Investigations, and Administrative Services.

The Stockbridge Police Department emphasizes a proactive approach to public safety, balancing traditional law enforcement with community-oriented policing. In response to resident concerns, the department established the Crime Suppression and Traffic Unit, focusing on addressing crime hotspots and enhancing traffic safety. Community engagement initiatives, including neighborhood watch programs and public safety workshops, aim to foster collaboration and trust between the police and Stockbridge residents.

Milton Police Department

The Milton Police Department covers approximately 39 square miles, serving a population of around 41,000 residents. Established in 2006, the department is committed to providing professional and community-oriented law enforcement services. The department is organized by Patrol Division and Support Services, which also includes Criminal Investigations.

The most recent reports reflect the Patrol Division being the largest within the Milton Police Department, comprising two lieutenants, eight sergeants, 20 patrol officers, three traffic officers (including a sergeant), and four non-sworn Public Safety Ambassadors, one of whom serves as a school crossing guard. Community engagement is a cornerstone of the department's mission, with initiatives designed to foster collaboration and trust between the police and Milton residents.

SECTION 5. PROPOSED PEACHTREE CORNERS POLICE DEPARTMENT

OVERVIEW AND ADMINISTRATIVE STRUCTURE

This section of the report is intended to provide the Peachtree Corners community with a realistic representation of what would be required to operate a police force if it chooses to move away from the current model of police services provided by the Gwinnett County Police Department. Although there are several models and variations of how to structure a modern police force, the following description is based on CPSM's experience in evaluating effective and efficient police departments nationwide. We hope to provide the reader with a clear idea of what is required to provide effective law enforcement services based on the known police workload that currently exists within the community.

Police organizations traditionally have a rank-and-file structure that is paramilitary in nature. This is by design as this model provides effective oversight of critical police functions and employee accountability. Unlike traditional business structures that may strive to be as "flat" as possible with the fewest possible layers between managerial oversight and line-level employees, police organizations traditionally have layers of supervisory and managerial positions to ensure an effective span of control. Naturally, large organizations will have more employees and, therefore, have more management positions, while smaller departments have fewer management positions based on less complex operations.

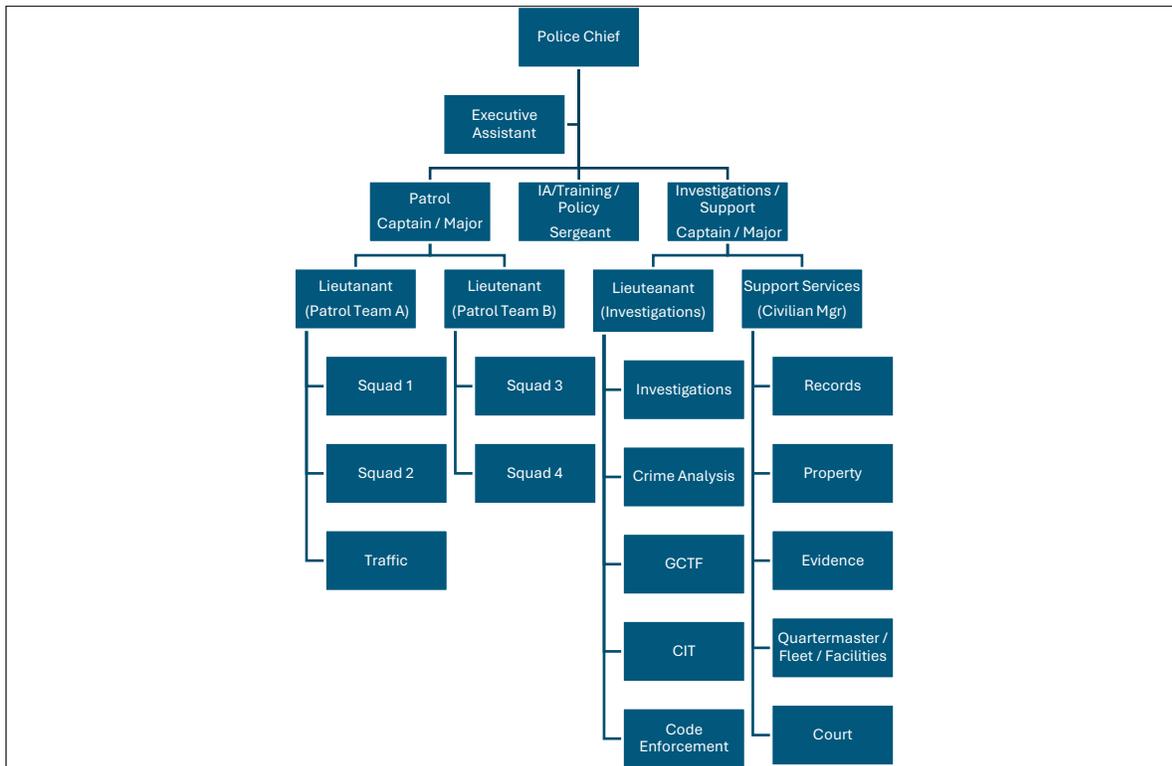
Within this section of the report we will outline the department's prospective units and their areas of responsibility. Considering all police functions built into the model, we have prepared an organizational chart outlining the leadership and managerial span of control. Within this model, a police chief leads the agency with two upper management positions, each leading a division (Patrol and Investigations/Services). Additionally, there is an Internal Affairs/Training/Policy section that reports to the police chief, and which is led by a police sergeant.

Traditionally, management positions are equivalent to police captain roles. However, within the region, many agencies have a position titled "Major" in place of, or in addition to a captain. For the purpose of this organizational chart, we will consider the position interchangeable and ask Peachtree Corners to determine what it wants to title the position.

We will note that some similarly sized agencies have more managers than we have listed in this organizational chart. In our experience performing police organizational assessments, we often see agencies with a heavy management structure. When that top-heavy structure exists without adequate justification for some managers' positions or span of responsibility, we often make recommendations to reduce that management structure. We will caution Peachtree Corners to be careful to build an appropriate structure for accountability but not too heavy of a structure that creates unnecessary financial burdens on the community. The proposed structure shown in the following figure will provide necessary oversight with professionally trained managers while remaining efficient and financially accountable to the community.

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FIGURE 5-1: Proposed Organizational Chart, Peachtree Corners Police Department



PATROL SERVICES

Within the model proposed here, the patrol division will be led by a police captain/major who will report directly to the police chief. The division commander will be responsible for managing the entire patrol function of Peachtree Corners, including the appropriate response to service needs, staffing, scheduling, and administrative matters. The patrol division commander will be assisted by two police lieutenants who will each manage individual patrol teams. In order to understand the operational needs of the patrol workforce, it is important to understand the existing police/patrol workload that currently exists in Peachtree Corners.

CPSM engaged the Gwinnett County Police Department to gather existing workload data within the City of Peachtree Corners. Once the raw data was obtained, CPSM performed an analysis of that data to determine the necessary staffing for the patrol function in Peachtree Corners. The following data was obtained through a public records request made to the Gwinnett County Police Department. This process was not verified through the traditional discussions regarding the individual detail in the reports provided; this is because the traditional channels of communication that CPSM would have with a client on a workload assessment did not extend to the GCPD. However, in follow-up discussions with GCPD leadership and Peachtree Corners Marshal's employees, they confirmed the following data is believed to be reasonably accurate in measuring the existing and anticipated workload for Peachtree Corners.

Patrol Deployment and Workload

Uniformed patrol is considered the “backbone” of American policing. Bureau of Justice Statistics indicates that nearly all police departments in the U.S. are in the same size category as the proposed Peachtree Corners Police Department and provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical in order to have officers available to respond to calls for service and provide law enforcement services to the public.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined, the amount of discretionary time is determined, and then staffing decisions can be made consistent with a department's policing philosophy and the community's ability to fund it.

To understand the *actual workload* (the time required to complete certain activities), it is critical to review the total reported events within the context of how those events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. In this section, we will offer a number of charts and tables that outline this information.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical when determining deployment needs. This portion of the study looks at the police department's total deployed hours and compares them to the current time spent providing services.

Generally, a “Rule of 60” can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing), and the second part states that no more than 60 percent of their time should be committed to calls for service, which includes all activities that occupy an officer's time, including calls from the public, self-initiated work, and administrative tasks. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which the costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time police officers dedicate to public demands for service and administrative duties related to their jobs. *Effective patrol deployment would exist at amounts where the saturation index is less than 60 percent.*

This Rule of 60 for patrol deployment does *not* mean the remaining 40 percent of time is downtime or break time. It is a reflection of the extent to which patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls *should* be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of an emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available to undertake activities such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. The patrol officer's mindset begins to shift from one that

looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation is reached, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes “Why act proactively when my actions are only going to be interrupted by a call?” Any uncommitted time is spent waiting for the next call.

Rule of 60 – Part 1

According to the data we compiled from GCPD and the structure we developed based on our understanding of the policing environment, we have proposed a police department that consists of 55 sworn personnel. The patrol staffing recommendations include one captain, two lieutenants, four sergeants, four corporals, and 26 patrol officers for a total of 37 sworn officers. This would represent 67 percent of the sworn police force that is recommended in this report. Two additional officers are assigned to the traffic function, separate from the regular patrol workforce. If those two additional positions were included in the patrol staffing, the percentage would increase to 70 percent. The determination to include those traffic officers depends on the deployment strategy that department management enacts for those traffic officers.

This part of the “rule” is not hard-and-fast. Taken on its face, however, this part of the “rule” must be considered when examining the department’s operational elements and staffing recommendations. The recommended staffing we have proposed is well within the patrol staffing recommendations outlined in the Rule of 60.

Rule of 60 – Part 2

The second part of the “Rule of 60” examines workload and discretionary time and suggests that no more than 60 percent of patrol time should be committed to calls for service and officer-initiated activity. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the community’s service demands. The remaining 40 percent of the time is the “discretionary time” for officers to address community problems and be available for serious emergencies.

CPSM contends that patrol staffing is optimally deployed when the saturation index (SI) is just below the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and thus overburdened with CFS and workload demands. An SI of slightly less than 60 percent indicates that patrol manpower is optimally staffed. However, SI levels much lower than 60 percent indicate underutilized patrol resources.

Communities must be cautious in interpreting the SI too narrowly. One should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer’s time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60 percent.

Resource allocation decisions must be made from a policy and/or managerial perspective through which the costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time police officers dedicate to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

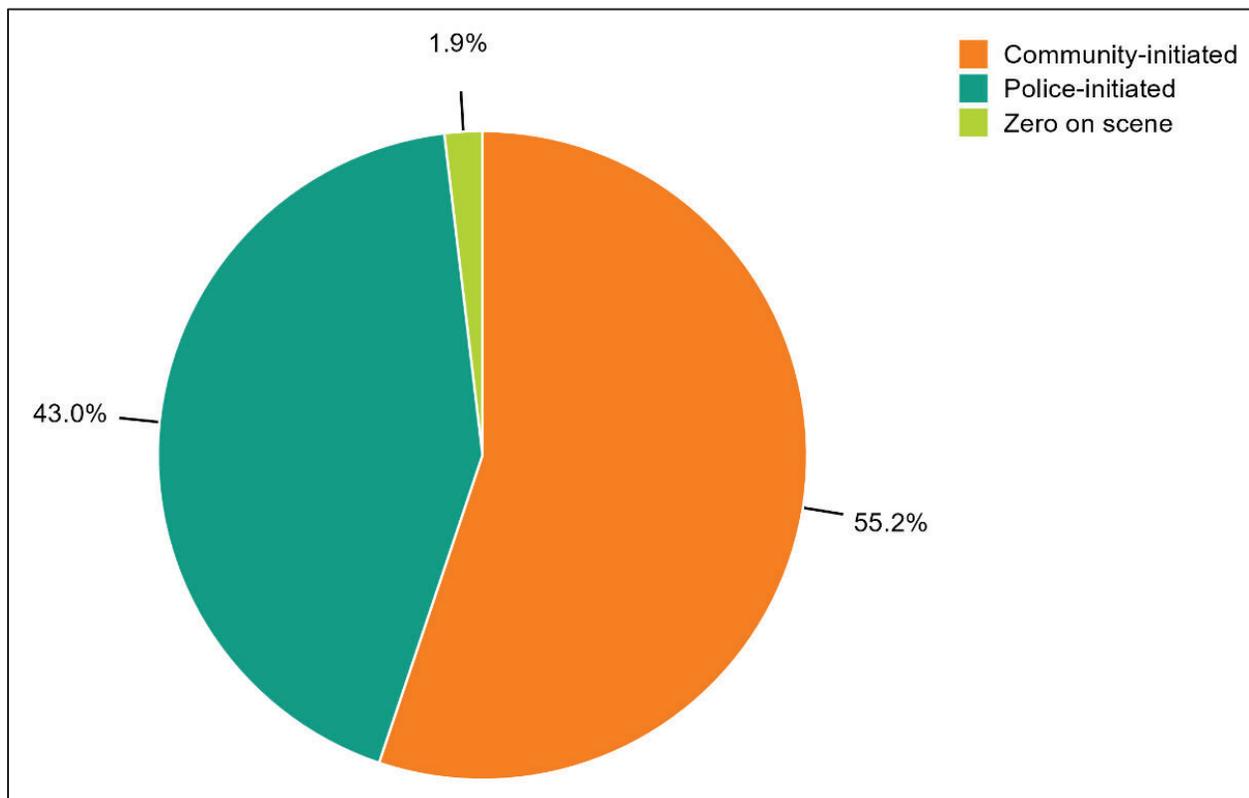
The CPSM data analysis in the second part of this report provides a rich overview of CFS provided by the Gwinnett County Police Department. The analysis here looks specifically at patrol calls for service and how to maximize personnel resources to meet the demands of calls

for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

The following figures and tables depict the workload of patrol resources of the Gwinnett County Police Department officers who serve Peachtree Corners. The data shows the service demands from January 1, 2023, through December 31, 2023. We also analyzed two eight-week sample periods. The first period is from January 4 through February 28, 2023, or winter; the second is from July 7 through August 31, 2023, or summer.

The following table and figure show the origination of the 17,840 events captured in the GCPD CAD data for Peachtree Corners. We can see that 55.2 percent of all events originated as community-initiated work, typically a 911 or regular call for service received by a dispatch center and a police officer's response. 43 percent of all events were officer-initiated or some action taken by a police officer that caused an entry into the department CAD system. The 1.9 percent of events that are denoted as "zero on the scene" indicated that there were calls in the system that had a very short duration and did not result in any measurable workload.

FIGURE 5-2: Percentage Events per Day, by Initiator



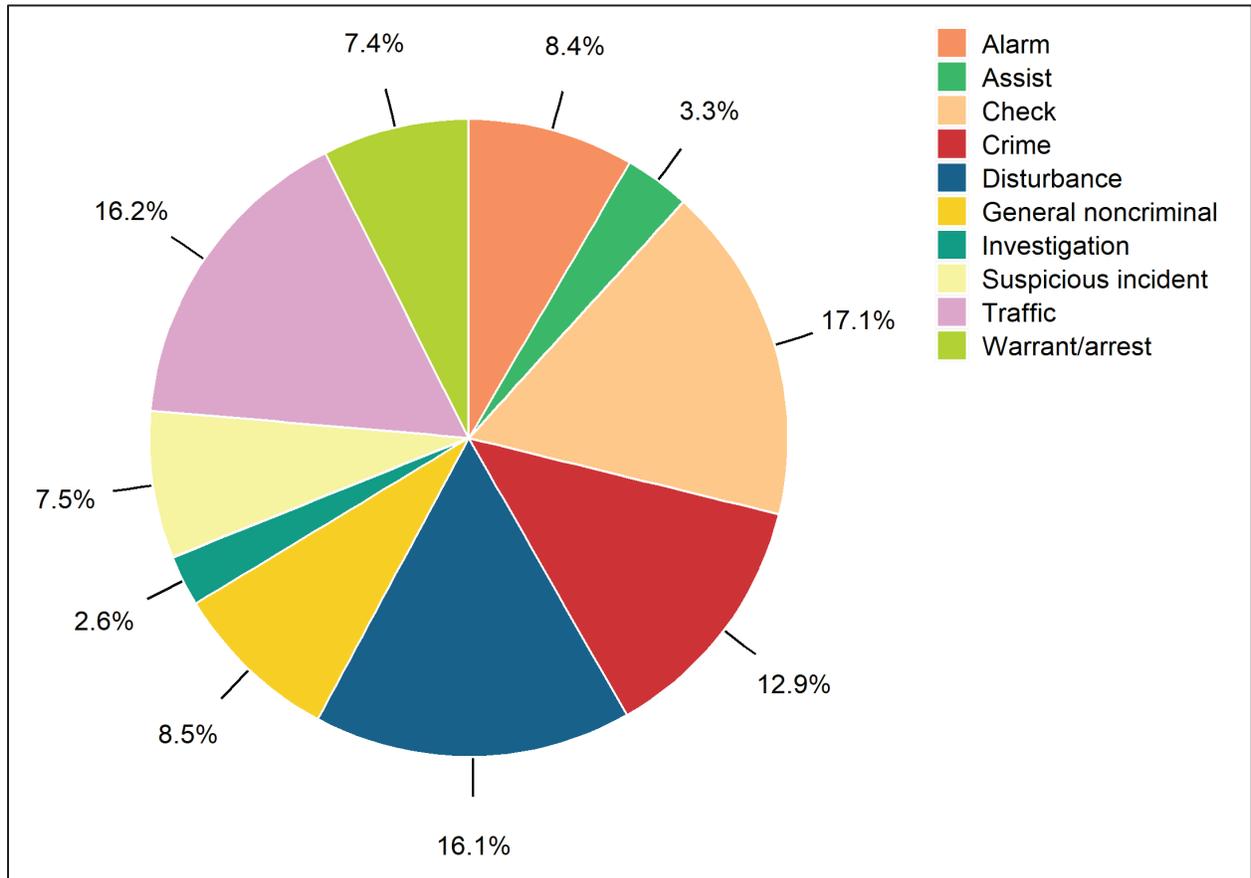
Note: Percentages are based on a total of 17,840 events.

TABLE 5-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	9,840	27.0
Police-initiated	7,664	21.0
Zero on scene	336	0.9
Total	17,840	48.9

Once the 336 zero-on-scene events are removed from the event total, we are left with 17,504 calls for service over a 12-month period in Peachtree Corners. The following figure and table show the breakdown of those calls by category.

FIGURE 5-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 9-1.

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TABLE 5-2: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	1,523	4.2
Alarm	1,472	4.0
Animal	387	1.1
Assist citizen	411	1.1
Assist other agency	170	0.5
Check	2,995	8.2
Crime against persons	358	1.0
Crime against property	1,818	5.0
Crime against society	86	0.2
Disturbance	2,812	7.7
Investigation	451	1.2
Mental health	317	0.9
Miscellaneous	782	2.1
Suspicious incident	1,309	3.6
Traffic enforcement	442	1.2
Traffic stop	872	2.4
Warrant/arrest	1,299	3.6
Total	17,504	48.0

Note: The focus here is on recorded calls rather than recorded events. We removed 336 events with zero time on scene.

Information such as this is valuable in understanding the type of police work that is common in Peachtree Corners. For instance, on average, there are 48 calls per day, including the self-initiated efforts of GCPD officers. 17 percent of those calls were classified as checks, 16 percent were traffic-related, 16 percent were disturbances, and only 13 percent of all calls were crimes.

The next table and figure show the call distribution throughout the calendar year. Overall, November had the fewest calls while May had the highest number of calls. There is a 13 percent difference in workload between the two months. February had the most officer-initiated calls, while July had the highest level of community-initiated calls.

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FIGURE 5-4: Calls per Day, by Initiator and Month

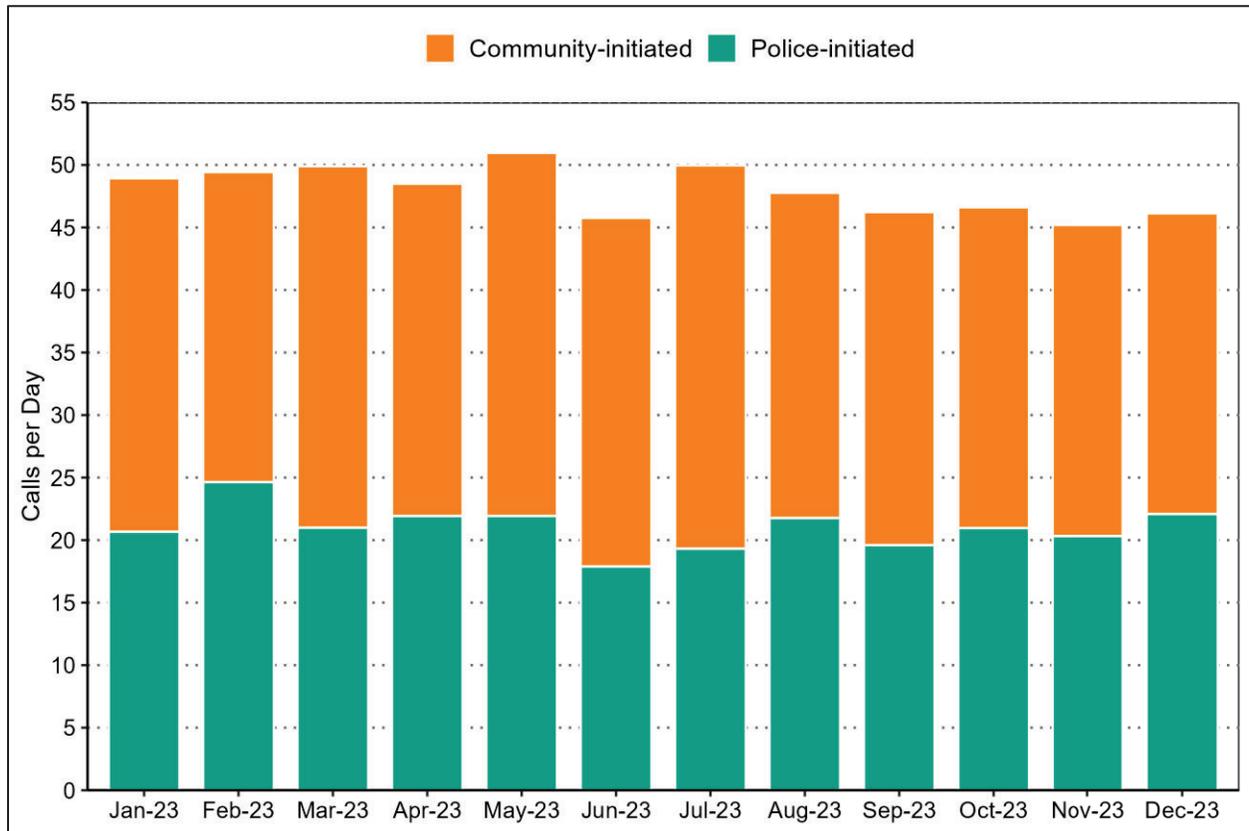


TABLE 5-3: Calls per Day, by Initiator and Month

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	28.3	24.8	28.9	26.6	29.0	27.9	30.6	26.0	26.6	25.6	24.8	24.0
Police	20.7	24.6	21.0	21.9	21.9	17.9	19.3	21.8	19.6	21.0	20.4	22.1
Total	48.9	49.4	49.9	48.5	51.0	45.8	50.0	47.8	46.2	46.6	45.2	46.1

The next table shows the average number of calls per day in each call category during each month of the year. Among the busiest categories noted above, "checks" ranged from 5.6 to 11.7 calls per day, traffic-related calls ranged from 6.8 to 9.3 calls per day, disturbance calls ranged between 6.6 and 9 calls per day, and crime-related calls ranged between 4.9 and 7.6 calls per day throughout the year.

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TABLE 5-4: Calls per Day, by Category and Month

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	4.5	3.8	4.2	4.5	4.5	3.9	3.7	4.6	4.2	4.1	3.8	4.3
Alarm	3.8	3.5	4.2	4.4	4.0	4.0	4.8	3.7	4.1	3.3	4.5	4.1
Animal	1.1	1.2	1.0	0.9	1.3	1.4	1.0	0.8	1.1	1.0	1.3	0.7
Assist citizen	1.1	1.7	1.5	1.0	0.9	1.0	1.3	1.1	1.4	0.6	0.8	1.2
Assist other agency	0.4	0.4	0.4	0.7	0.7	0.2	0.5	0.5	0.5	0.5	0.4	0.4
Check	8.4	9.3	8.5	9.5	7.2	6.0	5.6	7.6	7.9	7.9	9.3	11.4
Crime against persons	1.2	1.2	0.8	0.9	1.0	0.7	1.3	1.0	1.3	1.3	0.5	0.6
Crime against property	5.8	3.9	5.8	5.2	4.7	5.5	6.1	5.5	4.5	4.4	4.1	4.2
Crime against society	0.4	0.2	0.3	0.3	0.0	0.2	0.2	0.2	0.2	0.2	0.4	0.1
Disturbance	8.3	6.6	7.6	7.6	8.5	8.7	9.0	7.5	7.5	7.4	6.8	6.8
Investigation	1.4	1.4	1.4	1.1	1.7	1.1	1.5	1.2	0.6	1.3	1.1	1.0
Mental health	0.6	1.1	1.2	0.5	1.1	1.1	1.1	0.6	0.7	1.2	0.6	0.6
Miscellaneous	1.8	2.2	2.3	2.1	2.1	2.2	1.9	1.2	2.3	2.7	2.3	2.7
Suspicious incident	3.6	4.0	4.2	3.4	3.9	3.5	4.1	3.2	3.2	3.7	3.2	2.9
Traffic enforcement	0.8	1.2	1.5	1.3	1.4	1.3	1.3	1.4	1.3	1.1	0.9	1.1
Traffic stop	1.7	2.8	2.5	3.0	1.9	1.9	1.8	3.3	2.5	2.3	2.8	2.2
Warrant/arrest	4.1	5.0	2.3	2.0	6.1	3.2	4.8	4.3	2.9	3.6	2.4	1.9
Total	48.9	49.4	49.9	48.5	51.0	45.8	50.0	47.8	46.2	46.6	45.2	46.1

Note: Calculations were limited to calls rather than events.

The next table shows the number of police units on average that GCPD sent to select call types. For instance, all traffic collision calls (that is, accidents) resulted in 1.3 officers on average responding to that call. This indicates that GCPD is able to manage most traffic collisions with just one responding unit, while some take additional units for the additional tasks involved.

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TABLE 5-5: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.3	1,328	2.2	195
Alarm	1.5	1,352	2.4	120
Animal	1.1	359	1.1	28
Assist citizen	1.4	259	1.5	152
Assist other agency	2.1	125	2.6	45
Check	1.1	18	1.0	2,977
Crime against persons	2.0	264	5.0	94
Crime against property	1.4	1,450	2.1	368
Crime against society	2.1	56	2.6	30
Disturbance	1.9	2,452	2.7	360
Investigation	1.8	319	1.9	132
Mental health	2.2	251	2.9	66
Miscellaneous	1.5	455	1.4	327
Suspicious incident	2.1	858	2.9	451
Traffic enforcement	1.4	283	2.1	159
Traffic stop	NA	0	1.5	872
Warrant/arrest	5.1	10	1.2	1,289
Weighted Average/Total Calls	1.7	9,839	1.5	7,665

Note: The information in Table 5-5 is limited to calls and excludes all events that show zero time on scene.

Gwinnett County Police provided the following data that further breaks down calls by district. In our discussions with GCPD, we are under the impression that some of these district boundaries also encompass areas outside Peachtree Corners. We requested a map of the beat boundaries, but as of the time of this report, that map and verifiable information were not made available to our consultants. Nonetheless, we believe the data contained within the following districts are the calls within Peachtree Corners.

GCPD has six zones (or beats) encompassing all or parts of Peachtree Corners. The zones are reported as 111-113 and 122-124. Of the six zones reported on in the table and figure that follow, 123 and 124 are the busiest within the GCPD Peachtree Corners patrol area. If Peachtree Corners elects to have its own police department, the city may or may not have to utilize the same beat boundaries. Those decisions will be connected to who provides dispatch services. Ideally, a community would want patrol zones that follow natural boundaries, are similar in size, and have somewhat equal workloads for the officers assigned to those beats.

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FIGURE 5-5: Percentage Calls and Work Hours, by Zone

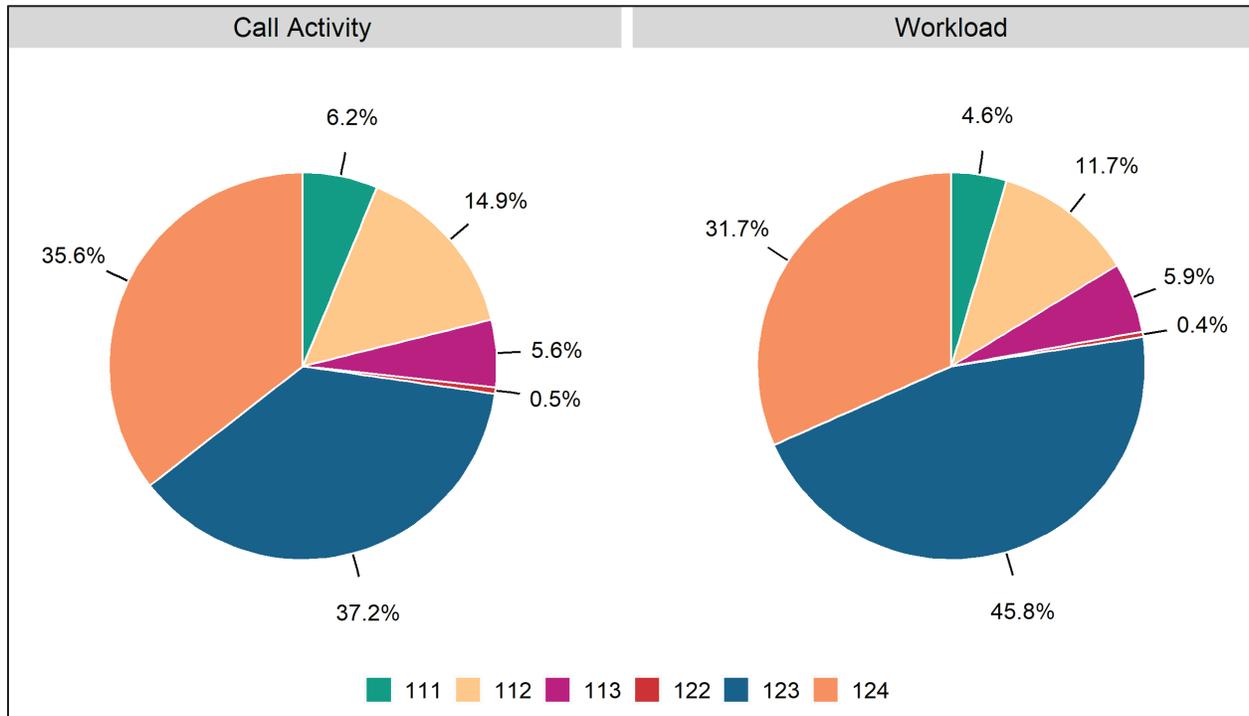


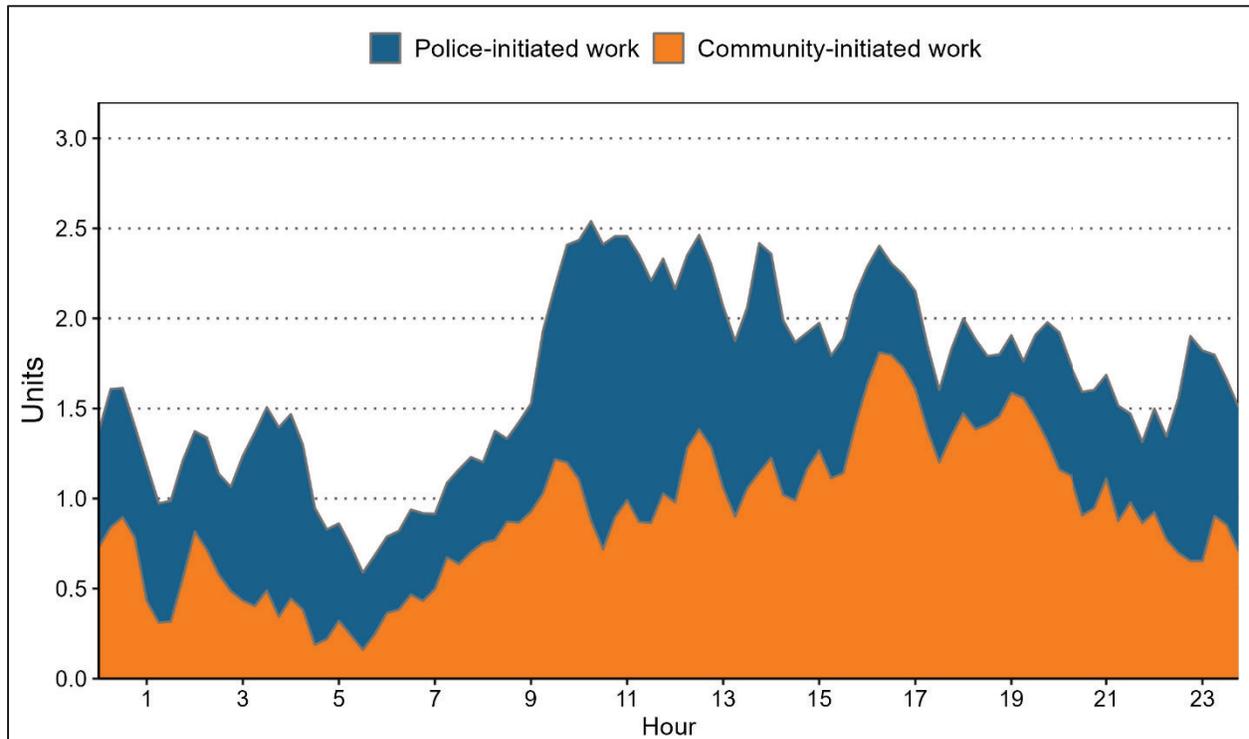
TABLE 5-6: Calls and Work Hours by Zone, per Day

Zone	Per Day	
	Calls	Work Hours
111	3.0	1.9
112	7.1	4.7
113	2.7	2.4
122	0.3	0.2
123	17.8	18.6
124	17.0	12.9
Total	48.0	40.6

The following four figures provide insight into how many officers are occupied with calls throughout the average day in Peachtree Corners. We break down this data by design based on winter versus summer and weekdays versus weekends. This is intentional, as policing challenges in many communities can be very different based on the summer/winter season and different days of the week. As such, many departments will adjust their deployment based on the time of day, day of the week, and season.

Each of the four figures will show the community-initiated workload at the bottom of the scale (orange) and the police-initiated work stacked on top (blue). The horizontal axis denotes the time of day, while the vertical axis denotes the average number of officers occupied with work during each hour of the 24-hour day.

FIGURE 5-6: All Workload, Weekdays, Winter 2023

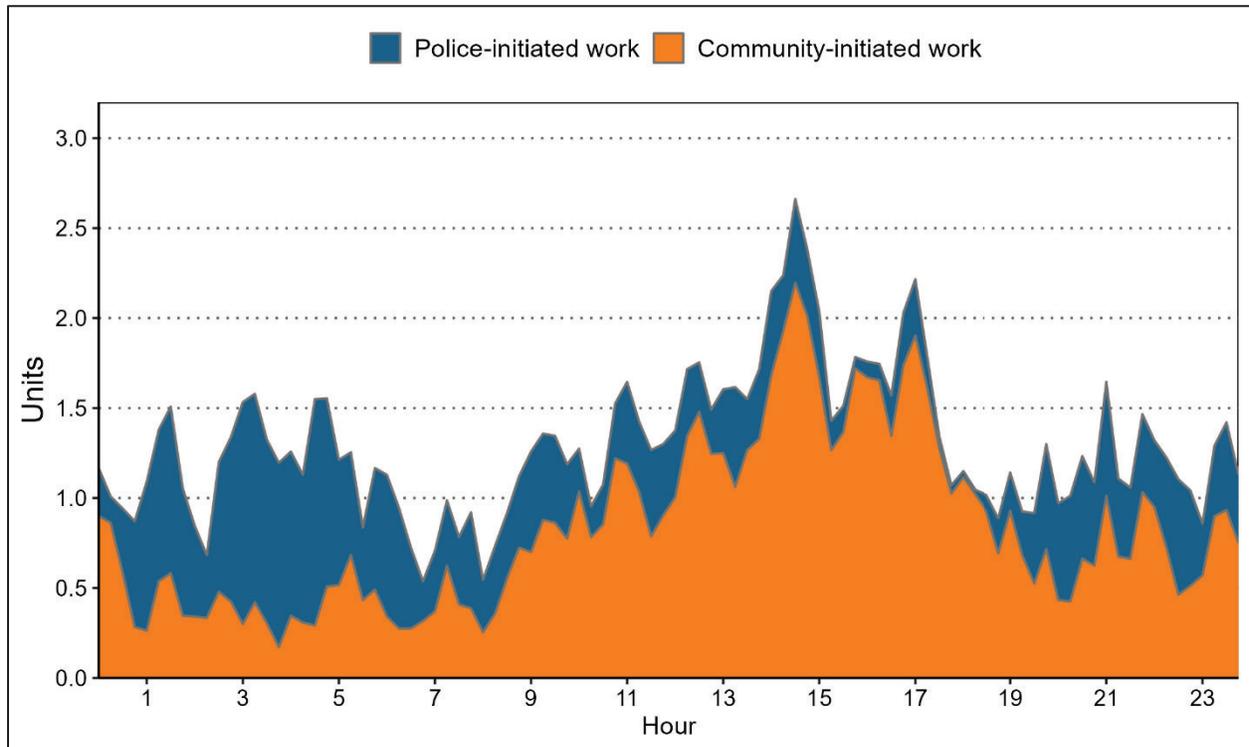


The above figure represents the workload on weekdays and throughout the winter season evaluated in this report. The low point for both community-initiated and officer-initiated work is between 5:00 a.m. and 6:00 a.m., where the two workload categories take less than one officer on average; this is indicative that very little police activity occurs during this time. In contrast, by 10:00 a.m., there is a spike in workload where, on average, 2.5 GCPD officers are busy handling calls of some type. Of those 2.5 officers, just over 1 officer is occupied with community-initiated work, while 1.5 are occupied with officer-initiated work. Community-initiated work spikes at 4:00 p.m. when nearly two officers are required to manage the community call demands.

Overall, an average of 1.7 units per hour were required to manage the community-initiated and officer-initiated workload during the week in the winter of 2023.

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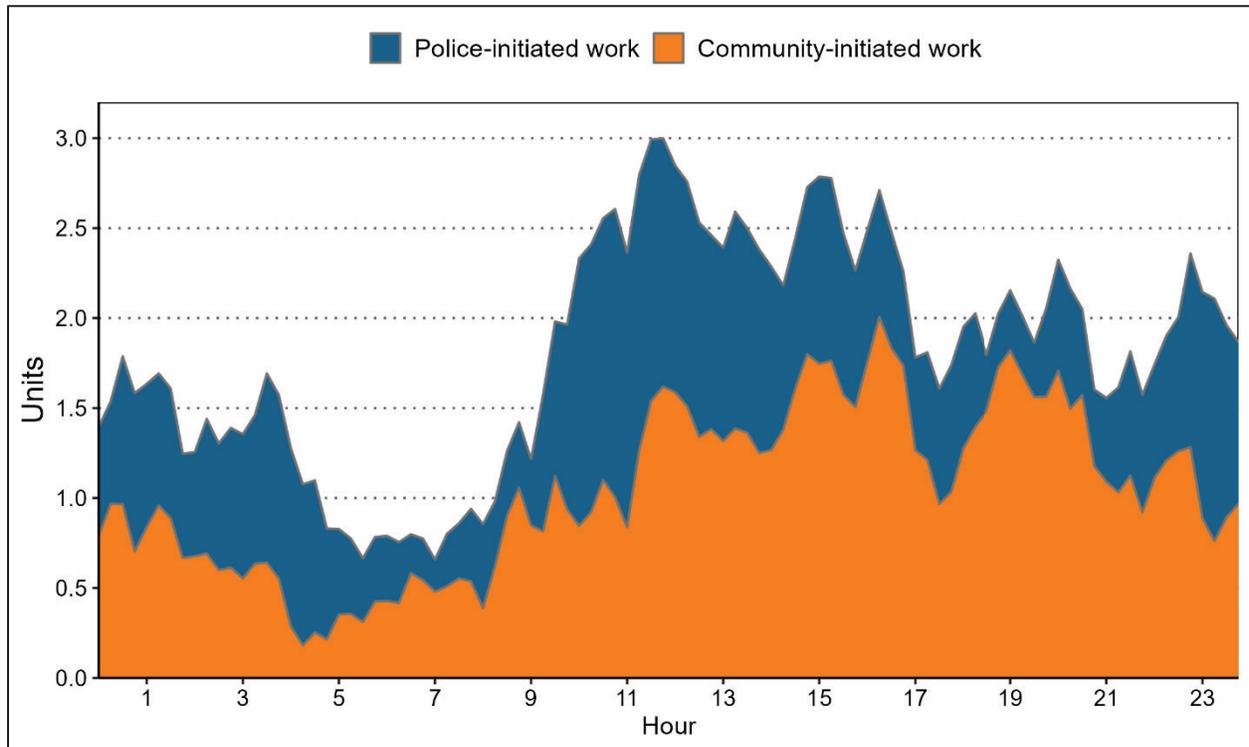
FIGURE 5-7: All Workload, Weekends, Winter 2023



The workload profile for winter weekends shown above differs from the weekday workload profile. During the weekends, most of the work was community-initiated, with far less officer-initiated work being done by GCPD police officers. The average hourly deployment required to handle the weekend winter workload was 1.3 officers.

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FIGURE 5-8: All Workload, Weekdays, Summer 2023

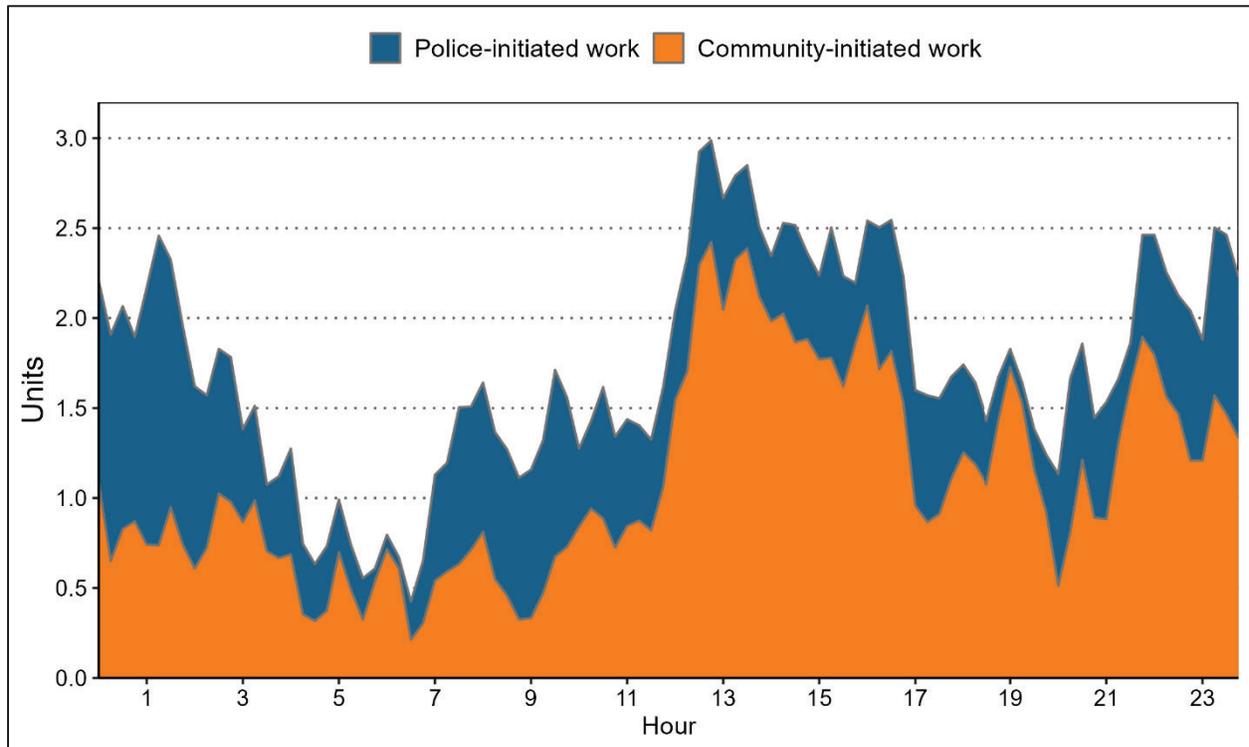


It is common in communities across the country to see an increased police workload in the summer season. As the weather warms, more people are outside enjoying what a community has to offer and with that additional activity comes more police activity in in both community and officer-initiated work.

Both the above and below figures represent the busier summer season in Peachtree Corners. On weekdays, the workload spikes at three officers per hour near noon, while on the weekend, it reaches three officers at about 1:00 p.m. The average workload is similar to the winter season at 1.8 units during the week and 1.7 units on the weekend.

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FIGURE 5-9: All Workload, Weekends, Summer 2023



Once we establish how many officers would be required to handle the existing workload, we need to evaluate a few other areas that impact both workload and staffing:

- The necessary time to account for officer administrative time.
- The additional officers that are necessary to balance workload at or below 60 percent as outlined in the “Rule of 60.”
- The relief factor that is necessary to accommodate normally scheduled officer time off.

Administrative Time

We have established that existing workload data supplied by GCPD includes officer-initiated and community-initiated workloads. What is not included in the data provided to CPSM is “administrative time” that takes place on every shift involving every patrol and supervisor position assigned to the patrol function.

Administrative time is a term being applied here to capture all other work an officer might be performing that does not fit into the previous two categories. Examples include report writing, community meetings, vehicle maintenance, meal breaks, and the like. Under a traditional workload assessment, we would be able to capture that administrative or “out-of-service” time in a police department’s CAD system. This did not occur with GCPD. However, we can provide an opinion based on experience performing other assessments that administrative time often adds approximately 20 percent of the workload to an officer’s shift. In other words, for every 10 hours an officer works, it is reasonable to assume that 2 of those hours are consumed with the administrative requirements to perform the job. We will account for this administrative time in our patrol staffing requirements.

Additional Staffing to Account for the Rule of 60

As noted earlier, it is desirable to keep the officer workload at or below 60 percent so there is discretionary time to address important community concerns or respond to emergencies in a timely manner. If all of the workload that occurs in a patrol setting (community-initiated, officer-initiated, and administrative) occupied 100 percent of the available staffing, then more officers would be necessary to reduce and spread the workload out to bring the total workload under 60 percent for the entire patrol team.

Relief Factor

Police department scheduled staffing is rarely at 100 percent. Police department employees are like any other workforce in that employees receive vacation time, require some sick time, require time off for family or personal emergencies, or have time away from their primary duties for required training or professional development. Additionally, because of the law enforcement profession's dynamic nature, it is common to have officers off because of duty-related injuries. Simple work-related injuries that may not keep a non-safety city employee away from their regular job responsibilities are likely to sideline a sworn officer from working the patrol function. For instance, an employee working in finance at city hall can likely perform their job duties in a physically compromised condition, such as wearing a knee brace or walking with crutches for a limited period of time. If a similar condition impacts a patrol officer, the city may be able to find a light-duty position for that officer, but the position on patrol is still a concern that may need to be addressed.

Agencies that do not account for a regular relief factor will often spend considerable amounts on overtime to fill patrol positions; excessive overtime not only impacts the budget but also impacts the healthy work-life balance of employees. In our experience, a 20 to 30 percent relief factor is often observed in police departments to account for proper staffing.

Note: Proper workload management, officer administrative time management, and relief factor management are all important functions that police department supervisors and managers should actively manage. The existing workload metrics provided by GCPD are assumptions that GCPD is properly supervised and managed. As with any metric, time allocation can be manipulated to make a department look busier than it actually is, and excessive overtime or time off can be attributed to workforce mismanagement. Proper supervision of officer on-duty activity ensures that officers are not spending unnecessary time handling the city's business, and the management of officer time off must be managed to keep the proper number of officers on duty at any given time.

Proposed Patrol Scheduling/Staffing for Peachtree Corners PD

Patrol scheduling will become a management decision that will need to be addressed. In our assessment, the workload profile provided by GCPD would support placing the patrol function of PCPD on a scheduling rotation that factors into 24 (that is, 8 or 12-hour shifts). However, very few agencies work 8-hour shifts in patrol, with most now opting for a 10- or 12-hour shift schedule. We have elected to build the staffing profile with a 12.5-hour rotation. This affords a one-half hour overlap of shifts, allowing one shift to brief and prepare for deployment while the other shift remains on duty until relieved. This schedule normally incurs an automatic 7.5 hours of overtime per patrol employee who works their full two-week schedule (1.5 hours of overtime per week x 2 weeks + 4.5 hours for the coverage day). The following table provides an example of an officer's two-week schedule under this plan.

TABLE 5-7: Sample Officer Schedule, Two-week Pay Period

	M	T	W	Th	F	Sa	Su	Total Hours
Week 1	12.5	12.5	12.5	OFF	OFF	OFF	OFF	37.5
Week 2	12.5	12.5	12.5	12.5	OFF	OFF	OFF	50
Total Hours Worked per Two-Week Period								87.5

Note: There are other variations of the 12-hour schedule that may require less overtime. This option was selected for this analysis because it provides overlap coverage that is sometimes lacking in a 12-hour schedule.

The proposed patrol deployment would be two teams working opposite days of the week:

- Team A – Scheduled Monday through Wednesday, plus every other Thursday.
- Team B – Scheduled Friday through Sunday, plus every other Thursday.

Each team would have two squads:

- Team A/B – Squad 1/3: Shift of 0630 to 1900 hours.
- Team A/B – Squad 2/4: Shift of 1830 to 0700 hours.

Proposed staffing on each team/squad to account for the Rule of 60, workload, administrative time, and a relief factor would be as shown in the following table.

TABLE 5-8: Proposed Patrol Staffing, by Team / Squad

	Team A		Team B	
Lieutenant	1		1	
	Squad 1	Squad 2	Squad 3	Squad 4
Sergeant	1	1	1	1
Corporal	1	1	1	1
Officer	7	6	7	6
Total	18		18	

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CRIMINAL INVESTIGATIONS DIVISION (CID)

In the organizational chart presented earlier in this report there is a police captain/major who will manage both the investigative section of the agency as well as the support services aspect of police operations. The following is a breakdown of the investigative function of the agency.

The most practical approach for staffing the CID would be to use historical data to develop workload indicators specific to the agency. This would include an analysis of crime reports to understand how many and which types require investigative follow-up, the volume of such reports, and the time required to manage them. Staffing decisions depend on several variables and procedural issues, but the basis for the calculation is to define and understand the workload involved, and then carefully determine the staff and other resources required to manage it.

During this project, CPSM reached out to the Gwinnett County Police Department for information on how many detectives were assigned to investigate crimes originating in the City of Peachtree Corners, the number of violent crimes that originated in the city and which were assigned to detectives, and the number of property crimes that originated in the city and which were assigned to detectives. In addition, CPSM requested data on the clearance rates for crimes investigated that originated in the City of Peachtree Corners. The GCPD considered CPSM's request a public records request, which was forwarded to its PRA Unit. CPSM received a response from Gwinnett County Police Department's PRA unit that the request most likely would not be able to be completed until December 2024.

Without data on criminal investigations being provided by the Gwinnett County Police Department to CPSM in a timely manner, it would be impossible to make a determination based upon analytical data on the number of detectives there should be in CID. Without having that critical data regarding criminal investigations, CPSM must rely upon information and experience of assessing law enforcement agencies with similar crime rates in a similar size city as the City of Peachtree Corners.

Almost all law enforcement agencies assign each and every crime report taken by a patrol officer to a detective, no matter what the crime involved is; however, not every case assigned to a detective has information that would allow the detective to conduct an investigation toward the solving of the crime. Cases such as those are usually closed out with a designation of "No investigative leads," meaning there was no investigative work done by a detective on the case. Those cases that have no investigative leads are usually in the property crimes category. Conversely, most crimes in the category of violent crimes almost always have some amount of workable information that would enable a detective to conduct some follow-up toward the solvability of that crime.

CID Staffing

There is no set standard for staffing for a criminal investigation division based upon the caseload because the time spent on an investigation can depend upon the type of case, the available leads, and the severity of the crime. The International Association of Chiefs of Police (IACP) indicates that a caseload for a detective between 120 and 180 cases per year is acceptable. However, other experts say that there should be one detective for every 300 Part 1 crimes per year. CPSM believes that IACP's suggested caseload numbers are the most reliable model for staffing a CID.

When considering the number of personnel that Peachtree Corners PD should have in its CID, there are factors that must be considered, such as the number of violent and property crimes the city has in any given year. As one can see in the following table, the crime rates in the City of

Peachtree Corners have increased from 2019 to 2022 (with the exception of 2020, which was an anomaly because of the COVID-19 pandemic).

TABLE 5-9: Crime Rates in Peachtree Corners, 2019–2023 (Per 100,000)

Year	Population	Violent	Property	Total
2019	43,950	208	2,594	2,803
2020	42,239	185	1,787	1,972
2021	42,142	219	1,821	2,040
2022	42,161	209	1,473	1,682
2023	42,261	218	1,844	2,062

According to the table, the violent crime rate in 2023 was 218 violent crimes, or crimes against persons, per 100,000. If that rate is translated to actual crime incidents based upon a population of 42,161, then the actual number of violent crimes for 2023 would be about 92 cases.

If the IACP formula (120 to 180 cases per year, per detective) was applied to that number of cases (92), the workload would justify having one detective being assigned to work violent crime investigations. Although the IACP formula would show that Peachtree Corners would only need one detective based upon the case load, violent crimes, especially homicides, serious physical assaults, and sexual assault cases almost always require a great deal more time to solve, file, and prepare for prosecution than do property type crimes. In most agencies studied by CPSM in cities the size of Peachtree Corners, those departments usually have in their investigation unit two detectives assigned to crimes against persons who work as partners because of the time and resources involved in the solving of the more serious crimes.

Now, with property crimes, it can be more difficult to accurately determine how many property crime cases actually require assignment to a detective for investigation. Since CPSM was unable to obtain that data from the Gwinnett County Police Department, we must base our assumptions upon a national average of solvability. Thus, in 2023, the property crime rate was 1,844 based on an indexed population of 100,000. Again, translating that crime rate to actual crime incidents gives us about 780 crimes based on a population of 42,161. On average, on a national basis, property crime cases have about a 13 percent solvability rate because they most often do not have any workable investigative leads. So, if that 13 percent solvability rate for property crimes is applied to Peachtree Corners property crime, there would be about 101 solvable property crimes on average per year. Although it appears one detective could handle the property crime caseload based upon the IACP formula and the national solvability rate, CPSM believes that two detectives working as partners would be more effective and could possibly increase the solvability rate.

Thus, CPSM recommends the staffing for the CID shown in the following table.

TABLE 5-10: Proposed Staffing for Criminal Investigations

CID Position	Number of Personnel
Lieutenant	1
Sergeant	1
Crimes Against Persons Detective (Cpl)	2
Crimes Against Property Detective (Cpl)	2
Crime Analyst (civilian)	1
Total CID Positions	7

Detective Lieutenant (Manager)

A Detective Lieutenant would be responsible for planning, directing, and coordinating all CID operations, managing personnel, developing and implementing goals, developing objectives, and developing policies and procedures for their division.

Detective Sergeant (Supervisor)

A Detective Supervisor in the CID would be critical to ensure that investigations are being conducted in accordance with federal, state, and local laws; coordinating and supervising criminal investigations; providing guidance to investigators; and ensuring that procedures are legal and in compliance with department regulations and procedures. In addition, the supervisor may maintain records and logs, prepare reports, direct the preparation and maintenance of departmental records, manage budgets, and provide guidance to and mentor detectives.

An important responsibility of the detective supervisor is to monitor an investigator's caseload, as assigning them too many cases can divert their attention and cause solvable cases to go cold. Although a detective might have only a small number of cases, those cases could require in-depth and time-consuming investigations.

Detective (Crimes against persons/Crimes against property)

A police detective's job is to investigate and solve crimes and to apprehend suspects who committed those crimes. Their responsibilities also include examining crime scenes, interviewing people, gathering evidence, writing reports, writing affidavits for search and arrest warrants, testifying in court, and performing surveillance.

Oftentimes, detectives specialize in investigating one type of crime, such as homicide, fraud, sexual assaults, or child abuse. However, this specialization is most often found in police organizations much larger than the size of Peachtree Corners. In agencies the size of Peachtree Corners, the department would not have enough personnel to assign one detective to each type of crime. CPSM would recommend that two detectives be assigned to handle crimes that occur against people, and two detectives be assigned to crimes related to property crimes. Since there would be only two detectives in each area, they would have to be generalists in those areas. For example, a detective assigned to investigate property crimes would have to be knowledgeable in the areas of burglary, fraud, auto theft, and vandalism crimes, just to name a few. While a detective assigned to the crimes against persons unit would have to be knowledgeable in how to investigate murders, assaults, sexual assaults, and child abuse crimes.

Crime Analyst

The job of a crime analyst is heavily focused on research and involves studying patterns and trends in criminal behavior. They then use the results of this research to develop crime prevention philosophies. They will also directly contribute to the identification of suspects by providing information to detectives. A crime analyst will also collect, interpret, analyze, and prepare routine to complex statistical information regarding crime trends, and make recommendations regarding operations and planning. A crime analyst can play a critical role in the solvability of cases and the forecasting of future crime trends in the community.

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SUPPORT SERVICES

The police captain/major who is responsible for the investigations division will also be responsible for the support services (or administrative services) of the agency.

Administrative support services usually include those functions or operations that are critical for a police department to operate but are not components of the other operational enforcement divisions of a department, such as patrol and investigations. The Support Services Bureau, as the name implies, provides necessary maintenance and support within the department. The bureau usually contains smaller units consisting of Communications, Records Management, Property and Evidence, Information Technology, Fleet Management, Facilities Management, Personnel (Hiring/Recruitment/Retention), Training, Budgeting, Policy, and Strategic Planning. Many, if not all, tasks handled by the Support Services Bureau can be done by personnel who are not sworn or certified police officers. In fact, CPSM recommends that all of the personnel in the Support Services Bureau be civilian personnel.

Support Services Manager

Each of the separate areas discussed below will have positions assigned to them; however, overall management of the bureau would be by a civilian Support Services Manager, who would be equivalent in rank to a lieutenant and would report directly to the Investigation/Support Services Major/Captain. The Support Services Manager would have direct management oversight of all sections in the Support Services Bureau.

Support Services Bureau Staffing

Although each of the areas will be discussed independently to include staffing, the following table shows the personnel that CPSM recommends for the Support Services Bureau.

TABLE 5-11: Recommended Personnel Complement for Support Services Bureau

Position	Number of Personnel
Support Services Manager	1
Records Supervisor	1
Records Clerk	2
Property and Evidence Clerk	1
Information Technology Technician	1
Support Services Clerk	1
Supervising Court Clerk	1
Court Clerk	3
Total	11

Communications

The Communications Center (Dispatch Center) is the nerve center and lifeline for any police department. They link the agency to the community and other law enforcement agencies in the county, and region. Currently, since the city is policed by the Gwinnett County Police Department, the Gwinnett County Emergency Communications Center handles all incoming emergency calls (911) and non-emergency calls for Peachtree Corners, as well as handling the dispatching of 911 calls and non-emergency calls for service related to Peachtree Corners.

The Gwinnett County Emergency Communications Center is the designated Public Safety Answering Point (PSAP) for the county. This means that all emergency 911 calls from anywhere in the county, including the City of Peachtree Corners, are answered by the Gwinnett County Emergency Communications Center. As such, all funds produced through the state's wireless 911 fees and non-wireless 911 fees go to Gwinnett County.

If the City of Peachtree Corners were to start its own police department and cease having its law enforcement needs serviced by the Gwinnett County Police Department, an issue that must be decided is how are 911 calls answered and dispatched for the new Peachtree Corners Police Department. With this in mind, there are only three options that CPSM believes are viable options for Peachtree Corners:

- **Option #1** - Peachtree Corners operates its own communications center, but Gwinnett County would continue to answer all 911 calls originating in Peachtree Corners and then forward them to the Peachtree Corners Communications Center.
- **Option #2** - Peachtree Corners contracts with a neighboring law enforcement agency for the answering and dispatching of their calls for service, but Gwinnett County would continue to answer all 911 calls originating in Peachtree Corners and would forward those calls to the contract city for dispatch.
- **Option #3** - Peachtree Corners continues to have Gwinnett County provide communication services for the city.

Each of these options has its pros and cons and would require serious consideration before a decision should be made regarding which option would best work for the City of Peachtree Corners. Opening and operating a communication center is not as easy as installing some equipment, hiring people, and beginning to answer and dispatch police calls for service. Consideration must be given to infrastructure build-out, hiring and training of personnel, and the compatibility of a computer-aided dispatch system (CAD) with a records management system (RMS). All of those components take time and resources to operate an independent communications center.

One of the major obstacles for Peachtree Corners with starting its own communications center is the fact that Gwinnett County is the designated PSAP (Public Safety Answering Point) for the county, which means that all 911 calls are routed first to Gwinnett County. It is highly unlikely that the State of Georgia is going to give Peachtree Corners a PSAP license that would allow all the 911 calls in Peachtree Corners to be routed to a city communications center. Thus, all 911 emergency calls originating in Peachtree Corners are still going to be routed first to Gwinnett County.

Option #1

Based upon the following reasons, CPSM believes that this is the least viable option of the three for Peachtree Corners, since there are so many other elements of a police department that must be stood up for a new police department.

However, if the city were to choose to have its own communications and dispatch center, the city would need to find and develop building space to house a communications center, purchase and implement a computer-aided dispatch system (CAD) compatible with its current RMS, hire and train appropriate staffing and supervision for 24/7 operations, and purchase other equipment required for the operation of a communications center. Although examining startup costs is not a focus of this project, the costs required to start a communications center are considerable, and those costs would have to be given appropriate consideration.

Aside from the considerable infrastructure startup costs for a communications center, a major undertaking in starting a communications center is the hiring and training of personnel required to operate that communications center on a 24/7 basis. The hiring and training of communications personnel can take approximately three to six months for those persons to become competent communications operators who can appropriately answer and dispatch emergency and non-emergency calls for service.

According to the CPSM data analysis for this report, the number of calls answered and dispatched by Gwinnett County between January 1, 2023, and December 31, 2023, and which were related to the City of Peachtree Corners, amounted to 17,840. In most studies conducted by CPSM of police agencies that handle a comparable number of calls for service as Peachtree Corners, those agencies staff their communications centers with one Communications Manager, four Communications Supervisors, and ten Communications Operators. Since CPSM considers this the least viable option of the three, the exact annual costs for the operation of a communications center were not calculated; however, with annual infrastructure costs, personnel salary and benefit costs, and other associated costs, it could easily eclipse \$1 million a year for the city to operate its own communications center.

Option #2

Based upon the following, CPSM believes this is the second least viable option of the three for the City of Peachtree Corners.

At the current time, there is not a neighboring agency that could handle the answering and dispatching of calls for Peachtree Corners; however, in the future, the Norcross Police Department could be a viable option because:

- It currently operates its own communications center that answers and dispatches police calls.
- It is in the process of building a new facility with an expanded communications center.
- It is willing to discuss a possible agreement to provide communications services for Peachtree Corners.

If Peachtree Corners were to contract for communications services with another public safety agency, the annual costs may or may not be less than what it would cost Peachtree Corners to operate its own communications center. A positive aspect is that the issues involved with staffing and training personnel would not be a concern of Peachtree Corners. Ensuring a communications center is fully staffed at all times with competent communications operators can be an onerous task, especially in the current job environment.

By contracting with a neighboring law enforcement agency for communications services, it would alleviate those issues related to a communications center for Peachtree Corners, which would allow it to concentrate on the hiring and training of police officers. It is not possible at this time to determine the annual cost of contracting with another law enforcement agency.

Option #3

CPSM believes this option is the most viable option if the city chooses to start its own police department. Gwinnett County would continue answering and dispatching all 911 emergency calls and all non-emergency police-related calls originating from the City of Peachtree Corners.

The Intergovernmental Agreement between the City of Peachtree Corners and Gwinnett County, which was signed in 2020, states that the county shall provide 911 call-taking and dispatch services to all incorporated and unincorporated areas of Gwinnett County. The City of Lilburn Police Department currently is the only incorporated city in Gwinnett County that has its

own police department and continues to utilize Gwinnett County Communications for its call-taking and dispatching; this service is funded through the 911 fees collected within the boundaries of Gwinnett County rather than a fee charged to the city.

If the City of Peachtree Corners were to allow Gwinnett County to continue to provide call taking and dispatching services, it relieves the City of Peachtree Corners the responsibility of having to create the infrastructure necessary for a communications center and would also relieve it of the responsibility of the hiring and training of communications supervisors and operators.

Based upon the calculations of the city's Finance Director, the annual cost to continue with Gwinnett County handling the call-taking and dispatching responsibilities are whatever 911 fees are collected from within the City of Peachtree Corners.

Records Unit

A Records Unit provides critical support to patrol operations and investigations by serving as a repository for all records and documents; by organizing and controlling all the agency's records; by regulating the ultimate disposition of these records; by handling public desk responsibilities; filling FOIA requests; and processing of citations. Records personnel are usually the primary point of contact between the department and the public and business community who come into or contact the department to conduct business.

A records management system (RMS) has fiscal, administrative, and legal implications, and its activities are governed by federal, state, and local law, as well as by administrative policies. The City of Peachtree Corners currently has an RMS that is currently in use by its Marshal's office; however, it is unknown if the RMS that is in use already by Peachtree Corners would be sufficient to act as an agency-wide system that would provide for the storage, retrieval, retention, archiving, and viewing of information, records, documents, or files, pertaining to the police department's operations. If not, then the system would have to be upgraded prior to the implementation of the Records Unit. An RMS usually requires an annual maintenance and license contract that amounts to about 18 to 20 percent of the system cost. **CPSM would recommend that there be an annual line item in the budget of \$50,000 to \$75,000 for the RMS.**

Staffing

Staffing the Records Unit with the right employees is vital to the integrity of not only the records maintained but, ultimately, to the integrity of the agency overall. The positions are technical, specialized positions, requiring an extensive knowledge of federal, state, and local laws and regulations. As well, Records personnel have access to restricted and confidential information.

Staffing a unit such as a Records Unit must always be based upon workload. Unfortunately, is no data available from the Gwinnett County Police Department regarding the workload created by police services within Peachtree Corners. Therefore, recommendations for staffing in the unit are based on information and data obtained by CPSM in conducting assessments of similarly-sized agencies.

The following table has CPSM's recommendation for the staffing of a Peachtree Corners Police Department Records Unit.

TABLE 5-12: Recommended Staffing for a Records Unit

Position	Number of Personnel
Records Supervisor	1
Records Clerks	2
Total	3

As in the other sections within the Support Services Bureau, the personnel in the unit (supervisor/clerks) are recommended to be civilian personnel, which is the norm in most all Records Units studied by CPSM.

Hours of Operation

The initial work schedule for the unit should be centered on normal business hours, Monday through Friday. Staffing during the weekends is not critical, but this might change as other internal needs become apparent. The public should have access to police, accident, and other reports during business hours.

Records Supervisor

The Records Supervisor would report directly to the Support Services Manager and would oversee the clerks' work. The person will also provide data to federal, state, and local agencies regarding crime numbers, such as to NIBRS. The supervisor will also delegate workload to the clerks and ensure timelines regarding data entry are met. Along with supervisory responsibilities, the supervisor will provide reports to the command staff and other city personnel.

Records Clerk

The record clerk's position is responsible for providing reports to the public, data entry, and other associated responsibilities.

Supplies

Most if not all records units maintain the office equipment necessary to run a police department, such as; pens, printers, printer contracts and maintenance, paper, report forms, etc. **Those costs can vary; however, an annual line-item in the budget should include approximately \$20,000.**

Property and Evidence

The Property and Evidence Section of a police department is responsible for the receiving and preserving all property and evidence that comes into the possession and control of a police department. This includes evidence, found property, probate items, and items surrendered or recovered. Nearly all law enforcement agencies have a unit where property and evidence is booked into and stored in a secured, locked area or room. Having physical security, policies, and procedures is critical since the area will be handling and storing sensitive materials such as narcotics, firearms, and money.

Typically, in the process of cataloging and storing evidence, officers complete the evidence or property form (usually a component of the RMS) that itemizes and describes the evidence, and then the officer places the evidence and form into a locker. The locker can then only be opened by a property and evidence clerk, who then stores the item(s) in an assigned location in the secure area or room. There are procedures in place for when an item must be signed out for analysis or court purposes and then returned. Once a court disposition has been reached with the item, it can be destroyed or disposed of according to state regulations.

The current RMS that Peachtree Corners is using does have a property and inventory management portal, as it is currently in use by the city's marshals in booking of evidence.

The P&E section in the department would only be open during normal business hours, 8:00 a.m. to 4:30 p.m., Monday through Friday. It is likely that any evidence entered into the property and evidence section prior to Peachtree Corners beginning its own police department would most likely remain with the Gwinnett County Police Department.

Staffing

CPSM recommends the department have one civilian property and evidence clerk who would be responsible for the operation and maintenance of the Property and Evidence Section. This position would report directly to the Support Services Manager.

Training

Training employees in evidence handling, protocols for managing perishable evidence and hazardous materials, chain of custody, and property and evidence disposition is critical. Without proper evidence handling protocols, the chain of evidence will be breached, resulting in the inadmissibility of evidence into criminal trials and subjecting the department to significant liability and potential litigation. CPSM recommends the clerk receive the International Association of Property and Evidence (IAPE) certification.

Budget

As with all aspects of this project, startup costs were not to be considered; however, with the property and evidence section, there would be startup costs for evidence lockers, shelving, a refrigerator, security cameras, safes, and security door controls.

There are though some annual costs that would be required for supplies, destruction of evidence, and other assorted costs that might arise within the property and evidence section. CPSM believes that an annual amount of **\$15,000** be budgeted for those items.

Support Services Clerk (Quartermaster/Fleet/Facility)

Every law enforcement organization must have personnel who order and track the department's equipment, manage the department's fleet, and manage the department's facilities. CPSM recommends that a Support Services Clerk position be created to handle the responsibilities for the three areas of the department mentioned above. CPSM also recommends that this position be a civilian and not a certified police officer. The Support Services Clerk would report directly to the Support Services Manager.

Quartermaster Responsibilities

Quartermaster responsibilities include maintaining the department's inventory, and issuing supplies, equipment, and uniforms to the members of the department. The position also maintains records, logs, and documentation of purchases, costs, deliveries, quality control and/or performance issues, and current inventory of equipment and supplies. The position also maintains records, logs, and a database of equipment, supplies, uniforms and related items issued to individual department members and to vehicles.

Obviously, there are costs associated with maintaining the department's inventory of equipment, and the purchasing of such equipment. The following items are under the purview of the position: uniforms, leather gear, handguns, long guns, tasers, body worn cameras, vehicle supplies, and ballistic vests.

Some of the items listed above have a longer lifespan than others that may need replacing each year. Although some of the items will have a multi-year lifespan, CPSM recommends the department have a replacement strategy built into its annual budget. The annual costs listed below are based upon the number of sworn personnel (55) on the Peachtree Corners Police Department. If additional positions are added to the department, then the costs increase.

- Uniforms – The lifespan of a uniform is approximately two years, unless it is damaged in the course of an officer's work. Officers typically are issued four shirts (two short sleeve, two long sleeve). In recent years, many agencies have transitioned to a less formal daily working uniform that involves a utility-style uniform with a vest carrier-type system worn over the top of the uniform. Uniform costs vary depending on material and manufacture. Additionally, some departments pay for all uniforms issued by the department, while others may provide an annual stipend that is included in an officer's compensation. For the purpose of this analysis we believe it would be appropriate to include a line item in the budget of \$33,000 to account for department costs regardless of what model of distribution it elects to use (\$600 per sworn position).
- Ballistic Vests – An officer's ballistic vest usually requires replacement every five years. A ballistic vest costs approximately \$1,200. An annual line item in the budget of \$13,200 should provide the agency with the necessary yearly replacement budget.
- Handguns/Long guns – It is difficult to determine exactly how long a police officer's weapon is meant to exist because its lifespan is based upon the number of rounds fired through the weapon and the care it receives. However, any weapon, whether it be the officer's handgun or long gun, should last ten years. Although prices vary depending upon make and model, one can assume a handgun will cost approximately \$1,300 and a long gun will cost approximately \$3,000. Prorated annually based upon a ten-year replacement cycle, the annual cost for weapons would be approximately \$23,650. The annual cost for employee ammunition would be approximately \$20,000.
- Electronic Control Devices (ECDs) – ECDs (commonly called Tasers) are in use in most law enforcement agencies in the United States. There are vendors that offer packages with both ECDs and body-worn cameras, along with the necessary maintenance and digital storage for an approximate subscription cost of \$100 per officer, per month. Peachtree Corners is estimated to have 55 sworn officers, which places the costs of both ECDs and BWCs at \$66,000 annually.
- Body-Worn Cameras – See above.
- Dashcam Video Cameras – Equipping 55 marked police vehicles with dash cams would cost approximately \$85,000 annually (optional expense).
- Motorola radios – The marshal's office is currently spending \$5,700 on each Motorola handheld radio. Motorola estimates the lifespan of its handheld radios at seven years. With 55 sworn personnel, and each requiring a radio, if the cost is prorated at seven years, the annual amount of money that should be put into the radio replacement fund is \$44,785.00.

As one can see there are substantial annual costs associated with the items listed above. Just the items listed have an annual cost of about \$285,000. ***CPSM would recommend Peachtree Corners budget approximately \$350,000 annually in the Support Services Clerk's budget to cover the listed items plus additional items related to equipment.***

Fleet Management

The goals of careful fleet management is the efficient and cost-effective operation of a department's fleet. A fleet manager oversees:

- Cost control – Used to analyze fleet information to identify areas for improvement.
- Fuel use – Aimed at reducing fuel consumption and costs.
- Vehicle maintenance – Ensuring vehicles are reliable and their lifespans are extended.

A fleet manager ensures the department's vehicles are being utilized to their fullest potential in a safe and cost-effective manner.

Currently, the City of Peachtree Corners has four vehicles in its fleet for the Marshal's office. These are one Ford pick-up, one Dodge Charger, and two Ford Explorers. All vehicles are fully equipped, marked patrol units.

Most police agencies in the surrounding areas of Peachtree Corners utilize a take-home vehicle program for officers. In such a program, an officer is assigned their own patrol vehicle, which they drive to and from their residence. Studies have shown that if an officer is the only person assigned to a vehicle, it will remain cleaner, require less maintenance, and, if the officer lives in the city, it provides more law enforcement visibility when the officer is driving their patrol vehicle to and from work. However, such a program will require the city to weigh the initial cost of the vehicles, and the additional maintenance required with a larger fleet of vehicles.

Now, most of the local agencies with a take-home vehicle program are smaller than Peachtree Corners and require fewer vehicles, but the cost ratio is proportional for those jurisdictions. When other area departments were contacted regarding their fleet and their decisions to use a take-home vehicle program, they all stated that having such a benefit enables them to remain competitive in the recruitment market for new personnel, increases retention of tenured officers, and decreases maintenance costs of the fleet. **CPSM recommends the City of Peachtree Corners utilize a take-home vehicle program.**

There are two methods of procurement when it comes to providing a fleet of vehicles for a police department: (1) the city can outright purchase the vehicles and own them, or (2) the city can lease the vehicles from a leasing company. There are both pros and cons to each school of thought. However, in most all agencies studied by CPSM, the standard is that departments are still outright purchasing their police vehicles and not leasing them. Studies have shown that if the funds are available to outright purchase the vehicles, it is the more cost-effective way to begin a fleet, because the department is able to utilize them for their entire useful life, and then it owns the vehicles at the end of their useful life.

It is important to understand the differences between the two schools of thought when comes to having a fleet of vehicles.

Leasing

Several of the reasons why a department would consider leasing its vehicles are (1) leasing allows the police agency to better manage its budget and cash flow by have a predictable monthly payment, (2) a lease agreement might allow an agency to add more vehicles for the same price as outright buying fewer vehicles, (3) leasing can enable agencies to acquire newer vehicles with the latest engineering changes and technology, and (4) the agency can take advantage of multiple resale channels for higher returns.

Purchasing

CPSM recommends the city outright purchase the police department vehicles.

The City of Peachtree Corners would have to purchase approximately 55 equipped police vehicles at an average cost of \$70,000 per vehicle (marked and unmarked equipped vehicles).

With a philosophy of vehicle replacement at 100,000 miles, a police vehicle will last approximately five years before it requires replacement. Using the cost of the vehicle and prorating that over the five-year life expectancy of that vehicle, the prorated cost of each vehicle is \$14,000 annually.

CPSM recommends that the department use a vehicle replacement fund to purchase the replacement vehicles. A vehicle replacement fund is an amount of money put away each year based on the vehicle's life expectancy to purchase a replacement vehicle at the end of its useful life. In the case of Peachtree Corners, CPSM estimates the annual funding that should be deposited into the vehicle replacement fund based **on 55 vehicles is \$770,000.**

Vehicle Maintenance

Vehicle maintenance is an unknown expense. Many police vehicles are partially covered by manufacturers' warranties, meaning that newer vehicles may have very minimal costs while older ones become far more expensive to keep in a police fleet. It is common to have some vehicles cost \$5,000 to \$10,000 per year in maintenance. **With 55 police vehicles, the annual maintenance costs should be estimated at \$130,000.**

Fuel

According to the Marshal's 2024 budget, fuel cost is estimated at \$13,200 for the four vehicles, or \$3,100 per vehicle. The Marshal's office experiences much less patrol time than would police department patrol vehicles. **Therefore, annual fuel costs for a department fleet should be set at approximately \$200,000.**

Facility Responsibilities

Facility management is crucial to ensure that the locations at which employees work are safe, comfortable, sustainable, and efficient. Facility management is responsible for the maintenance and upkeep of an organization's buildings, ensuring the building meets legal requirements and health and safety requirements.

As there is no building yet designated as a police facility in Peachtree Corners, the annual costs for maintenance and cleaning were considered in determining this cost. The City of Peachtree Corner's city hall is 60,000 square feet in size, and the maintenance and cleaning costs are approximately \$200,000. However, a police department would not have to be that large for a police department the size that this project has identified. When police facilities are under consideration by any municipality, there is usually not a great deal of thought given to future growth of the police department. There are three options available for the city when determining where to house the city's police department: (1) the city can refurbish a portion of the current city hall to meet the police department needs, (2) the city can find a currently vacant building in the city and refurbish it to meet the police department needs, or (3), the city can build a new police facility.

For a police department the size this project has identified, a facility of 30,000 square feet would meet its current needs and would meet future needs as growth occurs. Thus, if the current city hall maintenance and cleaning costs are \$200,000 annually, **a facility half that size would most likely have an annual maintenance and cleaning cost of \$100,000 annually.**

Information Technology (IT)

Information technology (IT) has become an integral component of the operation of a law enforcement agency. Police agencies regularly purchase and integrate new technology and still have to maintain current technology. Considering the wealth of technology used by a modern department, it is critical that a police department have an IT Technician housed in the

department. CPSM recommends that there be one civilian position in the police department to handle the management of computer and technology issues, including the BWCs and in-vehicle cameras.

Although there are a number of technology-related items that may fall under the management responsibility of the department's IT specialist, we have captured many of those expenses elsewhere in this report. Items that have not been captured include the regular replacement of department computers; the IT Technician would be responsible for replacing all computers in the department (both desktop and vehicle). With 68 total personnel in the department, each would need a desktop computer, and with 55 marked police vehicles, each of those would require a computer.

CPSM recommends that Peachtree Corners establish a technology replacement fund for items such as computers, other hardware, and software needed to operate a police department. An annual budget allocation of **\$35,000** would be appropriate.

Court Services

The City of Peachtree Corners already has a municipal court that handles cases involving the city's code enforcement efforts and other associated items. With the operation of a police department, there will obviously be an increased workload due to traffic citations, municipal code violations, and some misdemeanor violations.

A court clerk's responsibilities include:

- Maintaining case files, trial dockets, and journals, and recording court proceedings.
- Collecting court fees, fines, and costs.
- Issuing legal warrants, subpoenas, summons, and orders.
- Working with the police department to issue process warrants.
- Assisting the public: Helping the public find court forms, court rules, and legal help.
- Responding to inquiries from the public, community organizations, and other agencies.

Although there is no way to accurately gauge the workload of the municipal court if the city were to operate its own police department, a neighboring city similar in size has four clerks assigned to handle just the municipal court functions. CPSM believes that a staff of one Supervising Court Clerk, and three Court Clerks should be able to handle the workload for the Peachtree Corners Police Department.

TABLE 5-13: Recommended Staffing for Municipal Court

Position	Number of Positions
Supervising Court Clerk	1
Court Clerk	3
Total Personnel	4

Personnel Officer (Recruitment/Hiring)

When beginning a new police department, recruitment and hiring for sworn law enforcement positions and the necessary civilian positions involves considerable time and resources. In addition to the recruitment and hiring of the officers, there are the resources needed for training

and certification of new personnel to meet professional standards and ensuring all department employees have the necessary experience, skills, and qualifications to do their jobs.

The law enforcement profession always faces the challenge of ensuring there is sufficient staffing numbers to meet the needs of the community. For nearly every agency, no matter what part of the country it is in, this is an ongoing effort and is well documented. However, for some time, and especially more recently, finding qualified applicants who have the desire and ability to meet the requirements of the selection process and academy training has become a more challenging proposition, adding to a growing shortage of law enforcement officers nationwide. In addition, a problem plaguing police departments is being able to retain employees once they are hired and trained.

Multiple agencies are all competing for the same qualified candidates and there is increasingly more demand than there is currently a supply, which is the reason many departments are becoming more and more creative in their recruitment, hiring and retention bonuses, and work schedules. According to a 2018 study by the Police Executive Research Forum (PERF), the interest in becoming a police officer is down significantly.

Given the constraints mentioned above, the city is faced with three options for hiring sufficient qualified personnel: (1) conduct an enhanced and aggressive effort to recruit new officers from the City of Peachtree Corners and the surrounding communities, (2) hire experienced and certified personnel from other law enforcement agencies, which would shorten training time and increase the experience level of the officers, and, finally, (3) hire new recruits from the Basic Law Enforcement Training Academies offered through community colleges. Note that hiring entry level officers will also require that they successfully pass field training to become certified police officers. The field training cycle usually consists of 16 to 20 weeks of intensive on-the-job training and periodic performance evaluations by senior officers specifically trained as training officers. CPSM would recommend the city use a combination of all three strategies to hire personnel.

CPSM recommends that a Recruitment/Hiring Unit be staffed with one police officer who can handle the recruitment, coordinate hiring with the city's HR department, and conduct the employment background investigations. The position would report directly to the Internal Affairs Sergeant.

Internal Affairs / Training / Policy

Ensuring the department has the public's trust is vital to the law enforcement mission, and this trust rests on departmental responsiveness to community needs and expectations. Because the effectiveness of any police agency is dependent upon its reputation for integrity within the community, internal affairs units for investigating serious violations of the law and violations of department policy by police officers should be established by all police departments. An Internal Affairs Unit should act with integrity, be responsive to complaints from both inside and outside the agency and keep an accurate record of its activities. The unit should strive to preserve the public's trust and confidence by conducting thorough and impartial investigations of alleged employee misconduct, providing proactive measures to prevent such misconduct, and by maintaining the highest standards of fairness and respect towards the citizens and employees. Citizens should not be discouraged from presenting complaints, and each complaint should be recorded and its progress monitored.

Every police department, regardless of size, will have to investigate complaints about an officer's or a civilian employee's conduct or behavior at some point. Employee misconduct investigations are sensitive and confidential; only a limited number of department personnel

have access to investigation-related information. Due to the sensitive and confidential nature associated with internal administrative investigations, CPSM recommends that the internal affairs function be positioned in the department's organizational chart as reporting directly to the Chief of Police.

CPSM also recognizes that there are three options available that Peachtree Corners could consider using regarding the handling of employee misconduct complaints. First, the department can staff an internal affairs unit with one sergeant who would conduct the employee misconduct investigations. Second, the department could outsource the employee misconduct investigations to a neutral, third-party consulting or investigative group that specializes in conducting employee misconduct investigations. Finally, a third option would be to have the employee's immediate supervisor conduct investigations of minor misconduct allegations, while the more serious allegations are investigated by a command staff member. Each option requires various levels of resources, to include training, or a budget for outsourcing investigations. Note there is no funding consideration included in this proposal for outsourcing employee misconduct investigations since it is only an option, and at this time it is not recommended by CPSM; however, it may become a viable option in the future.

CPSM recommends the city use the first option of staffing one sergeant who would be dedicated to the function; however, that sergeant would also have the collateral responsibilities of the department's training and policy manual management. Although the sergeant would have responsibility over training, CPSM would recommend that a police corporal position be assigned as a training officer reporting directly to the I/A Sergeant. The training officer would have the responsibility of ensuring all members of the department meet their mandated training requirements. This position can also assist on IA investigations and policy manual management.

TABLE 5-14: Recommended Staffing for an Internal Affairs / Training / Policy Unit

Position	Number of Personnel
Sergeant	1
Corporal	1
Total	2

Internal Affairs Sergeant

The I/A Sergeant has the responsibility of conducting the investigations and maintaining a database regarding those employee misconduct investigations. Although there are several internal affairs investigations management systems available on the market, CPSM recommends the department purchase I/A Pro, which enables the management and tracking of employee misconduct investigations, as well as uses of force.

Training

Training is one of the most important functions in a law enforcement agency. Effective training is critical in providing essential information and minimizing risk and liability. The outcome of effective training can be assessed in part by such measures as a high level of proactive policing and low level of citizen complaints, low numbers of claims or lawsuits, high citizen satisfaction with the police, well-written and investigated reports, safe driving records, and appropriate implementation and documentation of use-of-force incidents.

The objectives of a department's training program are as follows:

- Enhance the level of law enforcement service to the public.

- Increase the technical expertise and overall effectiveness of department members.
- Provide for continued professional development of department members.
- Ensure compliance with the State of Georgia rules and regulations concerning law enforcement training.

CPSM also recommends that the department purchase a training management software product to use to track all officers' training.

Ensuring that all members of the department receive both the required training and specialty training required for their specific assignments can be expensive. For an agency the size of Peachtree Corners, CPSM would recommend an annual training budget of approximately \$100,000.

Training Officer

This position would report directly to the I/A Sergeant and would have the responsibility for scheduling the training and training instructors, and ensuring that all department members meet their mandated training requirements.

Policy

The policy and procedures manual is the foundation for all of the department's operations. When properly developed and implemented, a policy/procedure manual provides staff with the information to act decisively, consistently, and legally. It also promotes confidence and professional conduct among staff.

Authoring a policy and procedure manual can be an onerous process; however, there are private companies that produce policy and procedure manuals that can be adapted to the individual department. Those companies provide a complete product, policies are reviewed and updated by state-specific attorneys, and the product also includes a function whereby officers must confirm that they have read any new policies and policy updates. Although CPSM has no association with any one policy and procedure company, CPSM has found that Lexipol is by far the most complete service for law enforcement use. CPSM recommends the department purchase its policy manual from Lexipol, and that the department purchase the monthly updates as well. **For a department the size of Peachtree Corners the annual cost for the policy manual service would be approximately \$20,000.**

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SECTION 6. OPTIONAL POLICE UNITS

This section of the report is intended to outline police functions that may not be deemed essential but would normally be part of a police department serving a community such as Peachtree Corners. Within this section, we will offer some options and include overall costs for those areas of police operations we recommend be included in a proposed Peachtree Corners Police Department.

SPECIAL WEAPONS AND TACTICS (SWAT) TEAM

One of the primary capabilities of a police department is the ability to respond to public safety emergencies and high-risk situations. Some of these incidents require immediate action by officers with specialized training, skills, and equipment beyond that of a patrol officer. To address these types of incidents, most law enforcement agencies equip a designated cadre of sworn personnel with specialized weapons, training, and tactics; this group is commonly known as a "SWAT Team." The National Tactical Officers Association (NTOA) has developed comprehensive guidelines that define the different "tiers" of SWAT and Tactical Response Teams to ensure safety and consistency in the official handling of tactical emergencies and high-risk situations. These different "tiers" of SWAT Teams are based on their size, scope, and capability.

Tier I SWAT Team

For a Tier I Team, NTOA guidelines recommend 26 SWAT Team members, usually consisting of one team commander, three team leaders, four snipers, and 18 operators to cover multiple operational periods. Such a team is equipped and trained for all mission capabilities, including but not limited to hostage rescue, barricaded gunman, sniper operations, high-risk warrant service, high-risk apprehension, high-risk security operations, terrorism response, and other incidents that exceed the capability or capacity of an agency's first responders and/or investigative units.

Tier II SWAT Team

For Tier II, NTOA guidelines recommend 19 SWAT Team members, usually consisting of one team commander, two team leaders, four snipers, and 12 operators, equipped and trained for all mission capabilities during the operational period, excluding planned deliberate hostage rescues which require more timing, resources, and contingencies.

Tactical Response Team (TRT)

NTOA guidelines recommend 15 total personnel for a TRT, usually consisting of one team commander, two team leaders, and 12 operators equipped and trained for high-risk mission capabilities during the operational period, excluding deliberate hostage rescues and incidents exceeding the operational period and/or capabilities of personnel. NTOA guidelines make specific reference for law enforcement agencies with smaller geographical areas or population to make modifications to the TRT configuration when appropriate.

Based on the size, scope, and overall area of responsibility (AOR) for Peachtree Corners, establishing a department Tactical Response Team (TRT) in a modified configuration would provide the community with a rapid and effective response to critical incidents without incurring the cost and liability of a full-time Tier I or II SWAT Team. Members of the Peachtree Corners TRT would be selected from the roster of sworn, full-time personnel who possess the skills required for successfully handling tactical incidents and high-stress situations. The Peachtree Corners TRT

could continue to strengthen its capabilities and expertise through consistent collaboration and training with nearby police departments. Establishing agreements to collaborate with local agencies in a regional "Special Response Team (SRT)" configuration would also serve to augment mutual aid capabilities and effectiveness with additional personnel from partner agencies during prolonged and more complex tactical incidents. During our research and interviews with command staff from surrounding police departments such as Lilburn, Sandy Springs, and Norcross, the CPSM team received positive feedback about the possibility of a newly established Peachtree Corners TRT joining existing regional SRTs. The Gwinnett County Police Department (GCPD) confirmed it would still be available if called upon for assistance during prolonged and/or large-scale tactical incidents requiring the capabilities of a Tier I SWAT Team.

If the police department is established, CPSM recommends the formation of a Tactical Response Team (TRT). This would be a team of 9 to 12 personnel who have the training, experience, and proven records of handling critical incidents and high-stress situations. Members of the Peachtree Corners TRT would be selected from the roster of sworn full-time employees (FTE) who possess the work ethic and teamwork ability to thrive in rigorous training and work schedules. Members would serve on the Peachtree Corners TRT as a collateral duty to their normal assignment. Minimum training requirements include successful completion of "Basic SWAT Training" and at least eight hours of monthly (team training). The Team breakdown would be as follows:

- 1 Lieutenant (Team commander, collateral duty assignment for oversight).
- 2 Sergeants (Team Leaders, selected from patrol shifts or special units).
- 6 to 9 officers (Team Members/Operators, selected from patrol shifts or special units).

Since this is a collateral assignment, there is no added personnel cost.

Equipment for Tactical Response Team (TRT)

The following table provides a breakdown of essential tactical equipment and weaponry needs to properly equip a Tactical Response Team (TRT) of 9 to 12 members in Peachtree Corners. The initial purchase is based on a planned overage for the TRT (sergeants and officers) roster to ensure operational readiness during general maintenance, repair, and/or team growth. The lieutenant (team commander) would handle the command post and does not necessarily require specialized tactical equipment.

Based on available budget, Peachtree Corners should also consider the purchase of an Armored Rescue Vehicle (ARV) that can be used during tactical incidents such as a barricaded suspect, active shooter, hostage rescue, and other circumstances where an ARV can provide protection from armed suspects. While these scenarios are rare, they are unfortunately inevitable; an ARV can be utilized to save lives in Peachtree Corners, as well as the surrounding jurisdictions. This asset would also be an important step in establishing the Peachtree Corners Police Department as a respected agency and contributing partner in the region for SRTs and other law enforcement task forces, serving to reciprocally benefit Peachtree Corners. Combining resources with surrounding jurisdictions for the purchase of an ARV and/or other more costly assets/vehicles is also an option.

The annual baseline budget allotment for TRT equipment/weaponry should be at least 25 percent of the initial purchase cost for proper maintenance and a systematic replacement process to ensure the Peachtree Corners TRT is prepared with high-quality equipment/weaponry to properly protect the public (i.e., 25 percent of initial cost of \$399,040 = \$99,760 annual budget

allotment for maintaining and replacing TRT equipment/weaponry). Note: the amount does not include the purchase of an ARV.

TABLE 6-1: Specialized Equipment/Weapons for TRT, with Cost Estimates

Items	Equipment/Weapon	Per Item	Total
16	Vehicle safe (for securing equipment/weapons)	\$ 3,000	\$ 48,000
16	NIJ rated SWAT ballistic vests/plate carriers	\$ 5,000	\$ 80,000
16	Vest gear pouches	\$ 200	\$ 3,200
16	NIJ rated ballistic helmets	\$ 1,500	\$ 24,000
16	Colt or comparable M4 semi-auto weapon systems	\$ 2,500	\$ 40,000
16	Tactical handgun, with optic, light, holster, slings	\$ 1,300	\$ 20,800
160	M4 semi-auto rifle magazines	\$ 30	\$ 4,800
16	Radio headsets with earpiece, push to talk switch	\$ 1,000	\$ 17,600
16	Protective eyewear/goggles	\$ 60	\$ 960
16	Elbow and knee pads	\$ 50	\$ 800
16	Air purifying respirators	\$ 50	\$ 800
16	Individual First Aid Kits (IFAK)	\$ 130	\$ 2,080
16	Restraint devices/straps	\$ 40	\$ 640
5	Arwen 35mm less lethal weapon systems	\$ 3,600	\$ 18,000
5	Level II ballistic shields	\$ 6,000	\$ 30,000
5	Level IV ballistic shields	\$ 3,000	\$ 15,000
10	Weapon resistive bunker/blankets	\$ 1,300	\$ 13,000
5	Precision rifle systems (complete)	\$ 10,000	\$ 50,000
100x	Extra short- and long-range munitions	\$ 35	\$ 3,500
5	Delivery systems for chemical munitions (hot/cold)	\$ 1,000	\$ 5,000
10	Cases of hot and cold chemical munitions/gas	\$ 500	\$ 5,000
80	Light / sound diversionary devices "flash bangs"	\$ 65	\$ 5,200
5	Ramming and prying tools	\$ 300	\$ 1,500
5	Manual breaching, sledge, and bolt cutter systems	\$ 200	\$ 1,000
16	Specialized uniforms and BDU	\$ 510	\$ 8,160
1	Armored Rescue Vehicle (ARV) **optional**	\$(300,000)	\$(300,000)
	Initial Cost for Equipment/Weapons (TRT)	Total	\$ 399,040
	Annual Cost for Equipment/Weapons (TRT)	Total	\$ 99,760

TRAFFIC UNIT

A dedicated Traffic Unit allows for specialized focus on accident investigations and traffic-related issues. It also allows patrol officers to focus their efforts on response times and addressing quality of service priorities while ensuring more specialized and comprehensive response to traffic incidents and patterns unique to Peachtree Corners. A dedicated Traffic Unit in Peachtree Corners would also add subject matter expertise on traffic laws, proficiency with traffic enforcement equipment, and analysis of traffic-related data impacting road safety and traffic planning. To accurately reconstruct collision scenes, traffic specialists would also be trained to recognize key traffic-related indicators such as vehicle debris from accidents, skid marks, and damage patterns.

Studies consistently demonstrate that cities with dedicated traffic enforcement units experience a measurable reduction in traffic violations and accidents. Namely, the National Highway Traffic Safety Administration (NHTSA) reports that increased traffic enforcement, particularly targeting speeding, driving under the influence, and distracted driving leads to a reduction in traffic collisions, injuries, and fatalities. A dedicated Traffic Unit allows officers to focus on high-risk behaviors to reduce the number of preventable accidents on the roads.

The presence of a dedicated Traffic Unit would also allow Peachtree Corners to manage congestion more effectively, reducing delays and ensuring smoother road operations. This is particularly important in Peachtree Corners where the city leadership has created a business-friendly environment, welcoming technology innovators to benefit quality of life in the area and beyond. A perfect example of this is in the “Silicon Corners” area of the city where specific traffic lanes have been designated for self-driving vehicles. A dedicated Traffic Unit would ensure responsiveness to residents, city leadership, and the business community to minimize disruptions to traffic flow and safe roadway passage during emergencies, special events, and other traffic patterns unique to Peachtree Corners.

It is recommended that the Traffic Unit be comprised of:

- 1 Sergeant (from Patrol or CIU as collateral duty assignment for oversight).
- 2 officers (traffic specialists assigned to day shift or as needed).

Members of the Peachtree Corners Traffic Unit would be required to attend technical training programs critical to establishing them as subject matter experts, including but not limited to accident reconstruction, radar enforcement/calibration, and best practices to keep Peachtree Corners on the cutting edge of traffic safety.

Equipment for Traffic Unit

The following table provides a breakdown of standard equipment for traffic-related duties (the initial purchase is to have readiness for basic traffic needs) in order to properly equip a Traffic Unit of two to three members. The department should assess any additional specialized needs for traffic during the annual budget process. The initial purchase includes a modern digital ticketing system and database, with a portable unit for each sworn officer and code enforcement specialist. The ticketing system should be supervised by the Traffic Unit and have interoperability with the Municipal Court.

The annual baseline budget allotment for the Traffic Unit equipment should be at least 25 percent of the initial purchase for proper maintenance and a systematic replacement process to ensure Peachtree Corners is properly equipped to address traffic safety needs (i.e., 25 percent of \$108,700 initial cost = \$27,175 annual budget for Traffic Unit equipment).

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TABLE 6-2: Specialized Equipment for Traffic Unit, with Cost Estimates

Items	Equipment/Weapon	Per Item	Total
4	Accident Investigation Kits, including tools such as measuring tapes, chalk/paint for marking, digital cameras, and evidence collection materials.	\$ 3,000	\$ 12,000
4	Breathalyzers for testing drivers suspected of DUI (field devices).	\$ 500	\$ 2,000
2	Evidential Breathalyzer Tester (EBT), calibrated and certified for testing drivers suspected of DUI.	\$ 8,000	\$ 16,000
4	Sets of traffic cones/barriers for directing traffic at accident scenes, roadblocks, or special events.	\$ 500	\$ 2,000
70	Modern digital ticketing devices that sync with database and Municipal Court to issue tickets efficiently (equip all officers/code enforcement).	\$ 1,000	\$ 70,000
4	Vehicle inspection kits, with tools and devices to inspect vehicles for safety violations or mechanical failures (i.e., tire pressure gauges, flashlights, and tools to check brake pads).	\$ 1,200	\$ 4,800
70	Reflective vests and traffic control wands for visibility during night enforcement or poor weather conditions.	\$ 50	\$ 3,500
4	Tow straps to move disabled vehicles out of roadway for accidents/traffic enforcement situations.	\$ 100	\$ 400
	Initial Cost Specialized Equipment (Traffic Unit)	Total	\$ 108,700
	Annual Cost Specialized Equipment (Traffic Unit)	Total	\$ 27,175

COMMUNITY IMPACT TEAM (CIT) AND REGIONAL TASKFORCE

Serving the community and building public trust is not just the duty of a specialized unit, but of every member of a police department. Establishing a Community Impact Team (CIT) provides the police department with the capability to address issues requiring more comprehensive follow-up, including but not limited to abandoned buildings, residential blight, crime patterns, vandalism, and other law/code violations impacting quality of life in the area.

A dedicated CIT in Peachtree Corners would allow all officers to listen and observe the needs of the community during their calls for service and everyday interactions, knowing the CIT is a resource to follow-up. This also serves to improve response times since patrol officers can utilize CIT as a resource rather than remain at a call for service for extended times when more comprehensive follow-up by a CIT is more appropriate. For example, a major focus of Peachtree Corners CIT would be:

- **Problem-solving and crime prevention:** The team would work with residents, business owners, and crime analysts to identify crime trends and prevent criminal activity through community engagement and proactive strategies.
- **Directed patrol and visibility:** By regularly patrolling specific areas, the CIT would follow-up on real time information and feedback from the community to address city needs and act as a visible deterrent to crime while also being a force multiplier during peak hours and community events.
- **Collaboration with Other Law Enforcement Agencies:** The CIT would coordinate with other departments to tackle regional issues such as narcotics, crime trends, or other special needs in the area.

CPSM recommends the department select a team of three to four sworn, full-time employees who are self-motivated problem-solvers with strong interpersonal and communication skills to encourage in-depth interactions and problem solving with members of the community. CIT members should possess a strong understanding of laws and local municipal codes and possess the collaborative skills to work with other city departments, the courts, community-based organizations, and other entities to address public safety and quality-of-life issues.

Peachtree Corners should also consider designating one sworn, full-time employee to be assigned to participate in a regional task force. Our research and interviews with other police departments in the area revealed the common practice of combining resources in a task force configuration. This practice appears to be effective since it leverages personnel and equipment to address regional crime and public safety issues, while also strengthening relationships and information sharing.

The suggested Community Impact Team (CIT) staffing is as follows:

- 1 Sergeant (FTE assigned as CIT team leader).
- 2 officers (FTE assigned to CIT).
- 1 officer (FTE assigned to CIT, working on a regional task force).

MUNICIPAL COURT OPERATIONS

A local Municipal Court is typically responsible for handling cases related to local ordinance violations, traffic offenses, misdemeanors, and some minor criminal cases. Our research in the jurisdictions surrounding Peachtree Corners revealed most of the local police departments play an administrative role in supporting the court to ensure seamless coordination for case disposition.

Administrative tasks such as record keeping, scheduling, and collection of fines would be managed by the same personnel who support police operations, thereby optimizing the use of city resources and promoting efficiency. In order to conduct Municipal Court operations in Peachtree Corners, it would be important to establish scope, function, and purpose of the personnel responsible to run the Municipal Court, while also maintaining a clear line of separation between the administrative duties and the judicial role in order to uphold independence and objectivity for court rulings. While separating these functions may require more up-front annual funding from the city, research of surrounding Municipal Courts shows that revenues for comparable jurisdictions range between **\$1.2 million to \$1.8 million**, more than offsetting the annual costs for court operations. This serves to improve public safety and quality of life in the area by reducing traffic-related accidents and more efficiently addressing juvenile crime, misdemeanors, and code violations.

The structure of a local Municipal Court would address the following key functions:

- **Traffic Violations:** Managing cases related to DUI, speeding, and other traffic offenses.
- **City Ordinance Violations:** Handling cases involving local laws including but not limited to noise, zoning, abandoned buildings, animal control etc.
- **Misdemeanor Cases:** Low-level criminal offenses such as petty theft, vandalism, or minor assaults.
- **Arraignments and Preliminary Hearings:** For minor criminal cases before they are escalated.

- **Civil Disputes:** Small claims or civil disputes up to a certain dollar amount.

While there would be advantages to assigning the police department to administer Municipal Court operations in Peachtree Corners, it would be of paramount importance to ensure judicial authority remains separate from law enforcement activities to uphold public trust. The emphasis of the police department's administrative role should remain court security, logistics, and administration in order to streamline communications with the court to expedite case resolution. The initial Municipal Court operations in Peachtree Corners should be supported with at least five full-time, non-sworn administrative employees experienced with court operations. The Judicial Section of the Municipal Court should be supported with a Municipal Court Judge and probation services on a contractual basis, with one FTE Court Administrator. Based on research of surrounding jurisdictions, the initial minimal staff breakdown should be as follows:

- Municipal Court Judge (on contract).
- Probation Services (on contract).
- 1 Court Administrator (FTE assigned to PD/Municipal Court).
- 2 Court Clerks (FTE assigned to PD/Municipal Court to manage records, schedule, accounts receivables, and administrative tasks).

TABLE 6-3: Municipal Court Annual Personnel Cost

No.	Job Title	Salary & Benefits	Total
1	Judge (contracted services)*	\$ 200,000	\$ 200,000
1	Probation (contracted services)*	\$ 200,000	\$ 200,000
1	Court Administrator (FTE)	\$ 143,611	\$ 143,611
2	Court Clerk (FTE)	\$ 204,128	\$ 204,128
	Annual Personnel Cost Municipal Court	Total	\$747,739

Note: *These expenses are not factored into the final budget calculations at the end of this report as they are unlikely to be police department functions. Additionally, Peachtree Corners already has some of these functions as a contract for the existing services.

We also did not include court security in this expense category as it could be handled by contract security, on-duty police officers, or an FTE court bailiff position.

CANINE HANDLER

A local police department canine unit offers a valuable resource to enhance public safety, support law enforcement operations, and foster positive community relations. Canines are highly effective in detecting narcotics, weapons, explosives, and other items that might not be easily identifiable by officers on their own. Perhaps more importantly, dogs are extremely effective in locating missing persons in both rural and urban environments, which can be a critical force multiplier when time is of the essence to save human life.

During tactical operations involving a search for suspects hiding from law enforcement, police canines provide an extremely important option to search, locate, and apprehend suspects. This is particularly useful during incidents where a suspect is armed or violent, posing an increased threat to the public and/or pursuing officers. The use of police canines also typically reduces investigation and search times for building or perimeter searches covering large areas. This leads to quicker handling and resolution of incidents, thereby reducing overall financial burden to the department. Another important factor of police canine units is the deterrence of criminal

activity. Often the visible presence and known capabilities of a trained police dog can discourage criminals from engaging in criminal activity in areas where a canine is known to respond.

In addition to specialized capabilities, canines are loved by nearly everyone. Their presence and participation in public events, school programs, and community outreach serve to foster a positive image and strengthen the relationship between law enforcement and the community.

The department should assign at least one sworn, full-time employee with a proven record of patience and sound decision-making under stress. Canine handlers should have a natural affinity for animals with the physical strength and technical knowledge required to train and maintain a police dog. Additionally, canine handlers should possess strong communication skills to interact positively with the community and collaborate with their partners in the field, including but not limited to specialized units and other law enforcement agencies in the area which might be seeking assistance.

Canines with high drive and effectiveness are often trained in various tasks (known as “dual purpose”) in areas such as narcotics detection, tracking, apprehension, and search and rescue. Since one of the most important aspects of a Canine Unit is community relations, it is also extremely valuable to have at least one canine with a calm and loving temperament. To address this concern, Peachtree Corners should consider assigning two dogs to its canine handler: one for detection (narcotics, weapons, explosives, etc.), tracking, search and rescue, and community relations; the second for tracking, apprehending, and subduing suspects. By separating the roles, each dog would receive consistent specialized training and handling tailored to their specific duties. This approach manages their “high drive” for improved performance and reduces likelihood of mishandling or accidental bites in public places such as schools and/or community events. The proposed Canine Unit would consist of:

- 1 Sergeant (collateral duty assignment for reporting and oversight).
- 1 Officer/Canine Handler (FTE).
 - 1 *Detection Canine* (narcotics, weapons, tracking, search and rescue, community relations).
 - 1 *Apprehension Canine* (tracking and apprehending suspects).

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TABLE 6-4: Specialized Equipment for Canine Unit, with Cost Estimates

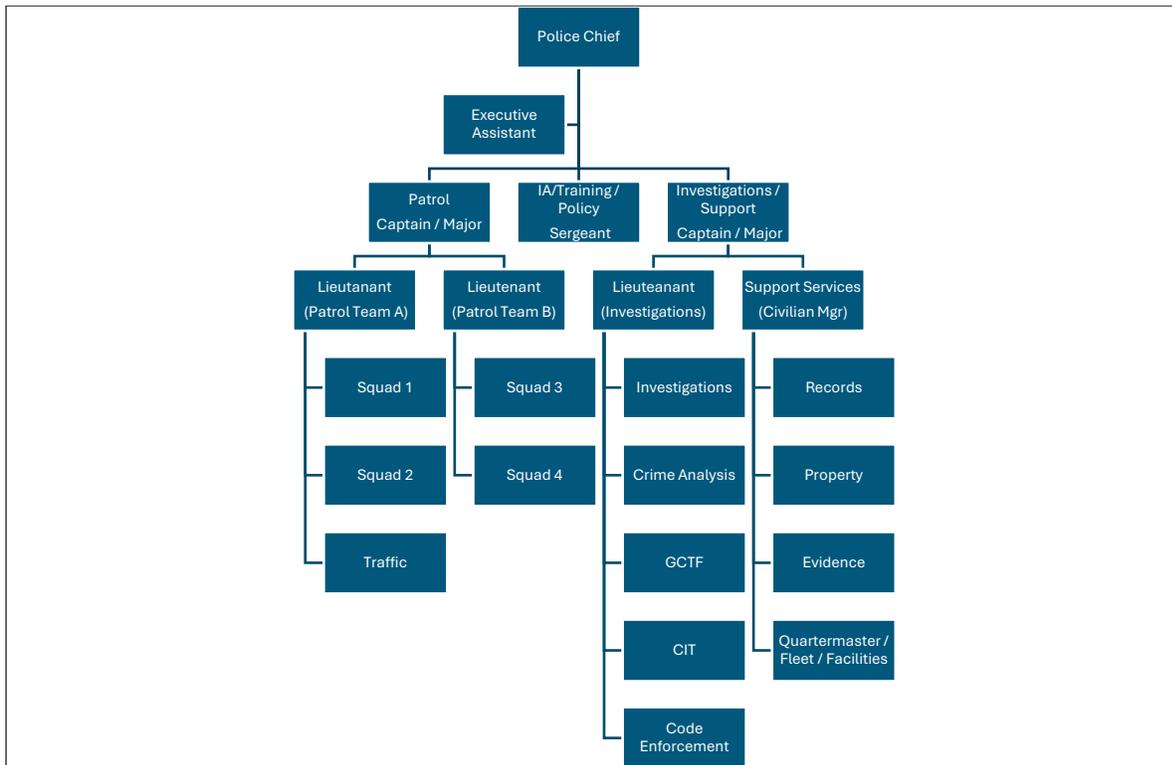
Items	Equipment/Weapon	Per Item	Total
1	Canine (tracking and apprehension).	\$ 10,000	\$ 10,000
1	Canine (detection: narcotics, weapons, search and rescue, community relations).	\$ 10,000	\$ 10,000
1	Protective gear for handler during training (protective gloves, sleeves, bite suits, etc.).	\$ 3,000	\$ 3,000
1	NIJ rated SWAT ballistic vests/plate carriers for handler.	\$ 5,000	\$ 5,000
3	Vest gear pouches for handler.	\$ 200	\$ 600
1	NIJ rated ballistic helmet for handler.	\$ 1,500	\$ 1,500
1	Tactical handgun, with optic, light, holster, slings.	\$ 1,300	\$ 1,300
1	Radio headsets with earpiece, push to talk switch.	\$ 1,000	\$ 1,000
1	Protective eyewear/goggles for handler.	\$ 60	\$ 60
1	Elbow and knee pads for handler.	\$ 50	\$ 50
1	Air purifying respirator for handler.	\$ 50	\$ 50
1	Individual First Aid Kits (IFAK).	\$ 130	\$ 130
1	Body armor for dog during high-risk operations.	\$ 1,200	\$ 1,200
2	Scent detection kits and training aids for canine.	\$ 1,500	\$ 1,500
1	Canine cooling vest.	\$ 700	\$ 700
1	Grooming supplies (brushes, clippers, etc., for canine coat and health).	\$ 800	\$ 800
	Initial Cost Specialized Equipment (K9 Unit)	Total	\$ 39,630
	Annual Cost Specialized Equipment (K9 Unit)	Total	\$ 9,908

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SECTION 7. PERSONNEL AND FINANCIAL SUMMARIES

Throughout this report we have outlined a proposed department structure as well as the personnel who would be assigned to each function based on known and projected workload. This section will recap that structure and the number of personnel assigned to each function. It will also provide an approximate financial projection of the costs for Peachtree Corners to operate its own police department.

FIGURE 7-1: Proposed Organizational Chart, Peachtree Corners Police Department



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The following table shows the personnel assigned to each function noted in the organizational chart above.

TABLE 7-1: Personnel by Assignment/Division

	Chief Capt.	Lt.	Sgt.	Corp.	Off.	Civ. Mgr.	Exec. Asst	Crime Anal.	Rclds. Supv.	Clerical	Prop. Clerk	IT Spec.	Court Supv	Total
Admin.	1	2				1	1					1**		6
Patrol		2	4	4	26									36
Investigations		1	1	4										6
Traffic					2*									2
IA/Training			1	1	1									3
Crime Analysis								1						1
K9					1*									1
GTIF					1									1
CIT			1*		2*									3
Records									1	2				3
Property / Evidence											1			1
Quartermaster										1				1
Court										3			1	4
Total	1	2	3	9	33	1	1	1	1	6	1	1	1	68

Notes: *These positions are recommended but can be considered optional positions/units.

**This position can be a contract position or a shared position with City Hall.

It should be noted that this table does not account for personnel who will be assigned to the code enforcement function. The City of Peachtree Corners has code enforcement officials who are currently serving the city as contract employees. Those positions are currently funded and should not impact the financials included in this report.

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The preceding organizational chart and table, along with the following table, include personnel who will be assigned to the court function. At the city's request we accounted for a court structure that would need to be upstaffed from current levels to manage the increased workload from a city police department. These numbers are included in this report but the city may be better served by including the court function elsewhere within the city government structure to avoid any concerns over impartiality of the court function.

TABLE 7-2: Personnel Summary

Position Title	Recommended
Police Chief	1
Captain	2
Lieutenant	3
Sergeant	7
Corporal/Detective/Sr. Ofcr.	9
Police Officer	33
Sworn Total	55
Support Services Manager	1
Exec Asst.	1
Crime Analyst	1
Records Supervisor	1
Records Clerk	2
IT Technician	1
Support Svc Clerk	1
Supervising Court Clerk	1
Court Clerk	3
Property and Evidence Clerk	1
Civilian Total	13
Department Total	68

The following table is an approximate breakdown of employee salaries and benefits. CPSM collected salaries from various agencies throughout the immediate area of Peachtree Corners and found that salaries varied significantly. We also observed that many agencies were granting significant salary increases. In discussions with city employees, we were told that the salary increases directly result from regional competition among agencies vying for employees from within a limited labor pool. As a result, we pulled salaries from one of the higher-paid agencies in the area and calculated Peachtree Corners' salaries at 90 percent of the top step for those positions. It should be noted that not all positions we have recommended had a matching position in their peer agency group. For those positions, we assumed an approximate number based on similar positions.

The following should be noted:

- This personnel budget does not include code enforcement salaries; these positions currently exist on a contract basis.

- These figures assume that Peachtree Corners will pay 100 percent of all the benefits noted on the table. For reference, agencies throughout the nation have varied formulas that may place some of the expense of benefits on the employee rather than the city paying 100 percent.
- These figures do not include medical insurance. Peachtree Corners' current practice is to fund 100 percent of employee medical insurance. Based on the current figures, we believe the city should consider how it will manage this issue with a larger workforce and apply the appropriate figure to this estimate. We will provide one estimate in the figures following this table.
- This table accounts for the additional court personnel. We will provide a note after the figure that separates these positions.
- This table includes all recommended positions

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TABLE 7-3: Personnel Budget (Salaries and Benefits)

Position Title	Est Salary	Workers Comp	FICA	Retirement	Retirement Match	POAB	Total	No. of Positions	Total
Police Chief	\$225,000	\$11,205	\$17,212	\$27,000	\$11,250	\$420	\$292,087	1	\$292,087
Captain	179,044	8,916	13,696	21,485	8,952	420	232,513	2	465,026
Lieutenant	157,068	7,821	12,015	18,848	7,853	420	204,025	3	612,075
Sergeant	135,217	6,733	10,344	16,226	6,760	420	175,700	7	1,229,900
Corp./Det./Sr. Ofcr.	118,622	5,907	9,074	14,234	5,931	420	154,188	9	1,387,692
Police Officer	99,848	4,972	7,638	11,981	4,992	420	129,851	33	4,285,083
Sworn Total									
Support Services Mgr.	\$130,000	\$6,474	\$9,945	\$15,600	\$6,500	0	\$168,519	1	\$168,519
Executive Assistant	78,736	3,921	6,023	9,448	3,936	0	102,064	1	102,064
Crime Analyst	86,806	4,422	6,640	10,416	4,340	0	112,624	1	112,624
Records Supervisor	110,790	5,517	8,475	13,294	5,535	0	143,611	1	143,611
Records Clerk	78,736	3,921	6,023	9,448	3,936	0	102,064	2	204,128
IT Technician	90,017	4,482	6,886	10,802	4,500	0	116,687	1	116,687
Support Svc Clerk	78,736	3,921	6,023	9,448	3,936	0	102,064	1	102,064
Supervising Court Clerk	110,790	5,517	8,475	13,294	5,535	0	143,611	1	143,611
Court Clerk	78,736	3,921	6,023	9,448	3,936	0	102,064	3	306,192
Property and Evidence Clerk	86,806	4,322	6,640	10,416	4,340	0	112,524	1	112,524
Civilian Total								13	\$1,512,024
Personnel Total								68	\$9,783,887

- These figures include FTE court personnel employed by Peachtree Corners. Excluding these positions would reduce the total figure by **\$449,803**.
- In addition to the court personnel, a contract solicitor would be funded through the city, adding approximately **\$200,000** in expenses. Court revenues would offset much, if not all, of these expenses.
- The IT Technician, estimated in this table at **\$116,687**, could be a shared position with other City Hall departments.
- The five police officers and one sergeant identified earlier as optional account for **\$825,955** on this table.
- Medical benefits are not included because of the unknown expense. There are varying figures based on employee coverage versus married employees vs. full family rates. In discussion with city finance, we agreed that a figure of \$27,000 per employee may be an appropriate figure to estimate these costs. That would increase these personnel numbers by **\$1,836,000**.
- All personnel figures are calculated at the top step. This is highly unlikely because all police workforces have employees at various stages of their careers. Many will be at lower pay scale steps, likely reducing salary expenses.
- This table also assumes all positions are filled, another unlikely reality as agencies always operate with some vacancies, often resulting in more overtime but usually at a budget savings compared to full-time salary expenses.
- Some disability insurance expenses are not included here because the costs can vary significantly based on coverage and what the city pays versus the employee.

The following table outlines approximate annual expenses that should be included in an annual police budget. If Peachtree Corners elects to start its own police department, the city will go through an exercise to better estimate these expenses once operational guidelines are established. The following figures are believed to be an accurate benchmark of all total expenses outside of salaries and benefits.

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TABLE 7-4: Additional Annual Expenses

Budget Item	Approximate Annual Costs
RMS/CAD System	75,000
Misc. Supplies - Services	20,000
Vehicle Replacement Fund	770,000
Vehicle Maintenance	130,000
Fuel	200,000
Facility Maintenance	100,000
IT Computer Replacement	35,000
Training Budget	100,000
Lexipol	20,000
Support Services Equip.	350,000
TRT Annual R&M*	99,760
Traffic Unit R&M*	27,175
K9 Care Stipend*	6,315
K9 Misc. *	9,908
Overtime (All Units)	350,000
Travel Misc.	75,000
Printing/Advertising	10,000
Dues and Fees	15,000
Misc. Operating Expenses	75,000
Insurance	Unknown
Total	2,468,158

Note: *Optional Unit and Expense

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SECTION 8. SUMMARY

The City of Peachtree Corners commissioned CPSM to provide an outside and independent perspective on the annual operating expenses for operating a police department in the community. CPSM's consultants who worked on this project have, collectively, decades of experience in local law enforcement and have been involved in dozens of police department assessments throughout the United States in recent years. Our approach to this project was to work toward building a staffing plan based on workload data to outline how many personnel would be required to provide an adequate level of service to the community and to manage the current investigative and call workload properly.

This report does not outline the necessary start-up costs that will be involved should Peachtree Corners elect to move away from its current service model provided by Gwinnett County Police, nor does it recommend what the city should choose to do with the information we have compiled. Although "recommendations" are mentioned throughout this report's body, those are recommendations should the city start down the path of pursuing this project.

The GCPD is funded through a millage rate paid by property owners in Gwinnett County. If Peachtree Corners were to have its own police force, it would collect from within the city's jurisdiction the millage currently collected by the county. We learned that the current assessed millage rate totals approximately \$11,000,000 annually. Our consultants did not work to build an agency model that would fit with that potential budget. As noted, we staffed the department with the necessary labor to fill the projected and known needs in the community.

Based upon the financial reports provided in the previous section and using the figures our consultants compiled, we believe the maximum annual operating costs for the agency proposed would be approximately \$13,708,242, exclusive of the court personnel outlined in this report. The court personnel, both FTE and contract employees, would cost approximately \$748,000. However, that cost would be offset by court revenues that are estimated to be \$1.2 million to \$1.8 million, based on the reported figures by surrounding jurisdictions.

Additionally, the figure provided above is based on the salaries we elected to use and was calculated with the assumption that all positions would be filled at the top step in the salary range and that Peachtree Corners would be providing benefits in their current manner. Actual personnel expenses would be lower as not all positions will be filled with top-step employees. If the city elects to modify its current benefit packages and explore what expenses should be shared with the employees, the costs will be driven down even further.

Undoubtedly, Peachtree Corners officials will discuss what we have provided further and revise some of these financial estimates based on the management decisions they elect to enact.

From our experience in evaluating and assessing other organizations, we are keenly aware that department leadership may elect to use personnel differently than we have proposed and may request additional personnel for other tasks and community needs. Every agency has a structure tailored to its community, and most departments seek to grow capacity as years go by; this often comes through requests to add personnel and costs when the opportunity presents itself or the community asks for more.

The benefit of the City of Peachtree Corners operating its own department is that decisions regarding change or capacity building can be made locally versus the current model, in which operational decisions regarding GCPD are made elsewhere. Simply put, a municipal police

department as proposed in this report has greater autonomy for making decisions regarding how services are delivered.

However, we should point out that moving away from services provided by the Gwinnett County Police Department comes with some drawbacks. Although GCPD will be a regional partner agency and should still assist with critical incidents when requested through mutual aid, as other local agencies would do, GCPD is unlikely to be a resource with special projects, enforcement programs, or periods of needed crime suppression that may arise. As well, an agency the size of Peachtree Corners will not have the surge capacity that GCPD can provide. Peachtree Corners must develop and foster its relationship with its neighboring agencies to have additional resources when requested.

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SECTION 9. DATA REPORT

This data analysis on contracted law enforcement operations provided by the Gwinnett County Police Department for Peachtree Corners focuses on two main areas: workload and response times.

All information in this analysis was developed using data from Gwinnett County's computer-aided dispatch (CAD) system.

CPSM collected data for one year from January 1, 2023, through December 31, 2023. The majority of the first section of the analysis, concluding with Table 9-9, uses call data for one year. To examine seasonal variation, we compared two eight-week sample periods. The first period is from January 4 through February 28, 2023, or winter, and the second period is from July 7 through August 31, 2023, or summer.

Notably, there are significant limitations associated with the data that we used. We were required to gather all information through open records requests, a technique we have never used. The department informed us that legally they were only required to provide reports that already existed and often concluded that the data we wanted was unavailable in an existing report. For this reason, we were unable to extract information showing patrol units logging on and off from the system. In addition, we could not document administrative activities that were not assigned call numbers. This prevented us from comparing the department's available personnel against the documented workload. Moreover, the timestamps we received did not include seconds, which impacted the accuracy of our response time analysis. Finally, due to Gwinnett County's staffing and dispatching methods, we were unable to distinguish specifically assigned Peachtree Corners patrol units and instead, we included all units responding to calls within Peachtree Corners.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in two ways:
 - We assign a category to each event based on its description.
 - We indicate whether the call is "zero time on scene" (i.e., units spent less than 30 seconds on scene), "police-initiated," or "community-initiated."
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no officer time spent on scene.

In this way, we first identify a total number of records, then focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Peachtree Corners's dispatch data. We made assumptions and decisions to address these issues.

- 336 events (about 2 percent) involved units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 143 different event descriptions, which we condensed into 17 categories for our tables and 10 categories for our figures (shown in Chart 9-1). Table 9-16 in the appendix shows how each call description was categorized.

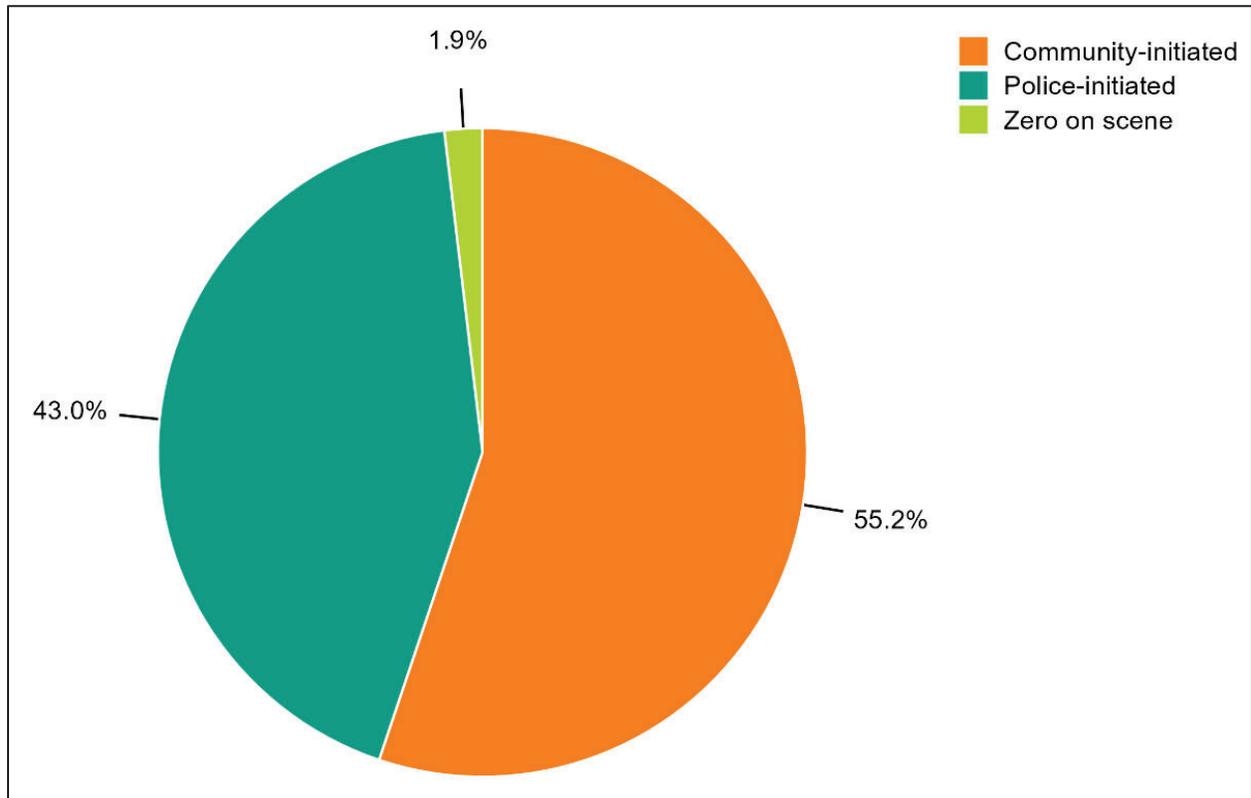
Between January 1, 2023, and December 31, 2023, the communications center recorded approximately 17,840 events that were assigned call numbers, which included an adequate record of a responding unit as either the primary or secondary unit. When measured daily, the department reported an average of 48.9 patrol-related events per day, approximately 2 percent of which (0.9 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 9-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist citizen	Assist
Assist other agency	
Check	Check
Crime against persons	Crime
Crime against property	
Crime against society	
Disturbance	Disturbance
Animal	General noncriminal
Mental health	
Miscellaneous	
Investigation	Investigation
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	
Warrant/arrest	Warrant/arrest

FIGURE 9-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 17,840 events.

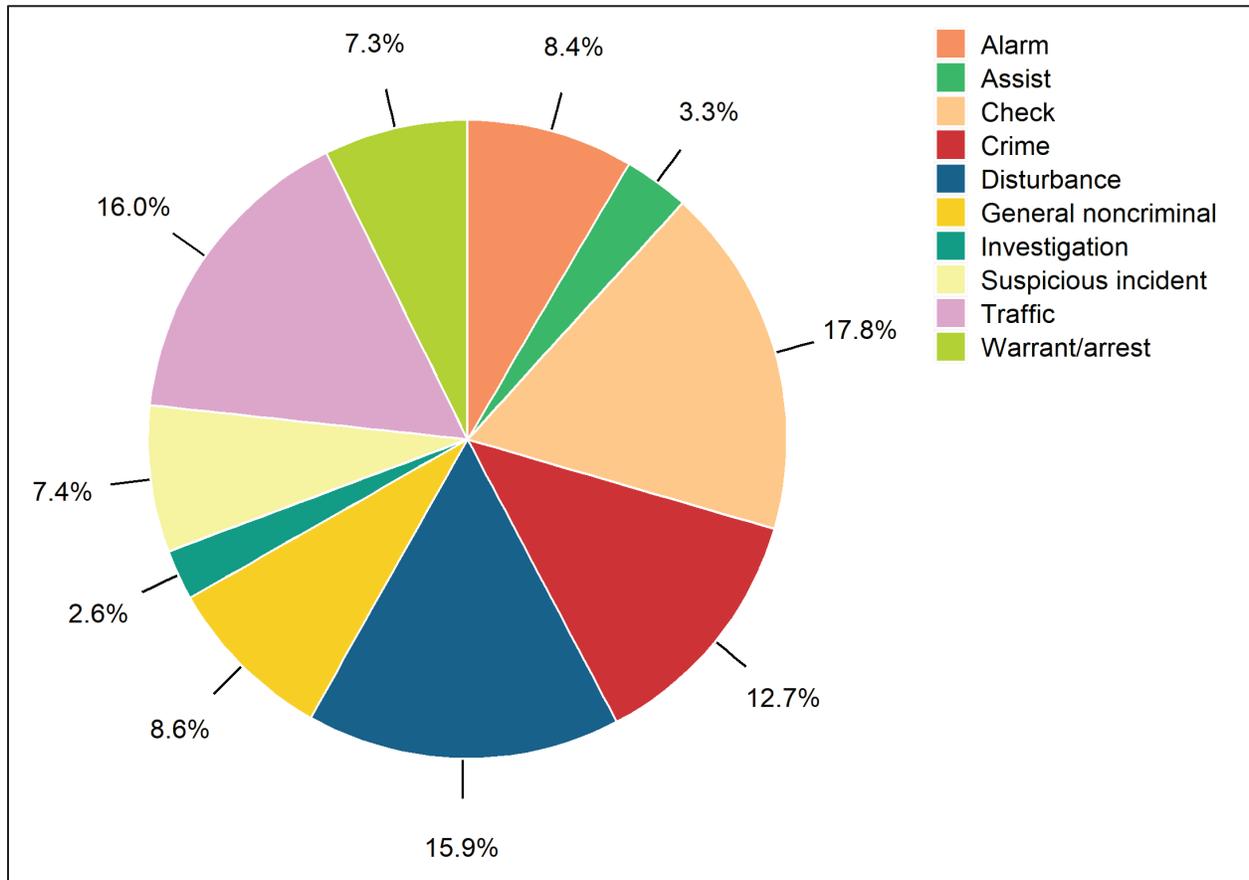
TABLE 9-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	9,840	27.0
Police-initiated	7,664	21.0
Zero on scene	336	0.9
Total	17,840	48.9

Observations:

- 2 percent of the events had zero time on scene.
- 43 percent of all events were police-initiated.
- 55 percent of all events were community-initiated.
- There was an average of 49 events per day, or 2.0 per hour.

FIGURE 9-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-2: Events per Day, by Category

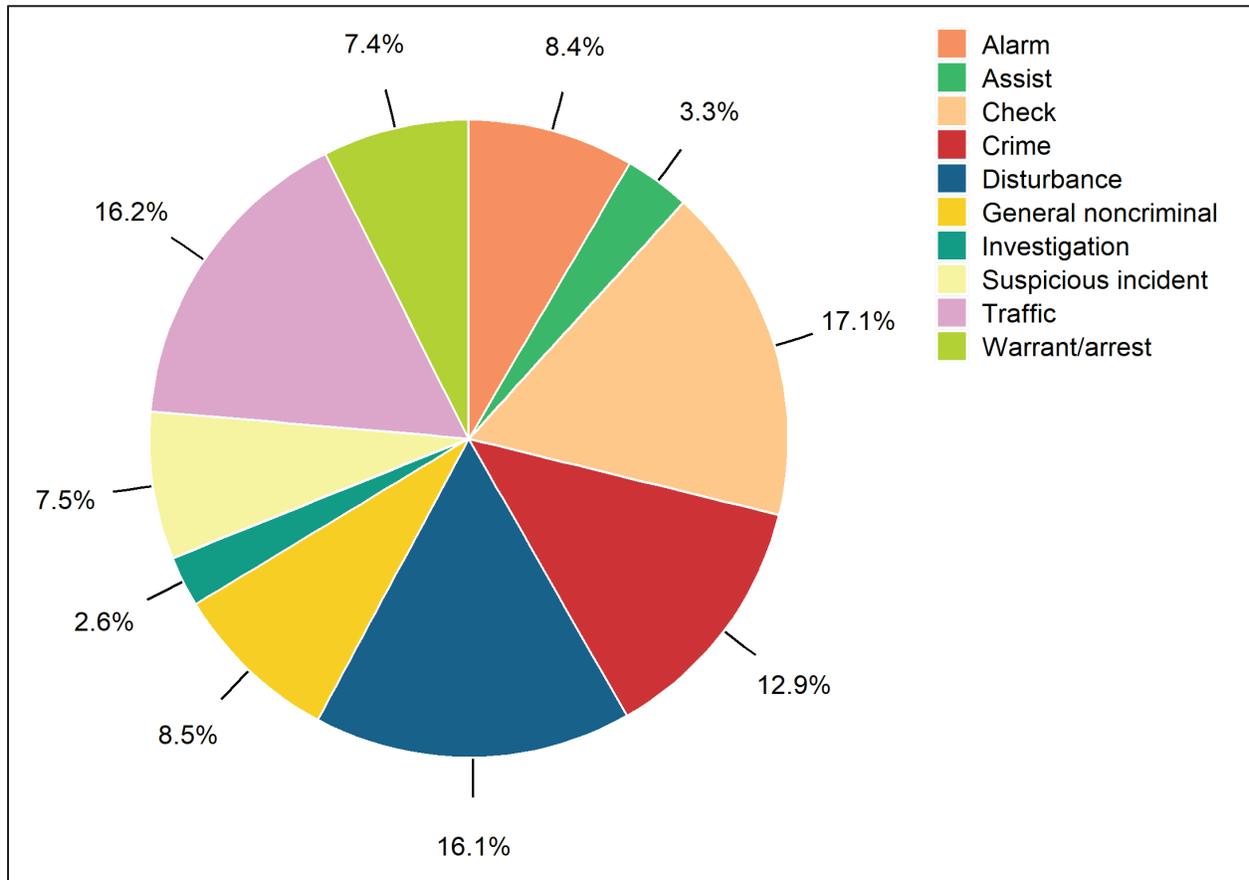
Category	No. of Events	Events per Day
Accident	1,529	4.2
Alarm	1,504	4.1
Animal	417	1.1
Assist citizen	418	1.1
Assist other agency	172	0.5
Check	3,173	8.7
Crime against persons	362	1.0
Crime against property	1,822	5.0
Crime against society	90	0.2
Disturbance	2,837	7.8
Investigation	455	1.2
Mental health	318	0.9
Miscellaneous	794	2.2
Suspicious incident	1,322	3.6
Traffic enforcement	451	1.2
Traffic stop	876	2.4
Warrant/arrest	1,300	3.6
Total	17,840	48.9

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top four categories accounted for 62 percent of events:
 - 18 percent of events were checks.
 - 16 percent of events were traffic-related.
 - 16 percent of events were disturbances.
 - 13 percent of events were crimes.

FIGURE 9-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	1,523	4.2
Alarm	1,472	4.0
Animal	387	1.1
Assist citizen	411	1.1
Assist other agency	170	0.5
Check	2,995	8.2
Crime against persons	358	1.0
Crime against property	1,818	5.0
Crime against society	86	0.2
Disturbance	2,812	7.7
Investigation	451	1.2
Mental health	317	0.9
Miscellaneous	782	2.1
Suspicious incident	1,309	3.6
Traffic enforcement	442	1.2
Traffic stop	872	2.4
Warrant/arrest	1,299	3.6
Total	17,504	48.0

Note: The focus here is on recorded calls rather than recorded events. We removed 336 events with zero time on scene.

Observations:

- On average, there were 48.0 calls per day, or 2.0 per hour.
- The top four categories accounted for 62 percent of calls:
 - 17 percent of calls were checks.
 - 16 percent of calls were traffic-related.
 - 16 percent of calls were disturbances.
 - 13 percent of calls were crimes.

FIGURE 9-4: Calls per Day, by Initiator and Month

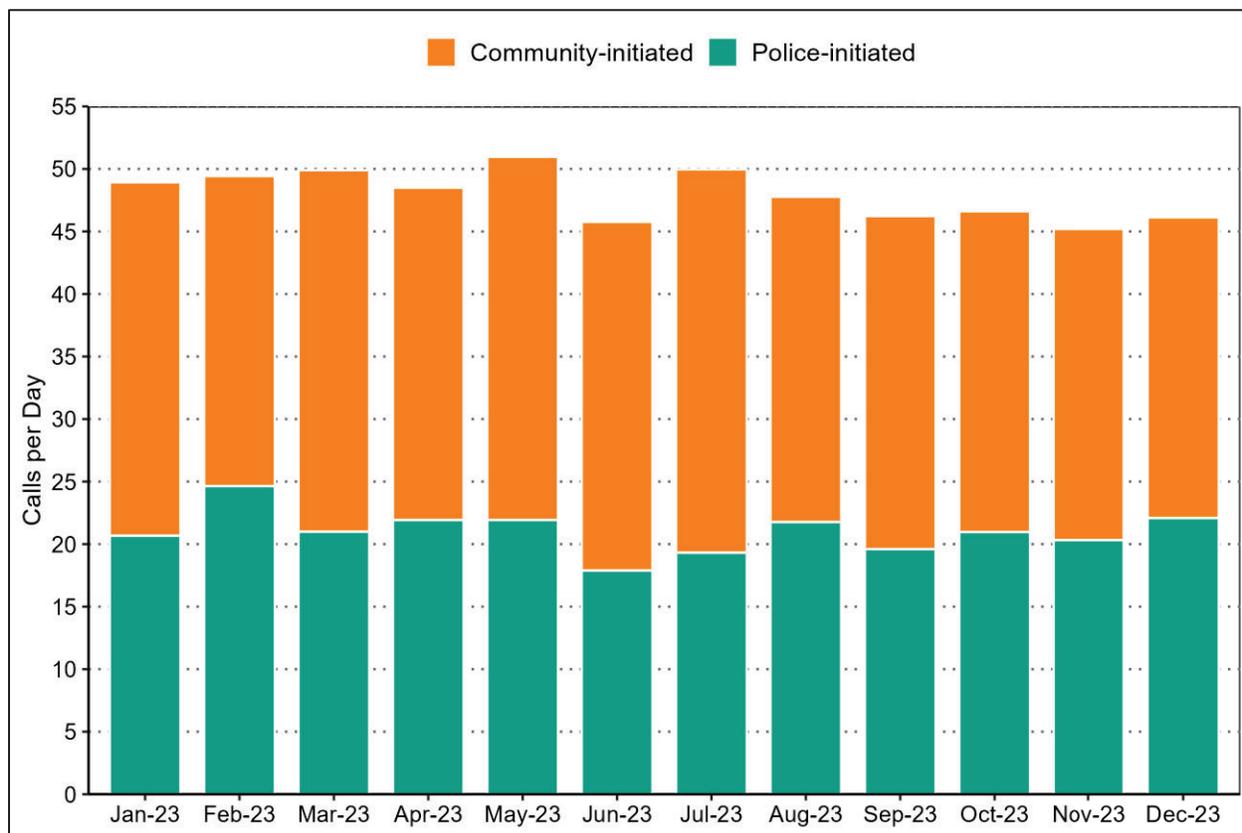


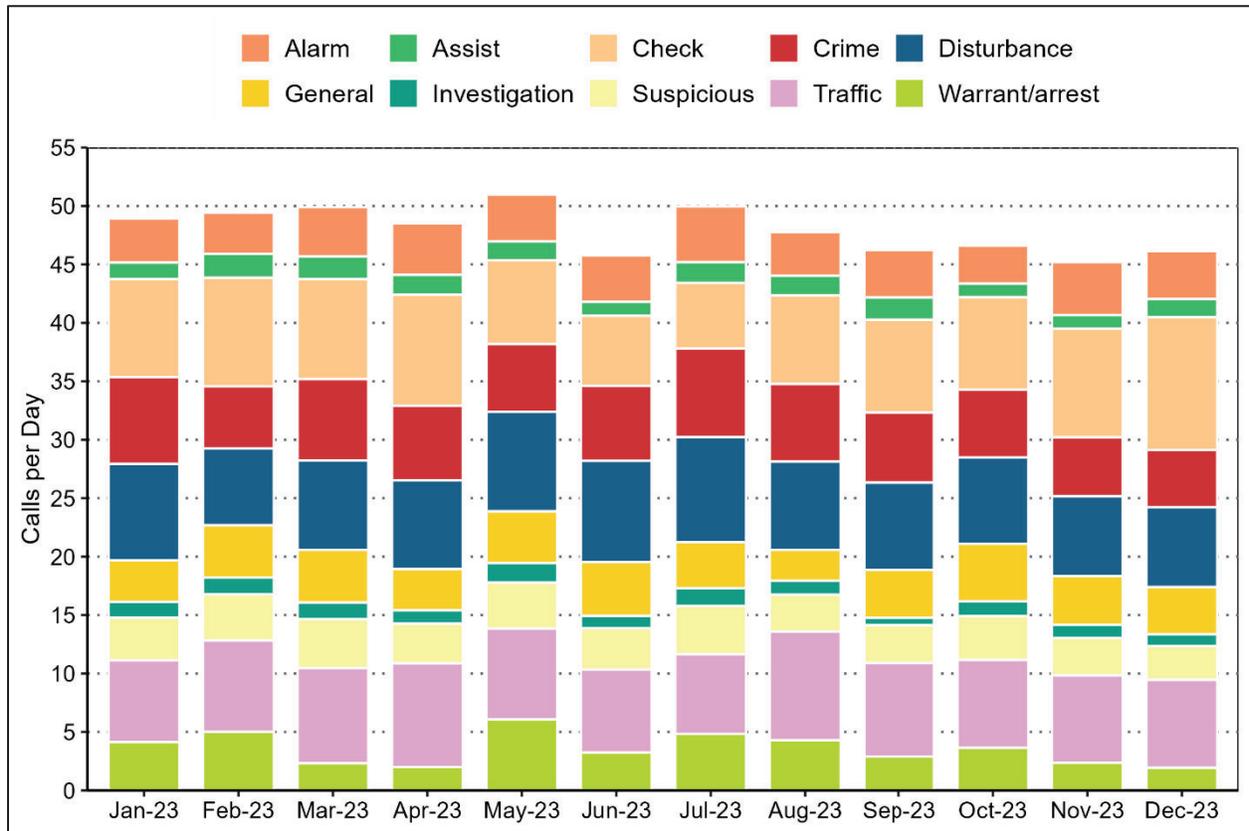
TABLE 9-4: Calls per Day, by Initiator and Months

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	28.3	24.8	28.9	26.6	29.0	27.9	30.6	26.0	26.6	25.6	24.8	24.0
Police	20.7	24.6	21.0	21.9	21.9	17.9	19.3	21.8	19.6	21.0	20.4	22.1
Total	48.9	49.4	49.9	48.5	51.0	45.8	50.0	47.8	46.2	46.6	45.2	46.1

Observations:

- The number of calls per day was lowest in November.
- The number of calls per day was highest in May.
- The month with the most calls had 13 percent more calls than the month with the fewest calls.
- February had the most police-initiated calls, with 38 percent more than June, which had the fewest.
- July had the most community-initiated calls, with 28 percent more than December, which had the fewest.

FIGURE 9-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-5: Calls per Day, by Category and Month

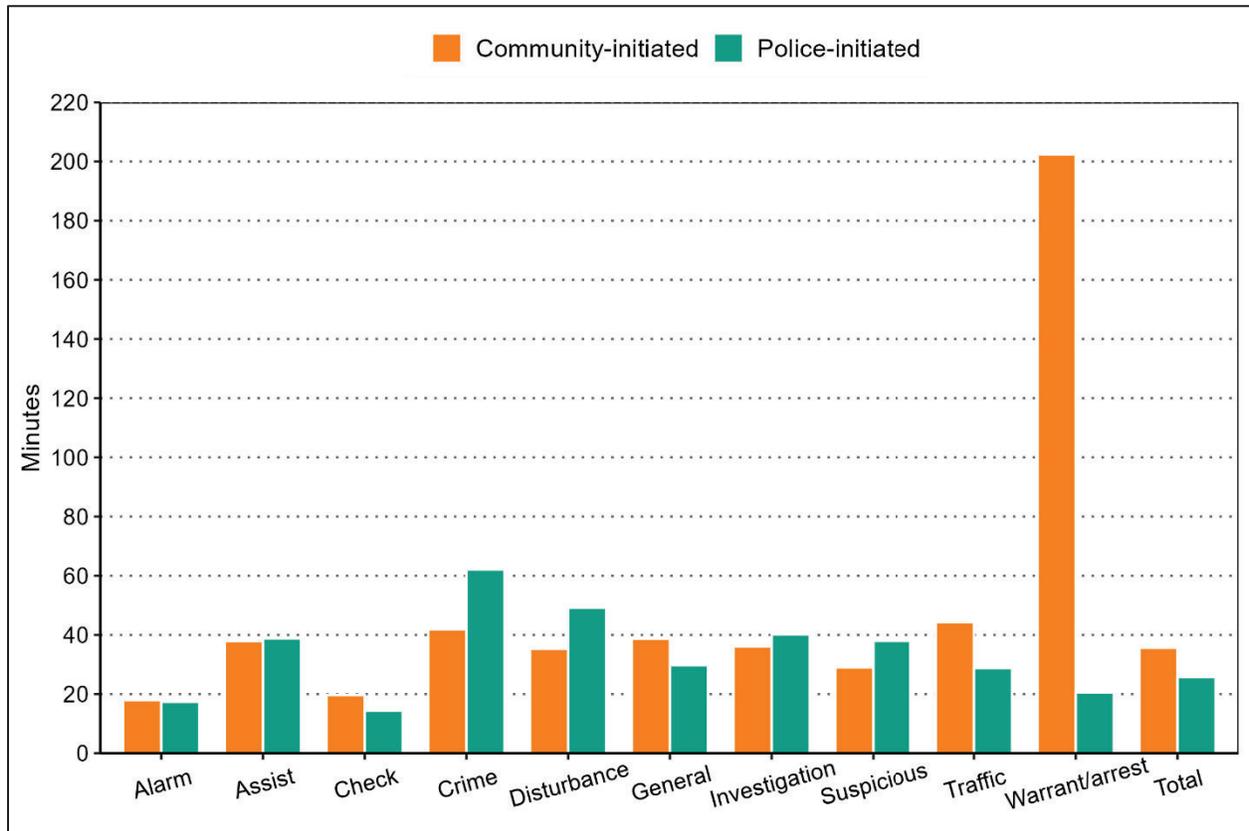
Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	4.5	3.8	4.2	4.5	4.5	3.9	3.7	4.6	4.2	4.1	3.8	4.3
Alarm	3.8	3.5	4.2	4.4	4.0	4.0	4.8	3.7	4.1	3.3	4.5	4.1
Animal	1.1	1.2	1.0	0.9	1.3	1.4	1.0	0.8	1.1	1.0	1.3	0.7
Assist citizen	1.1	1.7	1.5	1.0	0.9	1.0	1.3	1.1	1.4	0.6	0.8	1.2
Assist other agency	0.4	0.4	0.4	0.7	0.7	0.2	0.5	0.5	0.5	0.5	0.4	0.4
Check	8.4	9.3	8.5	9.5	7.2	6.0	5.6	7.6	7.9	7.9	9.3	11.4
Crime against persons	1.2	1.2	0.8	0.9	1.0	0.7	1.3	1.0	1.3	1.3	0.5	0.6
Crime against property	5.8	3.9	5.8	5.2	4.7	5.5	6.1	5.5	4.5	4.4	4.1	4.2
Crime against society	0.4	0.2	0.3	0.3	0.0	0.2	0.2	0.2	0.2	0.2	0.4	0.1
Disturbance	8.3	6.6	7.6	7.6	8.5	8.7	9.0	7.5	7.5	7.4	6.8	6.8
Investigation	1.4	1.4	1.4	1.1	1.7	1.1	1.5	1.2	0.6	1.3	1.1	1.0
Mental health	0.6	1.1	1.2	0.5	1.1	1.1	1.1	0.6	0.7	1.2	0.6	0.6
Miscellaneous	1.8	2.2	2.3	2.1	2.1	2.2	1.9	1.2	2.3	2.7	2.3	2.7
Suspicious incident	3.6	4.0	4.2	3.4	3.9	3.5	4.1	3.2	3.2	3.7	3.2	2.9
Traffic enforcement	0.8	1.2	1.5	1.3	1.4	1.3	1.3	1.4	1.3	1.1	0.9	1.1
Traffic stop	1.7	2.8	2.5	3.0	1.9	1.9	1.8	3.3	2.5	2.3	2.8	2.2
Warrant/arrest	4.1	5.0	2.3	2.0	6.1	3.2	4.8	4.3	2.9	3.6	2.4	1.9
Total	48.9	49.4	49.9	48.5	51.0	45.8	50.0	47.8	46.2	46.6	45.2	46.1

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 57 and 67 percent of calls throughout the year.
 - Check calls averaged between 5.6 and 11.4 calls per day throughout the year.
 - Traffic calls averaged between 6.8 and 9.3 calls per day throughout the year.
 - Disturbance calls averaged between 6.6 and 9.0 calls per day throughout the year.
 - Crime calls averaged between 4.9 and 7.6 calls per day throughout the year.
- Crime calls accounted for 11 to 15 percent of total calls.

FIGURE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator

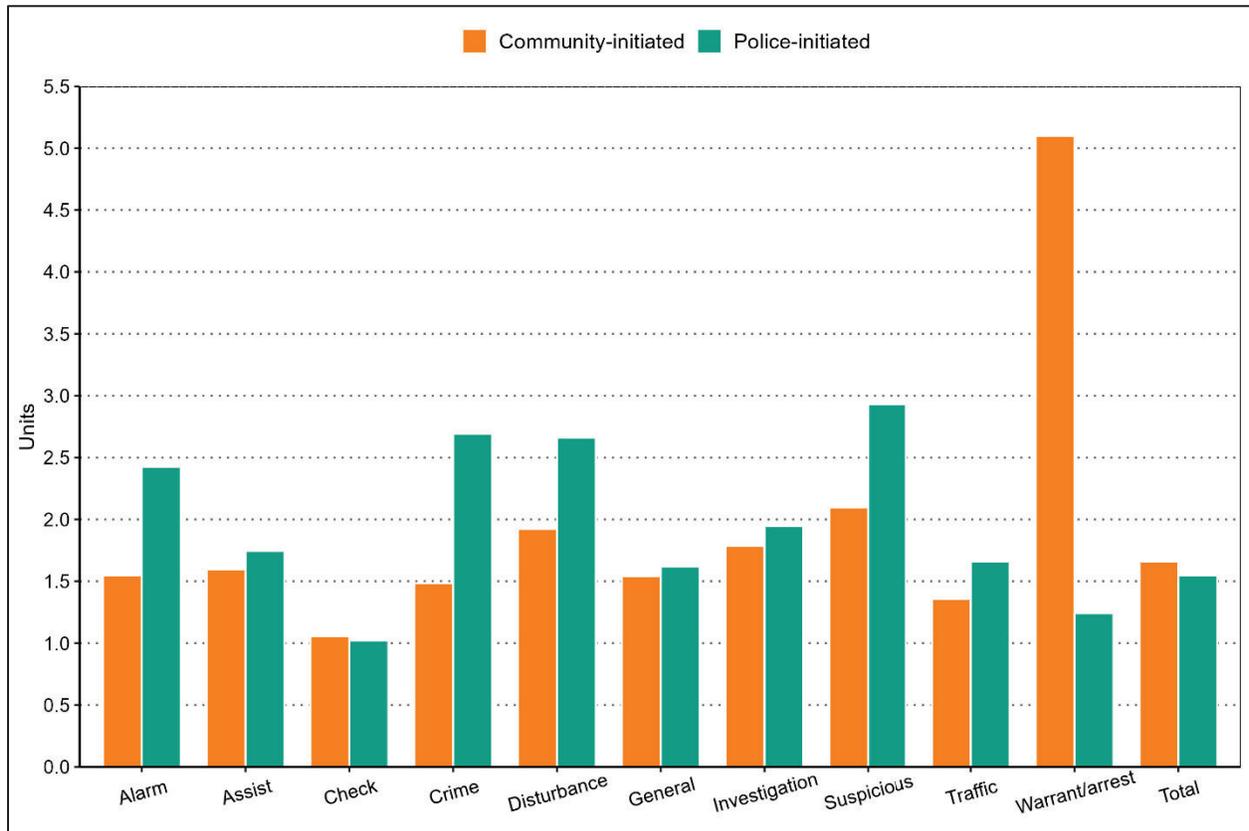
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	47.7	1,328	57.0	195
Alarm	17.9	1,352	17.4	120
Animal	39.0	359	20.3	28
Assist citizen	33.8	259	29.5	152
Assist other agency	46.3	125	70.3	45
Check	19.7	18	14.4	2,977
Crime against persons	51.9	264	135.0	94
Crime against property	39.9	1,450	44.6	368
Crime against society	45.1	56	48.2	30
Disturbance	35.3	2,452	49.2	360
Investigation	36.1	319	40.2	132
Mental health	39.6	251	47.8	66
Miscellaneous	38.0	455	26.9	327
Suspicious incident	29.0	858	38.0	451
Traffic enforcement	28.3	283	32.9	159
Traffic stop	NA	0	21.6	872
Warrant/arrest	202.4	10	20.5	1,289
Weighted Average/Total Calls	35.7	9,839	25.7	7,665

Note: The information in Figure 9-6 and Table 9-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 14 to 202 minutes overall.
- The longest average times were for community-initiated warrant/arrest calls.
- The average time spent on crime calls was 42 minutes for community-initiated calls and 62 minutes for police-initiated calls.

FIGURE 9-7: Number of Responding Units, by Initiator and Category



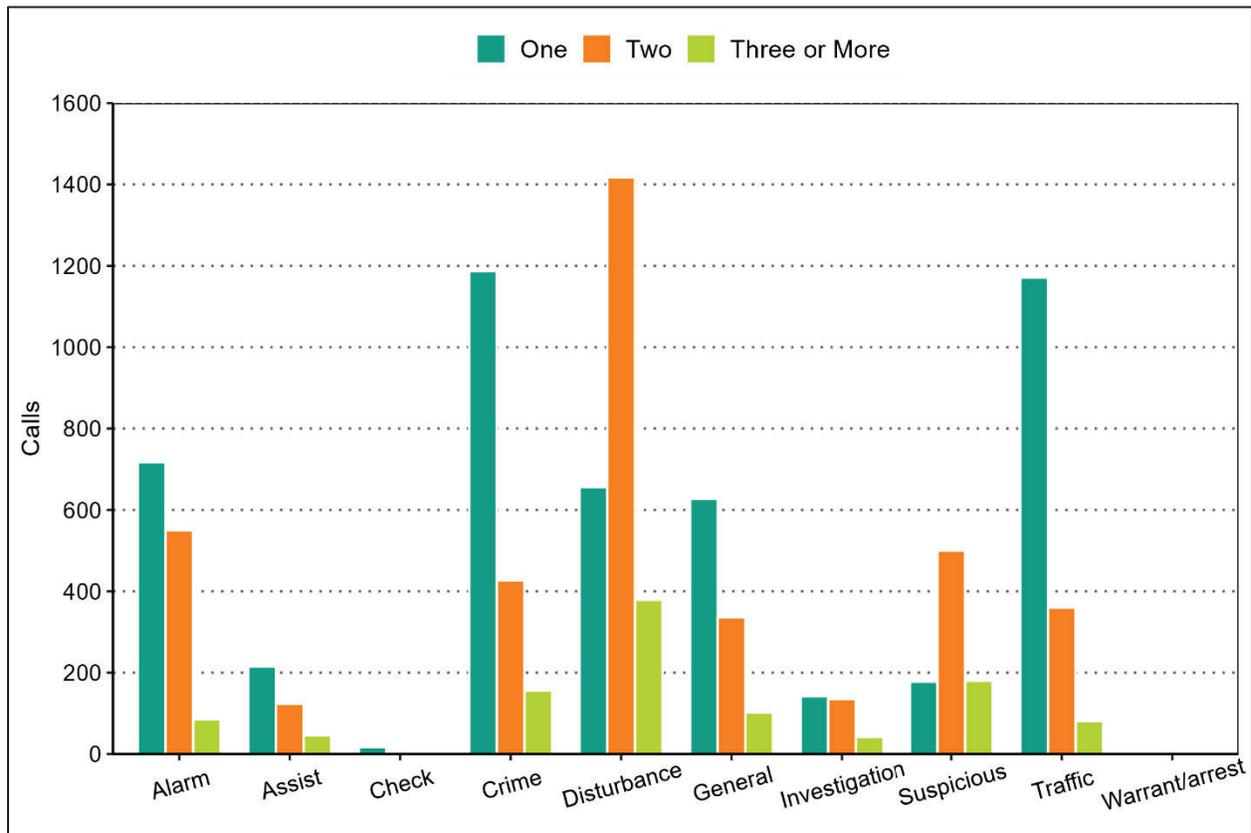
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.3	1,328	2.2	195
Alarm	1.5	1,352	2.4	120
Animal	1.1	359	1.1	28
Assist citizen	1.4	259	1.5	152
Assist other agency	2.1	125	2.6	45
Check	1.1	18	1.0	2,977
Crime against persons	2.0	264	5.0	94
Crime against property	1.4	1,450	2.1	368
Crime against society	2.1	56	2.6	30
Disturbance	1.9	2,452	2.7	360
Investigation	1.8	319	1.9	132
Mental health	2.2	251	2.9	66
Miscellaneous	1.5	455	1.4	327
Suspicious incident	2.1	858	2.9	451
Traffic enforcement	1.4	283	2.1	159
Traffic stop	NA	0	1.5	872
Warrant/arrest	5.1	10	1.2	1,289
Weighted Average/Total Calls	1.7	9,839	1.5	7,665

Note: The information in Figure 9-7 and Table 9-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 9-8: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	973	290	65
Alarm	717	550	85
Animal	337	16	6
Assist citizen	188	56	15
Assist other agency	27	67	31
Check	17	1	0
Crime against persons	131	72	61
Crime against property	1,043	323	84
Crime against society	13	32	11
Disturbance	656	1,417	379
Investigation	142	135	42
Mental health	35	156	60
Miscellaneous	255	164	36
Suspicious incident	178	500	180
Traffic enforcement	197	70	16
Warrant/arrest	3	1	6
Total	4,912	3,850	1,077

Observations:

- The overall mean number of responding units was 1.5 for police-initiated calls and 1.7 for community-initiated calls.
- The mean number of responding units was as high as 5.1 for warrant/arrest calls that were community-initiated.
- 50 percent of community-initiated calls involved one responding unit.
- 39 percent of community-initiated calls involved two responding units.
- 11 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved disturbances.

FIGURE 9-9: Percentage Calls and Work Hours, by Zone

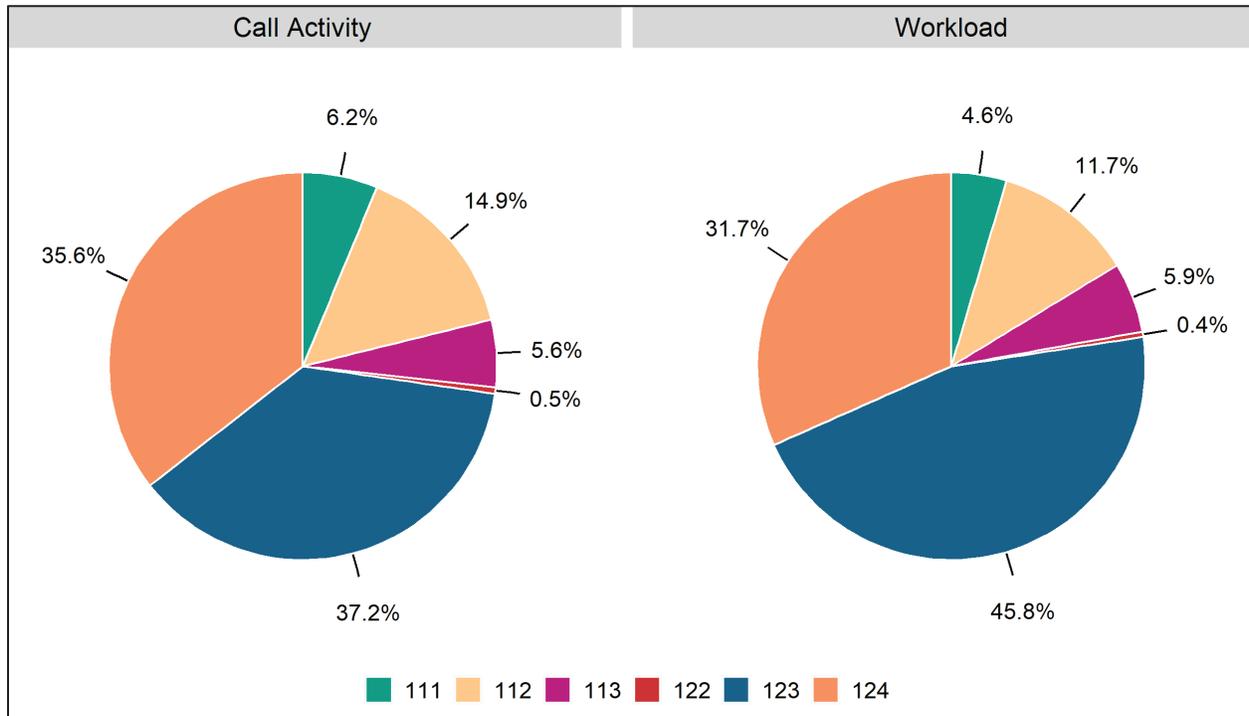


TABLE 9-9: Calls and Work Hours by Zone, per Day

Zone	Per Day	
	Calls	Work Hours
111	3.0	1.9
112	7.1	4.7
113	2.7	2.4
122	0.3	0.2
123	17.8	18.6
124	17.0	12.9
Total	48.0	40.6

Observations:

- Zone 123 had the most calls, which accounted for approximately 37 percent of total calls.
- Zone 123 had the largest workload, which accounted for approximately 46 percent of the total workload.

FIGURE 9-10: Percentage Calls and Work Hours, by Category, Winter 2023

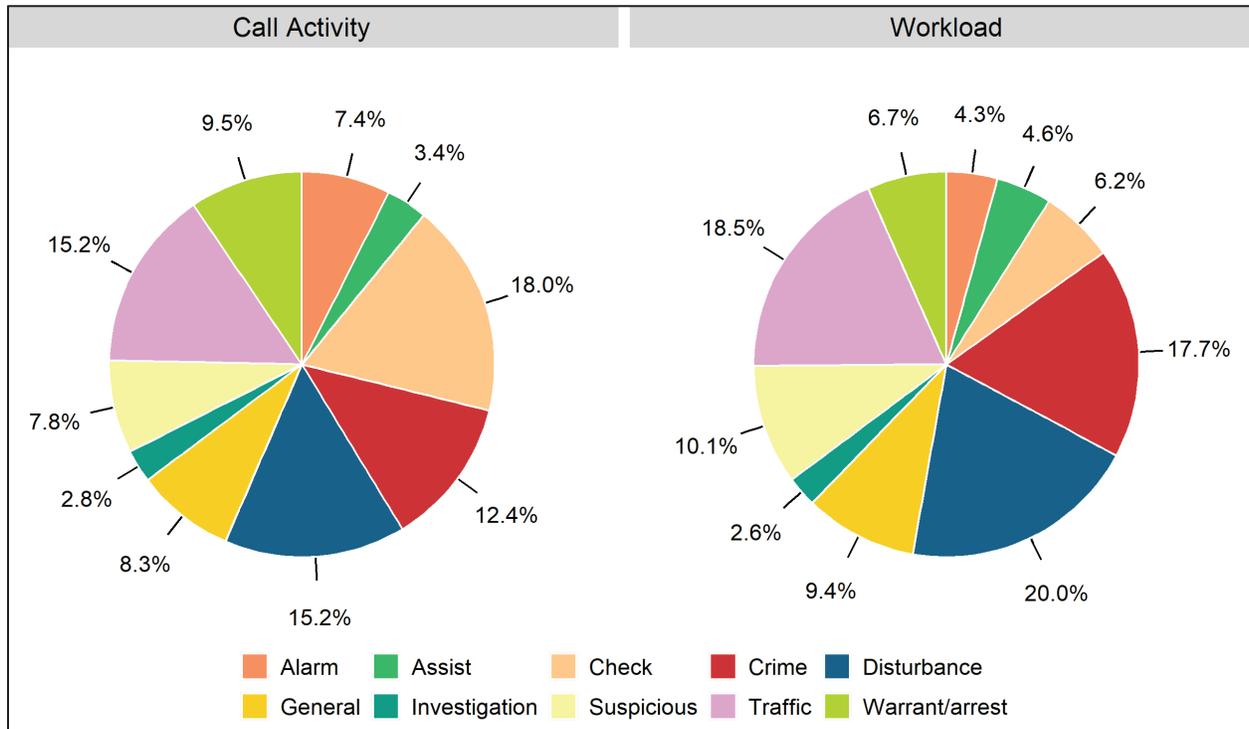


TABLE 9-10: Calls and Work Hours per Day, by Category, Winter 2023

Category	Per Day	
	Calls	Work Hours
Accident	4.1	4.9
Alarm	3.7	1.6
Animal	1.1	0.6
Assist citizen	1.4	1.1
Assist other agency	0.3	0.7
Check	8.8	2.3
Crime against persons	1.1	2.5
Crime against property	4.8	3.8
Crime against society	0.2	0.3
Disturbance	7.5	7.5
Investigation	1.4	1.0
Mental health	0.9	1.1
Miscellaneous	2.1	1.8
Suspicious incident	3.8	3.8
Traffic enforcement	1.1	0.6
Traffic stop	2.3	1.4
Warrant/arrest	4.7	2.5
Total	49.2	37.4

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 49 per day, or 2.1 per hour.
- Total workload averaged 37 hours per day, meaning that on average 1.6 units per hour were busy responding to calls.
- Check calls constituted 18 percent of calls and 6 percent of workload.
- Traffic calls constituted 15 percent of calls and 18 percent of workload.
- Disturbance calls constituted 15 percent of calls and 20 percent of workload.
- Crime calls constituted 12 percent of calls and 18 percent of workload.
- These top four categories constituted 61 percent of calls and 62 percent of workload.

FIGURE 9-11: Percentage Calls and Work Hours, by Category, Summer 2023

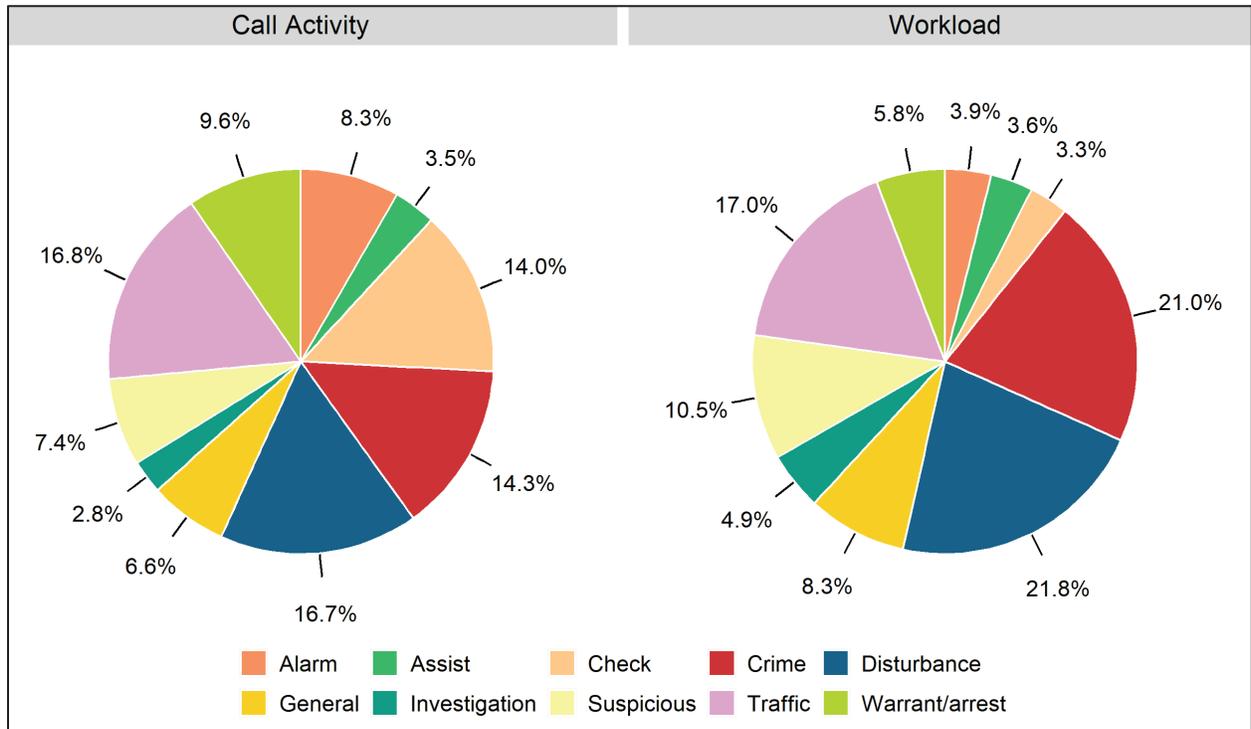


TABLE 9-11: Calls and Work Hours per Day, by Category, Summer 2023

Category	Per Day	
	Calls	Work Hours
Accident	4.4	4.9
Alarm	4.1	1.7
Animal	0.9	0.5
Assist citizen	1.2	0.9
Assist other agency	0.5	0.7
Check	6.9	1.4
Crime against persons	1.2	2.8
Crime against property	5.7	6.1
Crime against society	0.2	0.1
Disturbance	8.2	9.4
Investigation	1.4	2.1
Mental health	0.9	1.2
Miscellaneous	1.5	1.8
Suspicious incident	3.6	4.5
Traffic enforcement	1.4	1.0
Traffic stop	2.6	1.4
Warrant/arrest	4.8	2.5
Total	49.5	42.9

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day and the average daily workload were higher in summer than in winter.
- Total calls averaged 49 per day, or 2.1 per hour.
- The total workload averaged 43 hours per day, meaning that on average 1.8 units per hour were busy responding to calls.
- Check calls constituted 14 percent of calls and 3 percent of workload.
- Traffic calls constituted 17 percent of calls and 17 percent of workload.
- Disturbance calls constituted 17 percent of calls and 22 percent of workload.
- Crime calls constituted 14 percent of calls and 21 percent of workload.
- These top four categories constituted 62 percent of calls and 63 percent of workload.

FIGURE 9-12: All Workload, Weekdays, Winter 2023

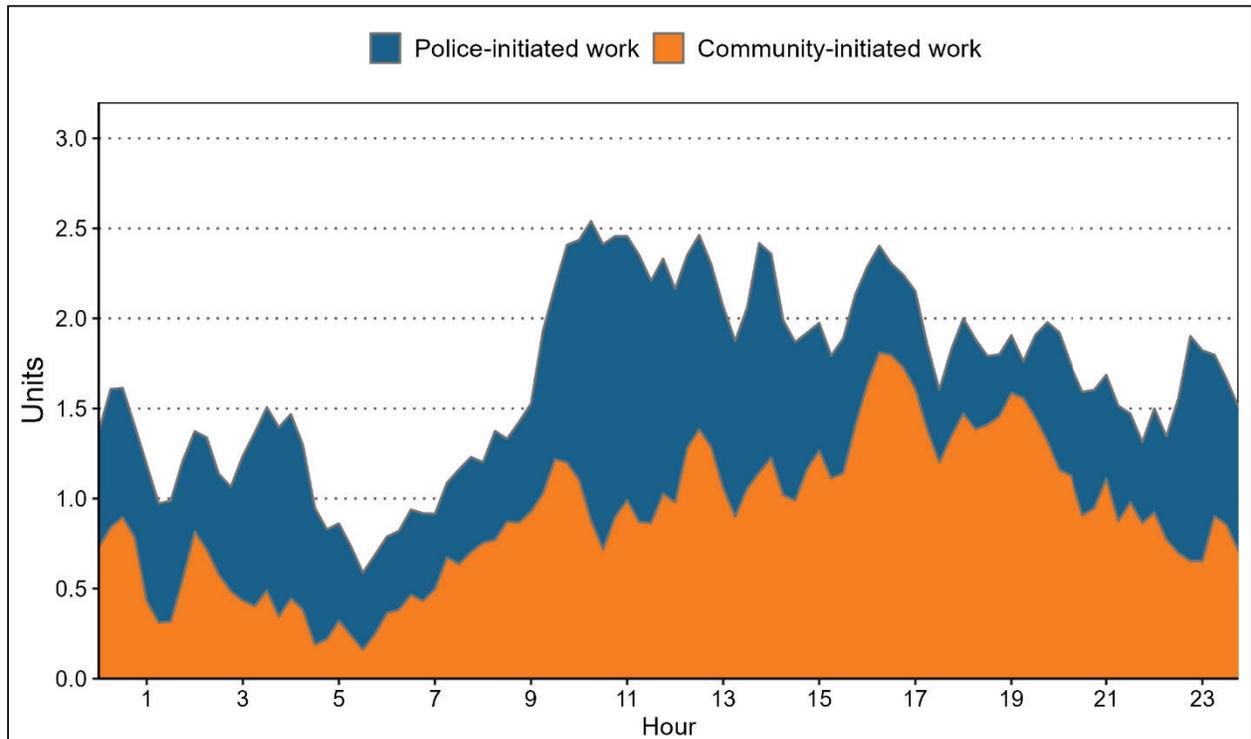


FIGURE 9-13: All Workload, Weekends, Winter 2023

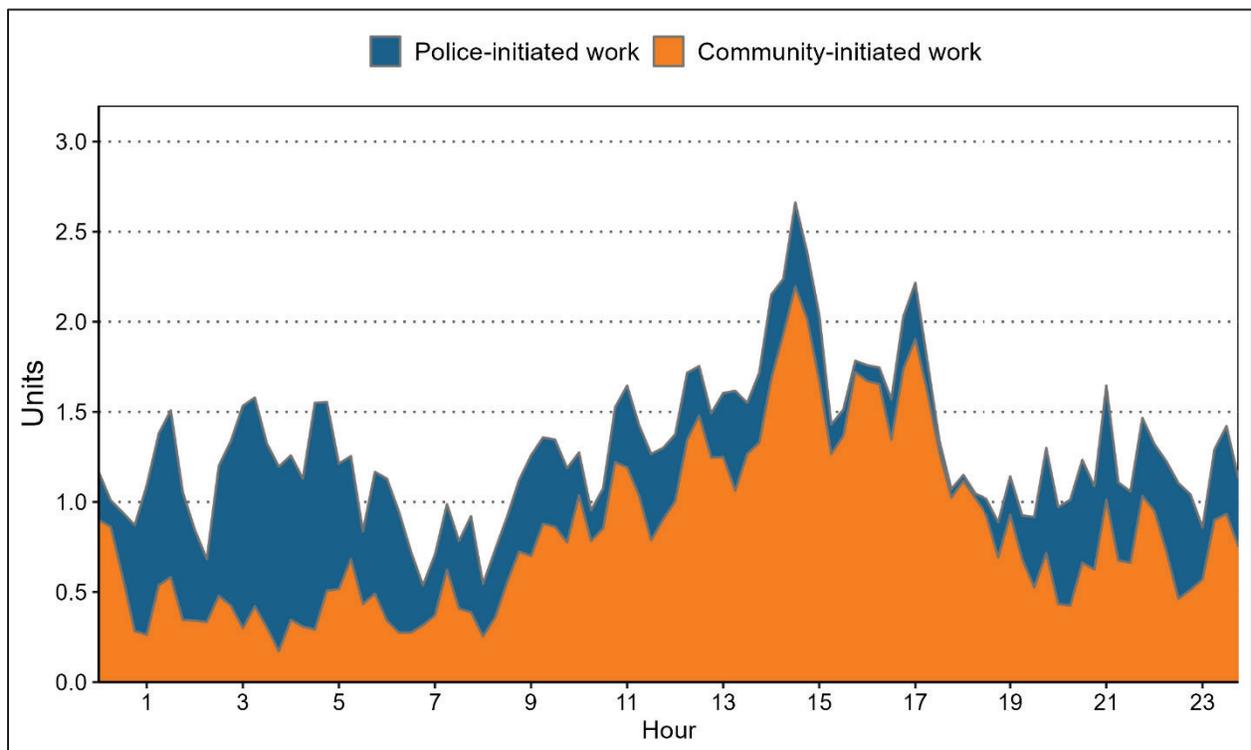


FIGURE 9-14: All Workload, Weekdays, Summer 2023

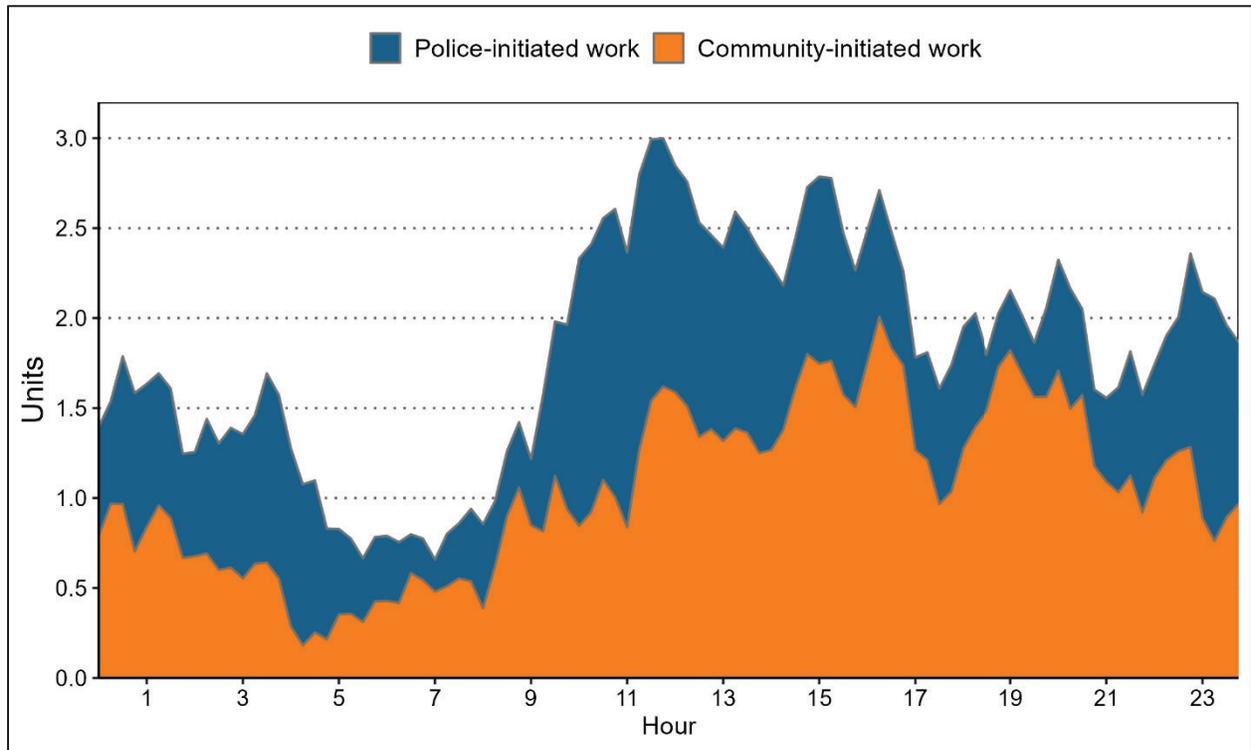
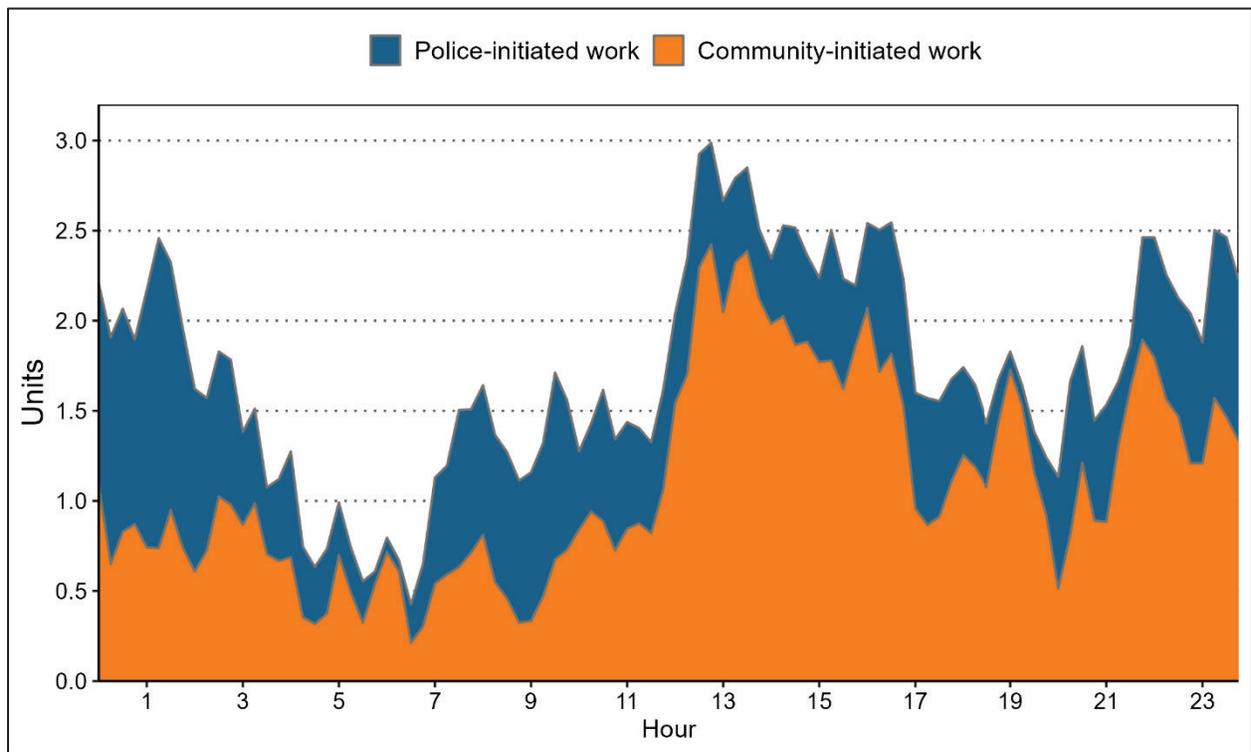


FIGURE 9-15: All Workload, Weekends, Summer 2023



Observations:

Winter:

- Community-initiated work:
 - Average community-initiated workload was 0.9 units per hour during the week and 0.8 units per hour on weekends.
 - During the week, the workload reached a maximum of 1.8 units between 4:15 p.m. and 4:30 p.m.
 - On weekends, the workload reached a maximum of 2.2 units between 2:30 p.m. and 2:45 p.m.
- All work:
 - Average workload was 1.7 units per hour during the week and 1.3 units per hour on weekends.
 - During the week, the workload reached a maximum of 2.5 units between 10:15 a.m. and 10:30 a.m.
 - On weekends, the workload reached a maximum of 2.7 units between 2:30 p.m. and 2:45 p.m.

Summer:

- Community-initiated work:
 - Average community-initiated workload was 1.0 units per hour during the week and 1.1 units per hour on weekends.
 - During the week, the workload reached a maximum of 2.0 units between 4:15 p.m. and 4:30 p.m.
 - On weekends, the workload reached a maximum of 2.4 units between 12:45 p.m. and 1:00 p.m.
- All work:
 - Average workload was 1.8 units per hour during the week and 1.7 units per hour on weekends.
 - During the week, the workload reached a maximum of 3.0 units between 11:45 a.m. and noon.
 - On weekends, the workload reached a maximum of 3.0 units between 12:45 p.m. and 1:00 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

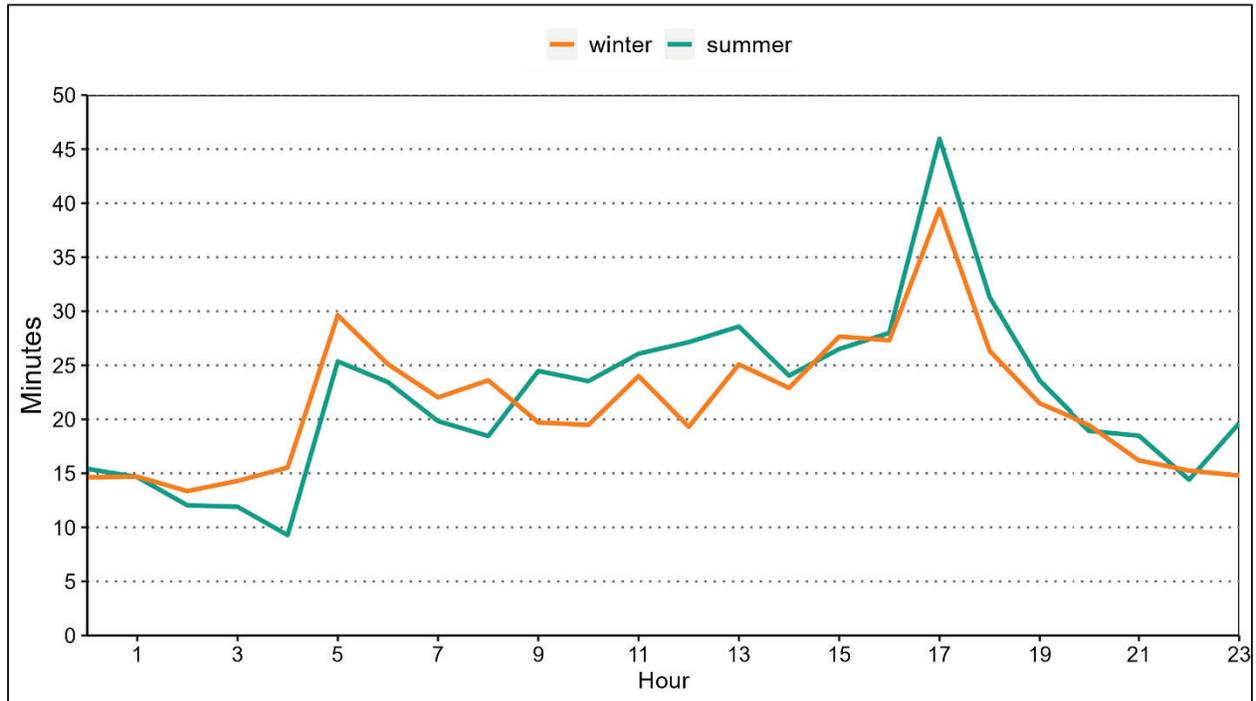
We begin the discussion with statistics that include all calls combined. We started with 2,756 calls in winter and 2,770 calls in summer. We limited our analysis to community-initiated calls, which amounted to 1,481 calls in winter and 1,578 calls in summer. In addition, we removed the calls lacking a recorded arriving unit and calls located at headquarters. We were left with 1,208 calls in winter and 1,290 calls in summer for our analysis. For the entire year, we began with 17,504 calls and limited our analysis to 9,839 community-initiated calls. With similar exclusions, we were left with 8,117 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares winter and summer periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 9-16: Average Response Time and Dispatch Processing, by Hour of Day, Winter, and Summer 2023



Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 39.5 minutes.
- In winter, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 13.4 minutes.
- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 46.0 minutes.
- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 9.3 minutes.

FIGURE 9-17: Average Response Time by Category, Winter 2023

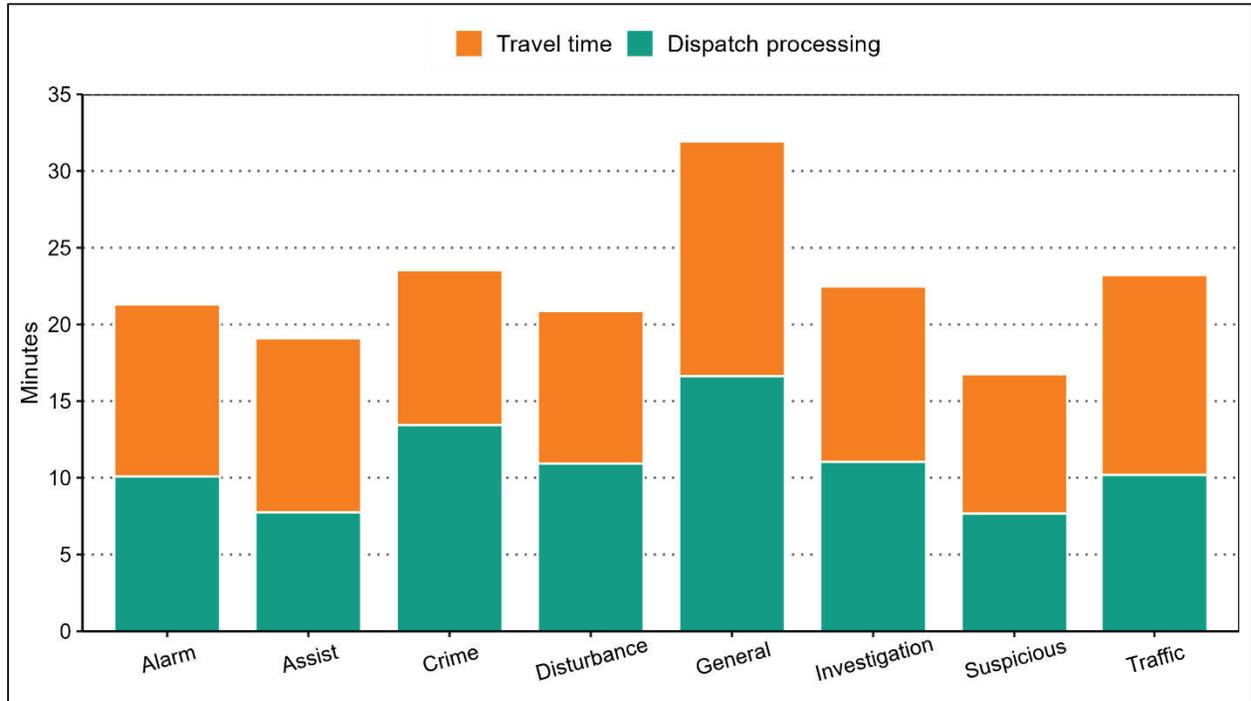


FIGURE 9-18: Average Response Time by Category, Summer 2023

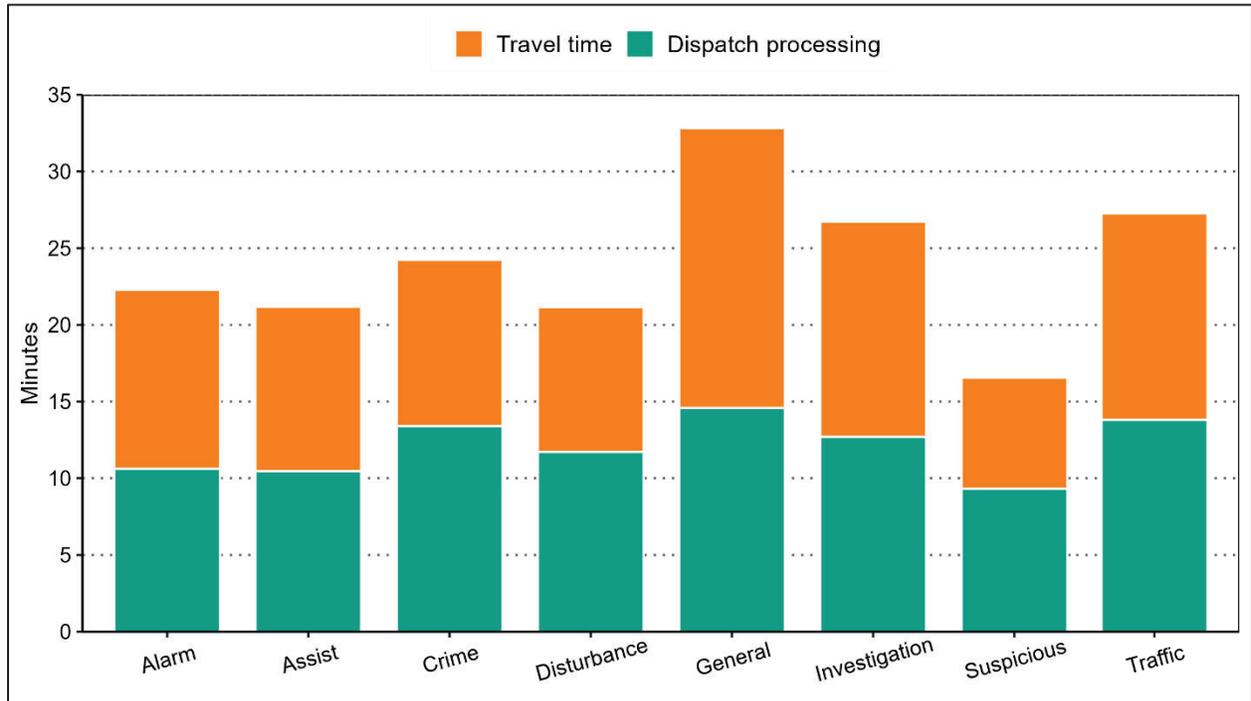


TABLE 9-12: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	10.2	13.5	23.7	186	12.1	13.8	25.9	205
Alarm	10.1	11.2	21.3	170	10.6	11.7	22.3	191
Animal	32.3	27.6	60.0	33	30.5	33.5	64.0	23
Assist citizen	9.5	11.8	21.3	31	13.3	11.0	24.3	37
Assist other agency	3.7	10.2	13.8	13	4.7	10.2	14.8	18
Crime against persons	11.8	7.9	19.7	30	13.5	10.9	24.4	34
Crime against property	14.2	10.5	24.8	138	13.7	10.9	24.5	164
Crime against society	7.2	10.2	17.4	9	5.2	10.0	15.2	6
Disturbance	10.9	9.9	20.9	300	11.7	9.4	21.2	332
Investigation	11.1	11.4	22.5	38	12.7	14.0	26.7	44
Mental health	9.2	9.2	18.4	32	9.0	11.9	20.9	33
Miscellaneous	12.5	12.2	24.7	68	10.7	15.2	25.9	47
Suspicious incident	7.7	9.1	16.8	122	9.3	7.2	16.6	114
Traffic enforcement	10.2	10.8	21.0	38	22.0	11.8	33.8	42
Total Average	11.2	11.3	22.5	1,208	12.2	11.5	23.7	1,290

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time for most categories was between 17 minutes and 26 minutes.
- In winter, the average response time was as short as 17 minutes (for suspicious incidents) and as long as 32 minutes (for general noncriminal calls).
- In summer, the average response time for most categories was between 17 minutes and 29 minutes.
- In summer, the average response time was as short as 17 minutes (for suspicious incidents) and as long as 33 minutes (for general noncriminal calls).
- The average response time for crime calls was 24 minutes in winter and in summer.

TABLE 9-13: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	24.0	23.5	46.0	33.6	26.6	52.6
Alarm	26.1	23.0	41.1	25.0	22.0	51.0
Animal	161.8	45.0	179.4	93.0	61.2	128.0
Assist citizen	18.0	19.0	35.0	31.6	20.4	50.6
Assist other agency	4.4	13.0	15.8	10.5	17.3	25.3
Crime against persons	29.1	16.1	40.6	37.8	20.1	63.0
Crime against property	39.9	22.3	71.0	33.7	24.7	50.4
Crime against society	11.6	13.0	24.0	8.0	15.5	19.0
Disturbance	27.1	17.1	41.0	28.9	17.0	41.9
Investigation	22.0	22.3	43.2	24.5	28.5	63.5
Mental health	18.9	15.0	32.0	23.4	21.8	47.8
Miscellaneous	26.3	21.3	47.2	23.0	30.0	49.8
Suspicious incident	15.9	18.9	29.8	20.0	13.0	29.7
Traffic enforcement	28.6	17.3	39.4	86.8	21.9	103.0
Total Average	28.0	22.0	46.0	31.1	23.0	51.1

Note: A 90th percentile value of 29.8 minutes means that 90 percent of all calls are responded to in fewer than 29.8 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 30 minutes (for suspicious incidents) and as long as 66 minutes (for general noncriminal calls).
- In summer, the 90th percentile value for response time was as short as 30 minutes (for suspicious incidents) and as long as 75 minutes (for general noncriminal calls).

FIGURE 9-19: Average Response Time Components, by Zone

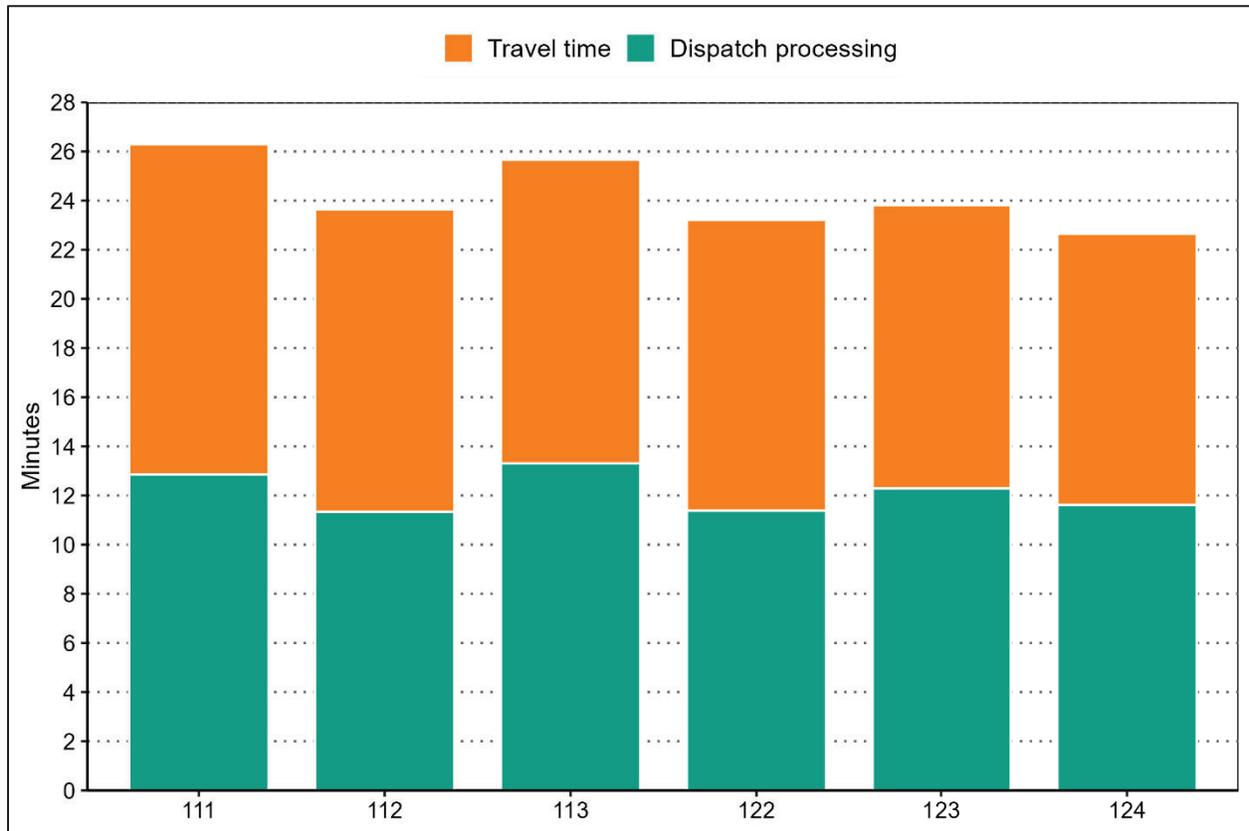


TABLE 9-14: Average Response Time Components, by Zone

Zone	Minutes			Calls
	Dispatch	Travel	Response	
111	12.9	13.4	26.3	540
112	11.3	12.3	23.6	1,114
113	13.3	12.4	25.7	541
122	11.4	11.8	23.2	18
123	12.3	11.5	23.8	3,366
124	11.6	11.0	22.7	2,538
Total	12.1	11.7	23.7	8,117

Observations:

- Zone 124 had the shortest average response time of 22.7 minutes.
- Zone 111 had the longest average response time of 26.3 minutes.

High-Priority Calls

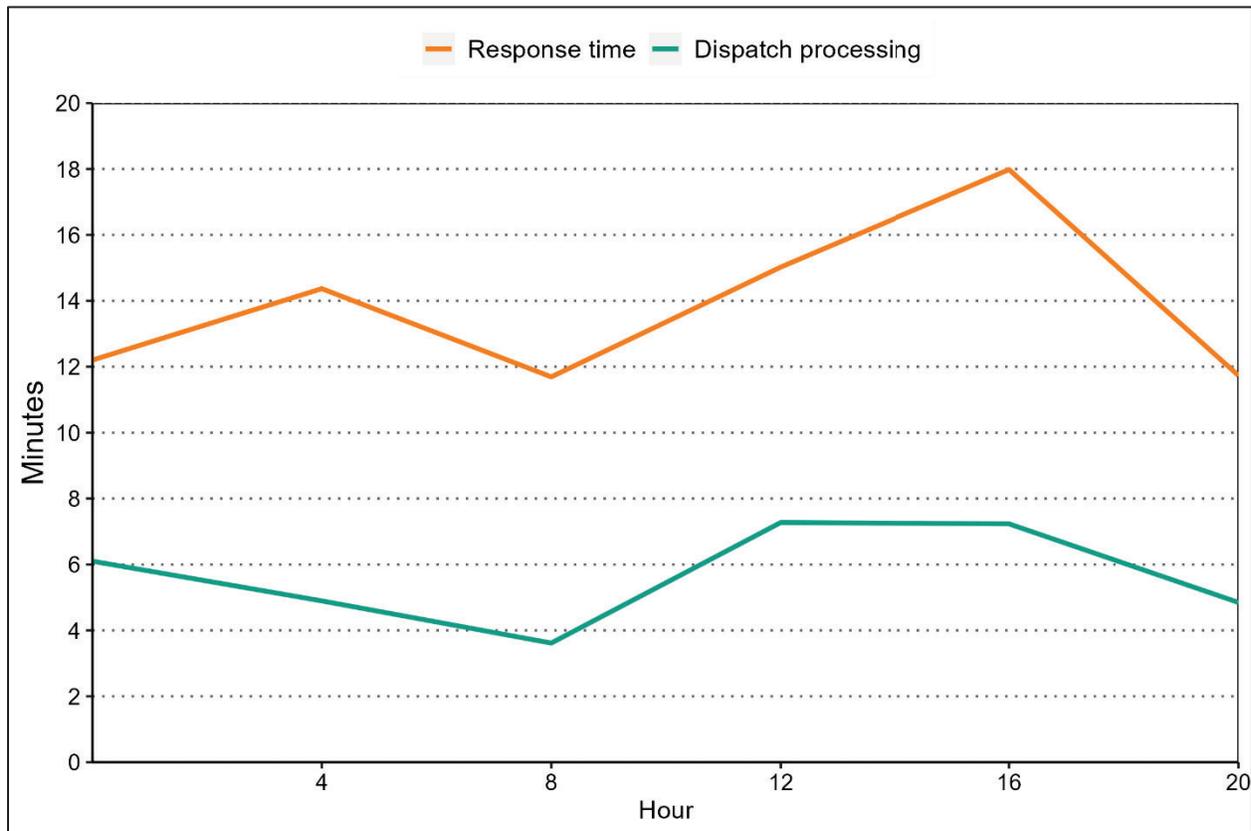
The department assigned priorities to calls with priority 1 as the highest priority. The following table shows average response times by priority. In addition, we identified injury accidents based on the call descriptions, "41C8 - AUTO ACC TRAPPED," "41I - VEHICLE ACC INJ," "43I - HIT AND RUN-INJ," and "46I - PERS HIT VEH-INJ," to see if these provided an alternate measure for emergency calls.

TABLE 9-15: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	6.1	8.7	14.8	181	29.0
2	10.3	12.9	23.2	1,123	46.0
3	10.8	10.3	21.0	3,803	43.0
4	12.3	12.8	25.1	664	55.7
5	11.1	10.0	21.1	45	48.0
6	13.8	11.7	25.5	2,073	56.0
8	30.2	28.1	58.3	228	146.0
Total	12.1	11.7	23.7	8,117	51.0
INJURY ACCIDENT	6.9	9.4	16.3	124	33

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 9-20: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



Note: This figure shows the average response time and dispatch processing time over 4-hour intervals, due to the limited number of high-priority calls. The times are listed in 4-hour increments. For example, "8" indicates all calls between 8:00 a.m. and 11:59 a.m.

Observations:

- High-priority calls had an average response time of 14.8 minutes, lower than the overall average of 23.7 minutes for all calls.
- Average dispatch processing was 6.1 minutes for high-priority calls, compared to 12.1 minutes overall.
- For high-priority calls, the longest response times were between 4:00 p.m. and 8:00 p.m., with an average of 18.0 minutes.
- For high-priority calls, the shortest response times were between 8:00 a.m. and noon, and between 8:00 p.m. and midnight, with an average of 6.5 minutes.
- Average response time for injury accidents was 16.3 minutes, with a dispatch processing of 11.7 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2023, to December 31, 2023, were classified into the following categories.

TABLE 9-16: Call Type, by Category

Call Type Description	Table Category	Figure Category
2 - GENERAL ALARM PD	Alarm	Alarm
2B - BUSN ALARM PD		
2H - HC/HOSP ALARM PD		
2R - RESD ALARM PD		
2S - SCHOOL ALARM PD		
2V - VEHICLE ALARM PD		
76 - ASSIST CITIZEN	Assist citizen	
88 - PROPERTY DAMAGE		
88IP - PROP DAMAGE IP		
88JO - PROP DAMAGE JO		
33B - BUSN/COMM FIRE	Assist other agency	Assist
33R - RES FIRE		
33V - VEH FIRE		
33W - GRASS/WOOD FIRE		
36 - HAZ MAT INCIDENT		
47D - DROWNING D		
47R - RIVER RESCUE		
67 - PERSON DOWN		
6731E - UNCONC/FAINTING E		
6732B - UNKNOWN MEDICAL		
6732D - UNKNOWN MEDICAL D		
676E - BREATHING PROBLEM E		
679B - CARD/RESP ARREST B		
679D - CARD/RESP ARREST D		
679E - CARD/RESP ARREST E		
68 - PERSON SCREAMING		
22 - AREA CHECK	Check	Check
22P - AREA CHECK PR		
COAP - CHECK OFTEN AS POSSIBLE		
14 - THREATS	Crime against persons	Crime
27 - HOMICIDE		
29 - FIGHT		
40 - ASSAULT		
40A - ASSAULT-INJ A		
40B - ASSAULT-INJ B		
44 - ROBBERY		
44JO - ROBBERY JO		

Call Type Description	Table Category	Figure Category
44P - ROBBERY PERSONAL		
49 - RAPE		
49A - RAPE W/INJURY A		
49B - RAPE W/INJURY B		
50 - PERSON SHOT		
50B - PERSON SHOT - B		
50D - PERSON SHOT - D		
51A - PERSON STABBED - A		
51D - PERSON STABBED - D		
58 - ABDUCTION		
60C - CRME AGNST CHILD		
60D - CRME AGNST DISAB		
60E - CRME AGNST ELDER		
75 - SHOOT AIR RIFLE		
86AGG - DOMESTIC/AGGRAVT		
1CJ - CARJACKING	Crime against property	
1S - STOLEN VEHICLE		
1SIP - STOLEN VEH IP		
1SJO - STOLEN VEH JO		
42 - BURGLARY		
42IP - BURGLARY IP		
42JO - BURGLARY JO		
45 - THEFT		
45IP - THEFT IP		
45JO - THEFT JO		
45PIC - THEFT PRP IN CST		
45V - THEFT FROM VEH		
70 - PROWLER		
70B - PROWLER BREAKING		
93 - TRESPASSING		
97 - FRAUD		
97IP - FRAUD IP		
98 - FORGERY		
38 - ILLEGAL DRUGS		
71 - PUBLIC INDECENCY		
71IP - PUB INDECENCY IP	Disturbance	Disturbance
74 - ALCOHOL VIOLATION		
13 - TRASH DUMPING	Disturbance	Disturbance
13IP - TRASH/DUMPING IP		
26 - DISCHRG FIREWORK		
28 - PERSON DRUNK		
37 - ILLEGAL PARKING		

Call Type Description	Table Category	Figure Category
57 - NOISE COMPLAINT		
65 - SOLICITATION		
66 - PEEPING TOM		
86 - DOMESTIC		
94 - LOITERING		
99 - ORDINANCE VIOLAT		
20 - ANIMAL COMP	Animal	General noncriminal
21 - VICIOUS ANIMAL		
211 - INJ BY ANIMAL		
24 - EDP	Mental health	
24V - EDP-VIOLENT		
53 - SUICIDE		
53A - SUICIDE ATTEMPT		
53OD - SUICIDE OVERDOSE		
53T - SUICIDE THREATS		
6725A - PSYC/SUICIDE		
6725B - PSYC/SUICIDE B		
6725C - PSYC/SUICIDE C	Miscellaneous	
6725D - PSYC/SUICIDE D		
12 - VIN VERIFICATION		
15 - PHONE CALL COMP		
23 - JUVENILE COMP		
39 - INFORMATION		
56R - RUNAWAY		
59 - MEET WITH		
73 - CAVE-IN/COLLAPSE		
87 - CONTACT MESSAGE		
C7 - REQUEST BACKUP		
REPO - VEH REPO		Investigation
1021 - PHONE CALL		
1A - ABANDONED VEH		
48 - PERSON DEAD		
55 - TROUBLE UNK		
56 - MISSING PERSON		
64 - PROPERTY FOUND		
91 - 911 CONTACT		
C9 - STAKEOUT	Suspicious incident	Suspicious incident
25 - DISCHRG FIREARM		
54A - SUSPICIOUS ACT		
54P - SUSPICIOUS PERS		
54V - SUSPICIOUS VEH		
78 - LOOKOUT		

Call Type Description	Table Category	Figure Category
83 - WANTED PERS LOC		
SS - SUBJECT STOP		
41 - VEHICLE ACC	Accident	Traffic
41C8 - AUTO ACC TRAPPED		
411 - VEHICLE ACC INJ		
43 - HIT AND RUN		
43I - HIT AND RUN-INJ		
43JO - HIT AND RUN JO		
46 - PERS HIT BY VEH		
46I - PERS HIT VEH-INJ		
30 - DRUNK IN AUTO	Traffic enforcement	
31 - WIRES DOWN		
33A - APT FIRE		
72 - TRAFFIC VIOLATE		
81 - STREET HAZARD		
84 - WORK TRAFFIC		
85 - WRECKER REQUEST		
96 - STRAND MOTORIST		
PO - TRAFFIC STOP	Traffic stop	
1095 - PRISONER/CUSTODY	Warrant/arrest	
16 - CIVIL PAPERS		
17 - WARRANTS		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Georgia Gwinnett County Public Open Records Center. The tables and figures include the most recent information that is publicly available. This includes crime reports for 2019 through 2024. Crime rates are expressed as incidents per 100,000 population.

TABLE 9-17: Reported Crime Rates in 2022 and 2023, by City

Municipality	State	2022				2023			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Berkeley Lake	GA	2,041	0	882	882	2,029	99	1,134	1,232
Buford	GA	15,306	261	3,221	3,482	15,382	143	2,002	2,145
Dacula	GA	7,465	54	1,554	1,608	7,650	248	941	1,190
Grayson	GA	4,747	169	1,116	1,285	4,975	40	804	844
Sugar Hill	GA	25,424	43	798	842	25,889	73	780	854
Braselton	GA	15,203	20	973	993	15,522	39	960	999
Duluth	GA	31,836	123	1,222	1,344	32,116	153	1,245	1,398
Lawrenceville	GA	30,618	372	1,956	2,329	30,605	281	2,179	2,460
Lilburn	GA	15,823	240	2,193	2,433	16,302	147	2,478	2,625
Loganville	GA	15,250	243	1,489	1,731	15,779	114	1,312	1,426
Norcross	GA	17,731	496	3,480	3,976	17,789	371	3,075	3,446
Snellville	GA	20,988	181	2,235	2,416	22,779	180	2,265	2,445
Suwanee	GA	22,517	183	1,611	1,794	22,913	703	3,195	3,897
Peachtree Corners	GA	42,147	209	1,473	1,682	42,184	218	1,844	2,062
Georgia		10,839,742	364	1,643	2,007	11,029,227	352	1,823	2,175
National		332,403,650	380	1,954	2,334	334,914,895	364	1,917	2,281

Note: *We used national crime and clearance rates estimated in the FBI's report [The Transition to the National Incident-Based Reporting System \(NIBRS\): A Comparison of 2020 and 2021 NIBRS Estimates](#).

FIGURE 9-21: Reported Peachtree Corners Violent and Property Crime Rates, by Year

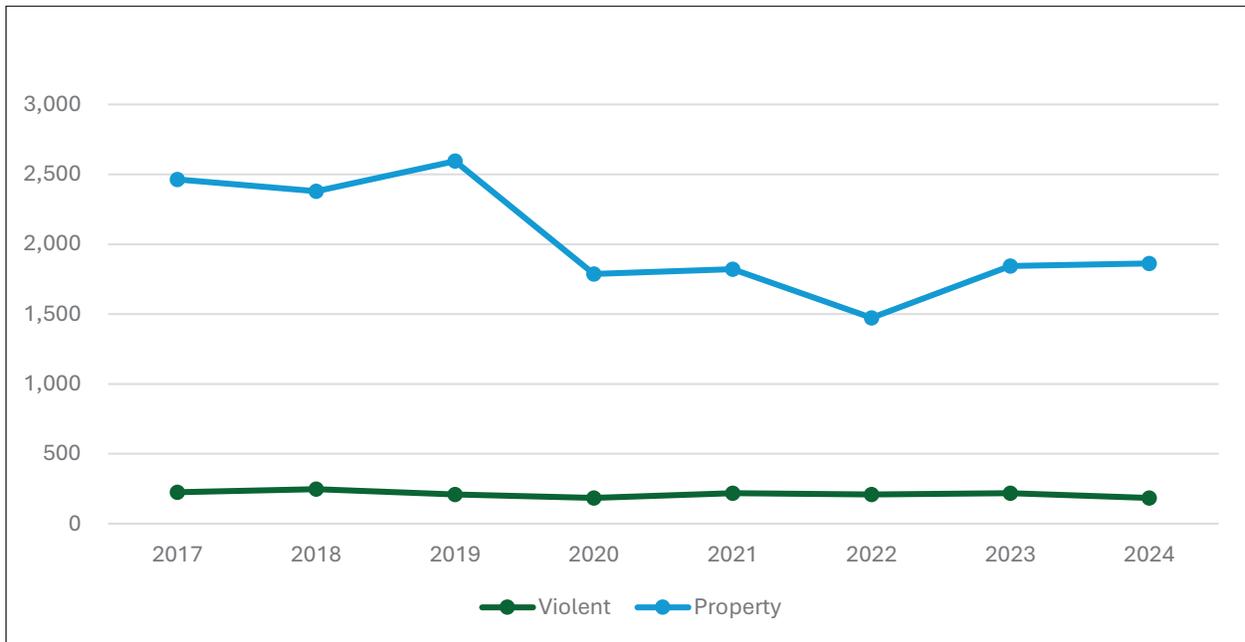


FIGURE 9-22: Reported City and State Overall Crime Rate, by Year

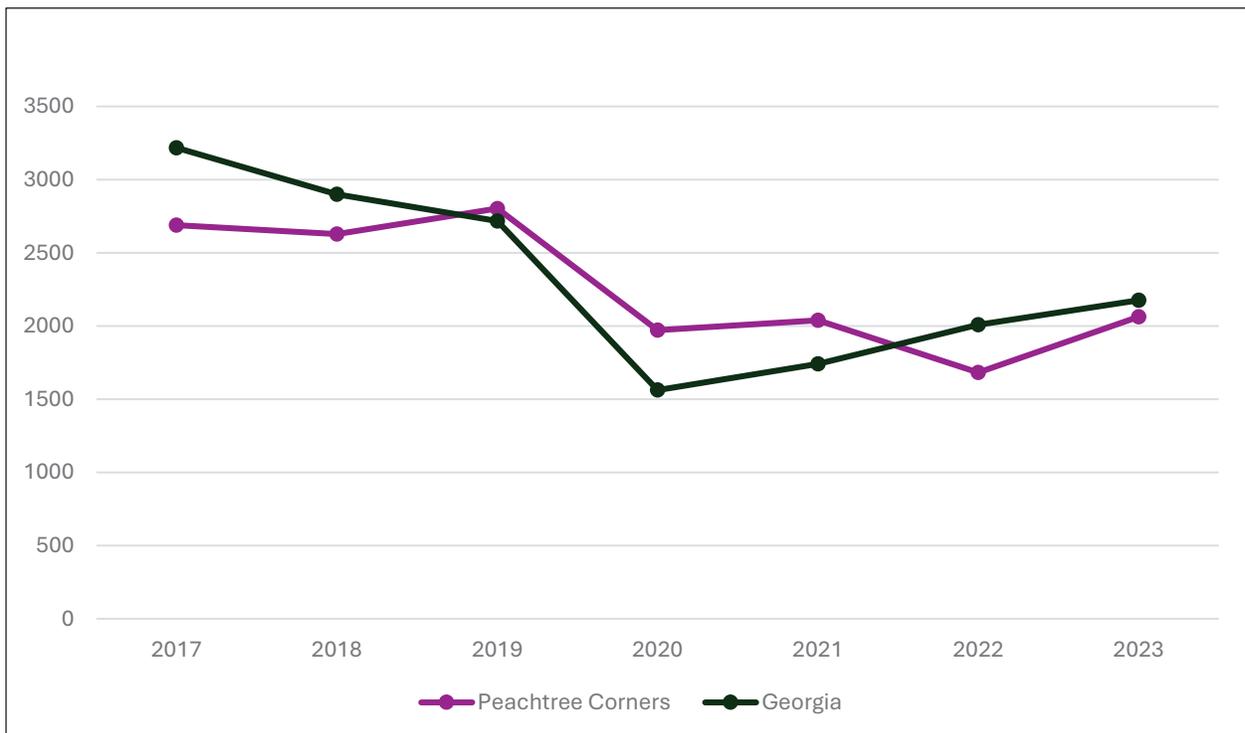


TABLE 9-18: Reported Peachtree Corners, Georgia, and National Crime Rates, by Year

Year	Peachtree Corners			Georgia			National			
	Population	Violent Property	Total	Population	Violent Property	Total	Population	Violent Property	Total	
2017	41,994	225	2,463	10,429,379	357	2,860	325,719,178	377	2,361	2,738
2018	42,101	247	2,380	10,519,475	327	2,574	327,167,434	371	2,245	2,616
2019	42,207	208	2,594	10,617,423	341	2,376	328,239,355	364	2,132	2,497
2020	42,243	185	1,787	10,710,017	261	1,301	329,484,123	386	1,967	2,353
2021	42,065	219	1,821	10,799,566	316	1,425	331,894,354	361	1,793	2,154
2022	42,147	209	1,473	10,839,742	364	1,643	333,287,557	377	1,974	2,351
2023	42,184	218	1,844	11,029,227	352	1,823	334,914,895	364	1,917	2,281
2024	42,221	185	1,862	2,046	NA					

TABLE 9-19: Reported Gwinnett County PD, Georgia, and National Crime Clearance Rates, 2023

Crime	Gwinnett County PD			Georgia			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	30	8	27%	700	364	52%	20,703	11,822	57%
Rape	336	32	10%	3,107	634	20%	198,687	53,118	27%
Robbery	360	48	13%	4,079	802	20%	214,935	59,473	28%
Aggravated Assault	1,767	644	36%	25,644	8,485	33%	845,782	390,525	46%
Burglary	1,421	67	5%	21,199	1,995	9%	796,483	114,725	14%
Larceny	7,982	464	6%	128,164	16,415	13%	4,254,880	639,552	15%
Vehicle Theft	1,204	52	4%	24,506	1,788	7%	1,031,839	85,045	8%

END

POLICE SERVICES DELIVERY STUDY

CITY OF EAGLE, IDAHO ADA COUNTY SHERIFF'S OFFICE



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The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify industry best practices.

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to provide the City of Eagle, Idaho, with a Police Services Delivery Study. The study is intended to examine the current overall services provided to the city by the Ada County Sheriff's Office (ACSO). The scope of the study included examining the current staffing levels provided to the city by the ACSO and assessing law enforcement staffing needs of the city into the future as the city continues to grow in population and expand in land area.

The City of Eagle was incorporated in 1971, and ACSO began providing enhanced patrol to the city in 1992. The City of Eagle established the full-time police department in 1998. Current city leadership has stated that they are happy with the services currently provided by the Sheriff's Office but want to ensure that the city remains sufficiently staffed with law enforcement personnel into the future to meet the city's growth.

Study Approach

During this project we analyzed the community's law enforcement workload using operations research methodology and industry-accepted staffing and deployment level metrics. We reviewed other performance indicators that enabled us to understand the implications of the service demands on the proposed staffing. Our study involved data collection, interviews with key operational and administrative personnel from both the Ada County Sheriff's Office and the City of Eagle, on-site observations of the policing environment, data analysis, and the development of alternatives and recommendations. Much of our engagement was with the Ada County Sheriff's Office to understand how policing is delivered to the City of Eagle.

The three areas of this report examined by CPSM to determine the police delivery model are: (1) the current staffing by the Ada County Sheriff's Office to provide law enforcement to the City of Eagle, (2) the current workload of the deputies assigned to work in the City of Eagle, and (3) the projected future growth of the city and how that growth affects the future staffing required by the ACSO to provide adequate law enforcement service to the City of Eagle.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of the service demands on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, discussions with Ada County Sheriff's Office personnel, on-site observations of the job environment, and data analysis.

Based upon CPSM's limited assessment of the Ada County Sheriff's Office we conclude that the department is doing an outstanding job—considering the challenges of policing in today's environment—with a staff dedicated to the department's mission of providing quality law enforcement service. Throughout this report, we will strive to allow the reader to look inside the current services provided to the City of Eagle by ACSO and the estimated future staffing the city will require to maintain the current level of law enforcement service. We sincerely hope that both the City of Eagle and the Ada County Sheriff's Office utilize the information and recommendations contained herein to continue into the future the high level of service that is currently being provided.

§ § §

KEY RECOMMENDATIONS

Patrol

(See pp. 14-49.)

1. CPSM recommends that the City of Eagle engage in an internal discussion to set its goals concerning desired service expectations.
2. Assuming the City of Eagle desires to maintain service levels (including traffic enforcement and additional community patrol checks), we recommend adding two FTEs now to the Eagle/ACSO patrol deployment model and then one additional FTE for every additional 7 percent in community-initiated calls per year.
3. Although ACSO is not the client in this study, we strongly encourage the department to modify its existing practices and ensure all patrol personnel accurately capture all work within its CAD system.
4. ACSO will need to establish some newer outlying areas of the City of Eagle as a staffed beat, meaning that FTE deputies should, by default, be assigned to those areas.
5. The City of Eagle or ACSO should consider performing another workload analysis (Saturation Index) in two years.

CID

(See pp. 50-59.)

6. CPSM recommends a caseload study be conducted in several years to determine the impact the new developments will have had on the crime rate, and the number of cases that would have been assigned to detectives.
7. Consideration should be given to developing a rotational schedule for the detective assignment and move away from its status as a permanent assignment, which is the case at present.
8. CPSM recommends that the sergeant, in conjunction with the department's training coordinator, develop a detective training matrix to identify both required and desirable training courses for these positions. The training matrix should serve as a guide to ensure that detective personnel training assignments are prioritized by this matrix.

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SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Eagle Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous internal information sources. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

All data, analysis, and recommendations, especially for patrol operations, are based upon CPSM's examination of 19,491 CAD events during the period of January 1, 2024, through December 31, 2024, which are those calls handled by the department's deputies. Of those 19,491 calls noted, 6,310 were community-initiated calls requiring service, and 11,370 were calls initiated by ACSO deputies.

Interviews

This study relied extensively on intensive interviews with personnel. Remote (Zoom meetings), on-site, and in-person interviews were conducted with employees throughout ACSO and the City of Eagle.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the City of Eagle as well as the Ada County Sheriff's Office. Information on planning, personnel staffing, deployment, monthly reports, annual reports, operations manuals, evaluations, training records, and performance statistics were all reviewed by project team staff. Follow-up emails and phone calls were used to clarify information as needed.

Operational/Administrative Observations

Numerous observations were conducted over the course of the evaluation period. These included observations of general patrol operations and investigations operations. CPSM representatives engaged in those facets of department operations from a "participant observation" perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. This report will discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

SECTION 3. COMMUNITY OVERVIEW

The City of Eagle is located in Ada County, Idaho, and is adjacent to the City of Boise. The Eagle City Council consists of a Mayor and four council members. City Council members are elected to four-year terms; elections are held every other year. The members of the City Council are the legislative and policy-making branches of the city government. The Mayor acts as the chief administrative officer and oversees daily operations of the city.

Eagle is a rapidly growing suburb of Boise. It is known for its small-town charm, outdoor recreation, and high quality of life. Nestled along the Boise River, the city offers a mix of suburban comfort and scenic beauty, with tree-lined streets, spacious parks, and an extensive network of walking and biking trails. Eagle Island State Park, a popular destination, provides opportunities for swimming, fishing, and picnicking, while the Boise foothills nearby attract hikers and mountain bikers. The city's historic downtown features local boutiques, restaurants, and community events such as the Eagle Saturday Market, making it a hub for residents and visitors alike.

In recent years, Eagle has experienced significant growth, with new residential developments, top-rated schools, and expanding business opportunities drawing families and professionals to the area. Despite its expansion, the city has maintained a strong sense of community, with frequent festivals, farmers' markets, and outdoor concerts. The local economy is supported by a mix of small businesses, technology firms, and agriculture. With its blend of modern amenities, a friendly atmosphere, and easy access to Boise's urban conveniences, Eagle continues to be one of Idaho's most desirable places to live.

The city encompasses 62.93 square miles, of which 62.42 square miles consists of land area and 0.51 square miles consists of water area.

According to the U.S. Census, Eagle's population was only 2,620 in 1980; by 2000, it had grown to 11,085. At that point, rapid growth began to occur. The 2010 census indicated the population had grown to 19,908. By 2020, it was officially 30,346; in 2021, the population was estimated to be 32,100 people. Today, in 2025, the estimated population is 38,830.

Demographics

Select demographic data from the U.S. Census is noted in the following table. The table shows data from the City of Eagle compared to Ada County and the State of Idaho.

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TABLE 3-1: U.S. Census Data for Eagle, Ada County, and the State of Idaho

Category	Eagle Idaho	Ada County	State of Idaho
Population	38,830	557,590	1,940,000
Median Age	46.1 years	38.3 years	37.2 years
Median Household Income	\$118,037	\$88,907	\$70,000
Poverty Rate	6.01%	8.0%	11.0%
Homeownership Rate	85.4%	71.4%	69.0%
Median Home Value	\$711,500	\$476,000	\$300,000
Median Rent	\$1,320 Month	\$1,465 Month	\$1,200 Month
Bachelor's Degree or Higher	42.8%	43.9%	30.0%
White Alone	87.6%	91.2%	82.2%
Black or African American	0.33%	1.5%	1.5%
Asian	1.95%	3.1%	3.1%
American Indian	1.11%	0.8%	0.8%
Two or more Races	7.27%	3.2%	3.2%
Hispanic or Latino	10.1%	10.1%	10.1%

GROWTH HISTORY OF THE CITY OF EAGLE

Eagle, Idaho, has experienced significant growth over the past few decades, evolving from a quiet suburban community into a rapidly expanding city. The population has surged, reflecting the broader trend of people moving to Idaho for its lower cost of living and higher quality of life. As of the latest census, Eagle's population has more than doubled in the last 20 years, making it one of the fastest-growing cities in the state. This population increase is largely driven by families and retirees attracted to the area's natural beauty, excellent schools, and proximity to Boise. The city's small-town charm, combined with modern amenities, has made it a desirable location for people seeking a balance between suburban peace and urban convenience.

With the population boom, Eagle has seen a corresponding rise in construction and development. New residential neighborhoods, along with commercial and mixed-use properties, have sprouted up throughout the city. Builders have taken advantage of Eagle's prime location, constructing everything from luxury homes to more affordable housing options. The downtown area has also experienced revitalization, with new businesses, restaurants, and entertainment venues making it a vibrant part of the community. This building boom is not just limited to housing—several infrastructure projects, such as new roads and public facilities, have been undertaken to keep up with the demands of a growing population.

Economically, Eagle has transitioned from being a primarily rural community to a bustling suburban hub. The city's economy is now driven by a mix of industries, including retail, professional services, and high-tech businesses. Many tech companies and startups have relocated to Eagle, attracted by its proximity to Boise's growing tech scene while still benefiting from lower overhead costs. Additionally, the agricultural heritage of the area remains strong, with local farms providing fresh produce and other goods. With its expanding economy and an increasingly diversified job market, Eagle is poised to continue thriving, providing a high standard of living for its residents while offering opportunities for growth and development in the years to come.

TABLE 3-2: City of Eagle Population, 2005–2023

Year	Population
2005	17,589
2006	18,664
2007	19,291
2008	19,505
2009	19,759
2010	20,012
2011	20,514
2012	21,076
2013	21,685
2014	22,517
2015	23,629
2016	24,817
2017	26,091
2018	28,284
2019	29,826
2020	30,870
2021	32,096
2022	32,423
2023	32,319
2024	37,550
2025	38,830

FIGURE 3-1: Eagle Population Trend, 2005–2025

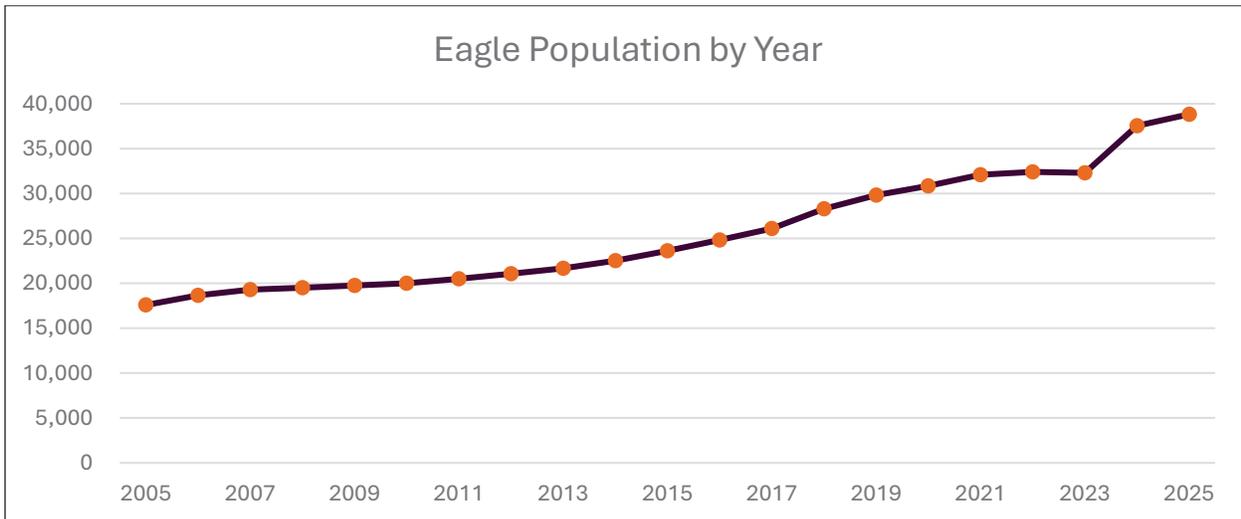


TABLE 3-3: Estimated Population Growth in Eagle, 2025–2029

Year	Estimated Population Increase	Population Increase by Percentage	Estimated New Housing (Homes)
2025	1,523	4.3%	656
2026	1,699	4.6%	736
2027	1,719	4.5%	736
2028	2,324	5.8%	1,011
2029	2,214	5.2%	961

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SECTION 4. LAW ENFORCEMENT SERVICES

Law enforcement in the City of Eagle is provided by the Ada County Sheriff's Office (ACSO). ACSO has primary jurisdictional responsibilities over all incorporated areas within the city limits. There are also nearby and neighboring police departments that are within the general vicinity of the City of Eagle. The Ada County Sheriff's Office is a full-service law enforcement agency that also provides law enforcement services to several other incorporated cities within Ada County, as well as all the unincorporated areas of Ada County.

ACSO provides all necessary daily police operations to the community, including patrol, school resource officers, and investigations. Some services, such as dispatching, crime scene processing, special operations (SWAT), and administration are delivered by the central office.

The ACSO has policed the City of Eagle since the city's incorporation in February 1971. During the city's early years after incorporation, ACSO did not dedicate a patrol staff specifically to the City of Eagle; rather, the city was patrolled by the deputies who also patrolled the unincorporated areas of the county. In 1992, the city began requesting additional enforcement from ACSO; in 1998, ACSO dedicated the first deputies specifically to the City of Eagle, which consisted of a sergeant acting as police chief, and several deputies who patrolled the city. In 2003, the staffing consisted of one lieutenant, two sergeants, two detectives, and eight deputies.

Today the City of Eagle Police Department staffing is as shown in the following table.

TABLE 4-1: Eagle Police Department Staffing

Position	2021/2022 Budgeted	2022/2023 Budgeted	2023/2024 Budgeted	Actual at Present – 2024/2025	Vacant
Sworn Personnel					
Chief (Lieutenant)	1	1	1	1	0
Sergeant	3	3	3	5	0
Detective – Persons Crimes	1	1	1	1	0
Detective – Property Crimes	4	4	4	4	0
*School Resource Officer	2.5	2.5	2.5	3.5	0
Patrol Deputy	12	12	14	14	0
Special Enforcement Team	2	2	2	2	0
STEP – Motor Deputies	2	2	2	3	0
Sworn Total	27.5	27.5	29.5	33.5	0
Civilian Professional Personnel					
Administrative Clerks	0.5	0.5	0.5	1	0
Code Enforcement	2	2	1	1	0
Community Service Officer	N/A	N/A	1	1	0
Civilian Professional Total	2.5	2.5	2.5	3	0
Eagle Funded Personnel	27.5	27.5	29.5	33.5	0

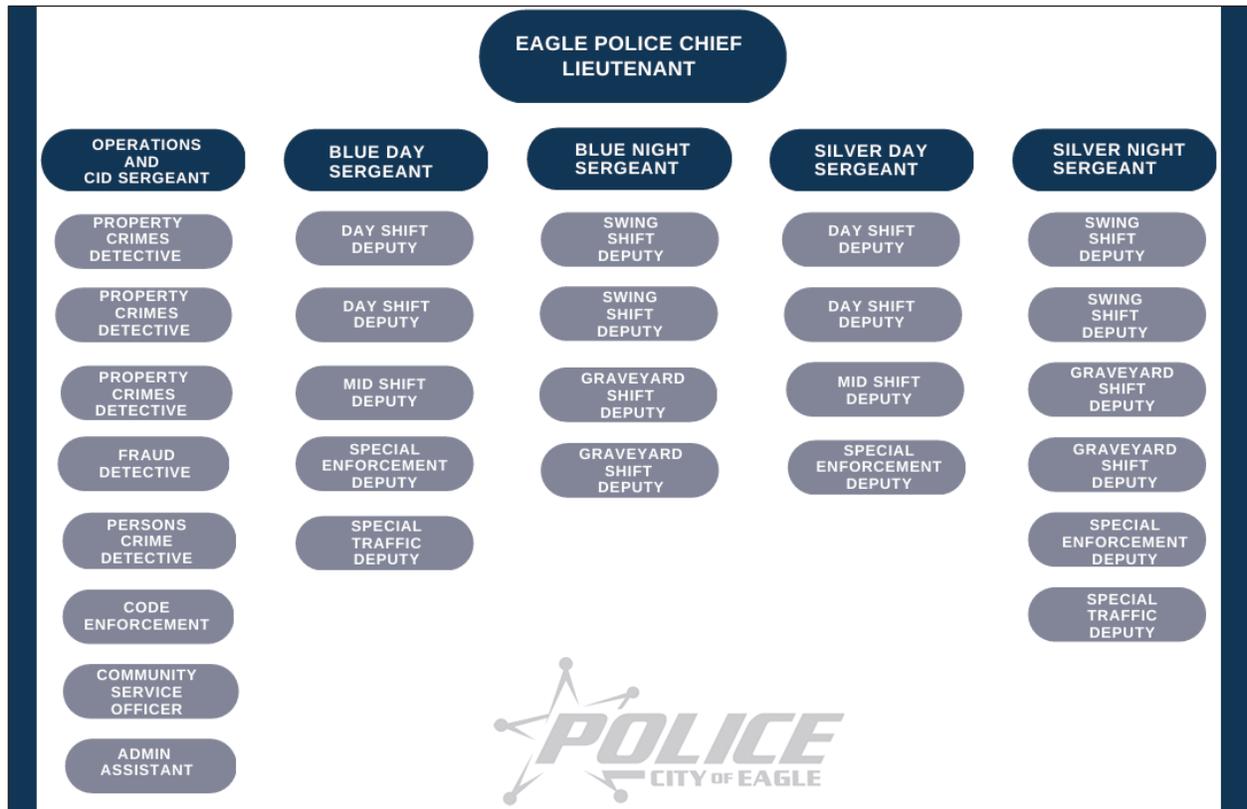
NOTE: *Not funded in City of Eagle Contract

All personnel providing law enforcement services to the City of Eagle are employees of the Ada County Sheriff's Office. The current police chief for the City of Eagle is Travis Ruby, who holds the

rank of lieutenant at ACSO. It is not unusual for a Sheriff's Office to assign either a lieutenant or captain, depending on the city's size, as the police chief in a contract city. Chief Ruby has served as the Chief of Police for the City of Eagle since 2024 and has been with ACSO since 2000.

The following organizational chart shows the Eagle department members as of January 2025.

FIGURE 4-1: Eagle Police Department Organizational Chart (January 2025)



It should be noted here that many of the functions that one might find in the traditional police department are not found on this organizational chart because those functions (Internal Affairs, Personnel, Training, Legal, Policy, SWAT, Communications, Property and Evidence, K-9, etc.) are handled through ACSO headquarters.

The police department is divided into two divisions, Patrol and CID. CID is led by a sergeant, while patrol has four sergeants leading the deputies. All sergeants report to the lieutenant (Chief of Police). For a department the size of EPD, this is the traditional model of organizing the department.

Each division has its own responsibilities as described separately in other areas of this report.

- Patrol deputies in the department are the frontline responders, responsible for maintaining order, preventing crime, and responding to emergencies within their assigned area. They patrol in marked vehicles, monitoring for suspicious activity, enforcing laws and ordinances, and assisting the public.
- Within patrol are the Special Enforcement Team Deputies (SET), and the Special Traffic Enforcement Deputies (STEP). The Special Enforcement Deputies handle issues that require

special problem solving while the Special Traffic Deputies increase highway safety through traffic education, enforcement, and engineering recommendations (The Three E's).

- CID detectives are specialized officers who focus on investigating crimes, gathering evidence, and solving cases. They investigate more serious crimes, such as homicides, assaults, and burglaries. Detectives play a crucial role in ensuring justice is served by identifying the events leading to crimes and apprehending suspects.
- Within CID are the School Resource Detectives, Code Enforcement, and the Community Services Officer.

The Eagle Police Department has its facilities at 1119 E. State Street. The facility is a building shared with Eagle Fire Department management staff.

Ada County Sheriff's Office Mission, Vision, and Core Values

To protect and serve is only the beginning. "We make safer places for you to live, work, and play."

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SECTION 5. ADDITIONAL SERVICES PROVIDED BY THE ACSO

Cities that contract with ACSO benefit from having access to a larger pool of law enforcement resources other than just patrol and investigations. Essentially, by contracting with ACSO, the City of Eagle benefits by having a “force multiplier” when incidents occur. Contracting with the Sheriff’s Office enables the city to access a broader range of law enforcement resources, including specialized units and expertise, without the costs of maintaining a fully staffed and equipped city police department.

Some of those specialized units and services are described here.

SWAT

The Ada County Sheriff’s Office SWAT team, known as Ada Metro SWAT, is a specialized unit dedicated to resolving high-risk situations that exceed the capabilities of regular patrol officers. Established to provide tactical support in critical operations, the team handles incidents such as high-risk warrant services, barricaded suspects, hostage situations, and armed standoffs. Ada Metro SWAT is comprised of deputies from the Ada County Sheriff’s Office and Ada County Paramedics, fostering interagency collaboration to ensure effective responses while optimizing resources. Beyond tactical operations, the team actively engages with the community by participating in various public events, aiming to build trust and educate the public about their role in ensuring safety.

K-9 Unit

The Ada County Sheriff’s Office K-9 Unit is a dedicated team of highly trained canines and their handlers; they play a crucial role in enhancing public safety and law enforcement efforts across the county. Each K-9 undergoes rigorous training in various disciplines, including narcotics detection, criminal apprehension, and tracking. For instance, K-9 Dante, a sable German Shepherd, completed more than 400 hours of specialized training before earning certifications in narcotics detection and apprehension.

Drone Program

The ACSO has integrated drone technology into its operations to enhance public safety and operational efficiency. In 2017, ACSO initiated its drone program by selecting nine deputies to operate unmanned aerial systems (UAS), ensuring compliance with Idaho Code, state laws, and public privacy concerns. These drones, equipped with thermal imaging and spotlight capabilities, have been instrumental in various missions, including search and rescue operations and crime scene documentation. To maintain proficiency, ACSO deputies undergo regular training. Additionally, Ada County has enacted local legislation requiring drone operators to register their aircraft and obtain FAA certification, aiming to protect public safety and privacy.

Crisis Negotiation Team

The Ada County Sheriff’s Office Crisis Negotiation Team (CNT) is a specialized unit within the Ada Metro SWAT team; it is comprised of deputies from the Ada County Sheriff’s Office. This team is dedicated to resolving high-stress situations—such as hostage scenarios, barricaded suspects, and suicidal individuals—through effective communication and de-escalation techniques. By

establishing rapport and utilizing active listening, negotiators aim to peacefully resolve incidents, often preventing the need for forceful interventions.

Crisis Intervention Team

The Ada County Sheriff's Office Crisis Intervention Team (CIT) is a specialized unit designed to address mental health crises with a compassionate, community-focused approach. Established to enhance public safety and support individuals in crisis, the CIT collaborates closely with mental health professionals, law enforcement, and community organizations. Deputies receive extensive training in crisis de-escalation, mental health awareness, and behavioral health resources, enabling them to respond effectively to situations involving individuals experiencing mental health challenges.

Dive Team

The ACSO's Dive Team is a specialized unit dedicated to underwater search, rescue, and recovery operations throughout Ada County, Idaho. Members of the ACSO Dive Team undergo rigorous training to maintain proficiency in various underwater operations, including evidence retrieval, victim recovery, and environmental assessments. Their expertise is vital in responding to incidents such as drownings, submerged vehicle rescues, and locating missing persons.

Bomb Unit

The ACSO collaborates with specialized bomb squads, such as the Boise Police Department's Bomb Squad, to address explosive-related incidents in the region. A police bomb unit is specialized in responding to potential bomb threats, ensuring public safety by identifying, neutralizing, and disposing of explosive devices. These units are highly trained in bomb detection, using advanced equipment such as robotic bomb disposal units, scanners, and specialized tools to locate and assess threats. They often work closely with other law enforcement agencies, as well as military bomb disposal teams, to investigate suspicious packages, vehicles, or locations. The unit's primary goal is to prevent explosions and minimize harm to people and property by safely dismantling or detonating bombs in controlled environments. Additionally, bomb units provide expertise during major events or emergencies where there's an elevated risk of explosive threats.

Communications Unit

The Ada County Sheriff's Office 911 Emergency Dispatch Center serves as the critical communications hub for public safety across the county. Handling over 1,100 calls daily, the center coordinates emergency responses for four law enforcement agencies, six fire departments, and Ada County Paramedics. Dispatchers are trained in CPR, emergency medical procedures, and crisis intervention, ensuring they can assist callers in various situations until help arrives.

In 2017, the center upgraded its operations with a new \$4.3 million computer-aided dispatch system, which enhanced mapping capabilities and response times. This system enables dispatchers to quickly identify the nearest available units, reducing emergency response times from several minutes to just one or two minutes. Additionally, the center implemented a text-to-911 service, enabling residents to send emergency messages when calling isn't possible.

The center operates 24/7, with a team of 58 dispatchers and supervisors. They answer both emergency and non-emergency calls, ensuring that the appropriate resources are dispatched

promptly. Regular training, including monthly sessions and biannual academies, keeps the team prepared for a wide range of emergencies.

Victim Witness Advocates

Victim Witness Advocates with the Ada County Sheriff's Office play a vital role in supporting individuals impacted by crime throughout the legal process. These trained professionals provide emotional support, crisis intervention, and guidance to victims and witnesses, helping them navigate the complexities of the criminal justice system. They ensure that victims are informed of their rights, kept updated on case developments, and prepared for court proceedings. Additionally, advocates connect individuals with community resources such as counseling, legal aid, and emergency assistance. By offering compassionate, knowledgeable support, Victim Witness Advocates help reduce the trauma often associated with being involved in a criminal case.

ACTION Team (Anti-Crime In Our Neighborhoods)

The ACTION Team is comprised of four deputies whose purpose is to identify and impact specific crime problems and quality-of-life issues through cooperation between citizens, members of the ACSO, and other community resources. The ACTION Team works closely with all planned communities within Ada County, neighborhood associations, the FBI, US Marshals, DEA, IDOC, and other law enforcement agencies.

The ACTION Team's primary job responsibilities are:

- Problem solving of issues to include identifying resources available.
- Developing strong community relations and identifying the communities' issues.
- Addressing crime at all levels.

Collision Reconstruction Unit

Advanced Crash Investigation detectives are a team of detectives who investigate collisions resulting in fatalities or serious injury using complex mathematics and physics to investigate and reconstruct the events of a collision. There are currently three Collision Recon detectives on the team.

Collision Recon detectives can also testify as expert witnesses and provide expert opinion during criminal trials.

Collision reconstructions involve a detailed analysis of roadway evidence and the various elements that contribute to a crash, such as driving behaviors, environmental factors, roadway engineering (such as curves, hills, and road material), vehicle and equipment examinations, downloading vehicle black box data, and more. The goal is to recreate what happened before, during, and after the crash.

On average, these investigations take three to six months, but complex cases can extend up to nine months.

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SECTION 6. PATROL

PATROL OPERATIONS

As the City of Eagle contemplates the future of law enforcement service needs in the community, it is essential to consider the current service levels and how those service levels meet the community's needs.

Current authorized patrol staffing in Eagle is shown in the following table.

TABLE 6-1: Authorized Patrol Staffing

Position	Authorized
Sergeant	4
Patrol Deputy	14
Traffic Deputy	3
SET Deputy	2

Source: ACSO, Effective April 2025.

Schedule

Ada County Sheriff's Department (ACSO) personnel assigned to patrol operations in the City of Eagle work a schedule consisting of 10.75-hour shifts with rotating days off. Patrol operations are divided among two teams (Blue and Silver) that work on opposite days of the week. Multiple starting times throughout a typical day allow for broad coverage. The assigned shifts are as follows:

- 6:00 a.m. – 4:45 p.m.
- 12:15 p.m. – 11:00 p.m.
- 3:15 p.m. – 2:00 a.m.
- 7:45 p.m. – 6:30 a.m.

Minimum Staffing

ACSO management assigned to the City of Eagle has an established minimum staffing levels of two deputies assigned at any given time. Shift supervision has some discretion in managing these staffing levels. Although the shift minimums are two deputies plus a sergeant, with traffic and SET units, three (plus) deputies often work in Eagle, except in the middle of the night when call activity is very light. ACSO also informed us that shift supervision is sometimes supplemented by an ACSO sergeant assigned to unincorporated Ada County. When needed or requested that sergeant will respond to assist deputies in Eagle.

The above-mentioned minimum staffing levels is based on historical knowledge of the ACSO's activity levels in the City of Eagle. However, these levels have not been established based on a workload study of how many deputies should be on duty to handle community expectations safely.

In the following pages of this report, we will present the actual workload documented in Eagle by ACSO deputies. Based on industry-established metrics, there are times when the existing workload would not necessitate having two to three deputies on duty. However, based on our

on-site observations, the geography that ACSO deputies have to cover in Eagle and due to general officer safety concerns, we would not recommend that ACSO make any adjustments to its established minimum staffing level. In the future, as the workload grows with expected community growth, we would encourage the City of Eagle and ACSO to establish shift staffing metrics based on workload data.

WORKLOAD AND CALL DATA

As part of this project, CPSM engaged with the Ada County Sheriff's Office to receive call data from the department's CAD system. We limited our data request to workload (calls for service) in Eagle. We made reasonable efforts to separate all workloads in Eagle from workloads in the other areas of the county that may intersect with City of Eagle data.

The following data is intended to outline the patrol workload performed by the Ada County Sheriff's Office within the City of Eagle. The reader should consider the following limitations of this data:

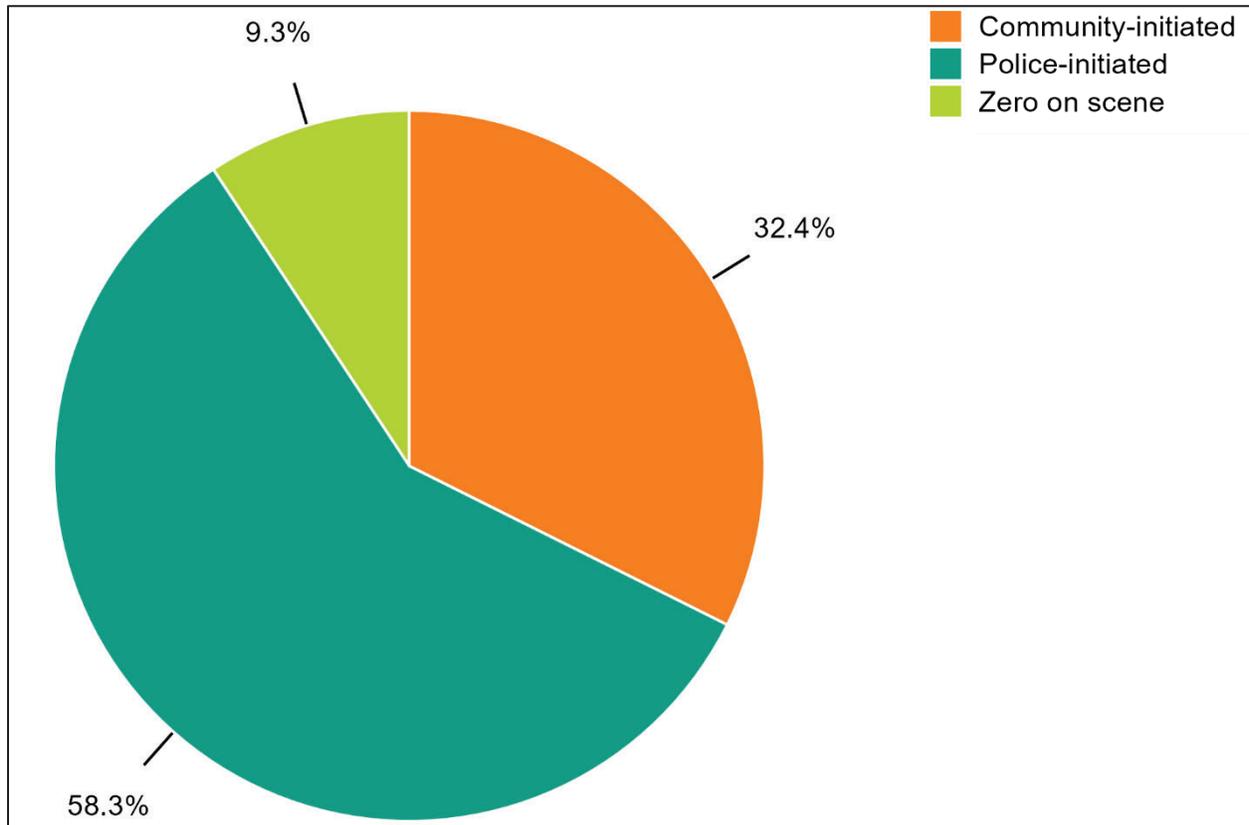
- This data represents patrol workload, meaning that it is designed not to include work activities performed by non-uniformed/patrol assets assigned to Eagle. For instance, although a 'detective' may be assigned to Eagle and may use the dispatch/radio system to make a notification that they are in the city performing an "assignment," that work should not be captured in this area of the report.
- This data is only as accurate as the information collected by the department's CAD system. Many law enforcement organizations (Ada County is included) will often not use the CAD system to its full potential. For instance:
 - If a patrol deputy handles a call for service, returns to service as "available" for another call, and starts writing the report from the previous call, then the report writing time (real workload) is not captured within the system. This is a common cultural issue in law enforcement, and we suggest that Ada County adjust its operations in this area.
 - We observed Ada County deputies performing many administrative tasks that are "work" related but were performed while those employees were "available" within the CAD system. Again, this is "work" that ACSO failed to capture within its CAD system.

With the limitations mentioned above noted, the reader should assume that the following data is the minimum recorded workload. We will cover additional workload considerations later in this report.

The Ada County Sheriff's Office CAD system recorded 19,491 events in the City of Eagle during 12-month period of January 1, 2024, to December 31, 2024. These 19,491 events equate to an average of 53.3 events per day. Events are CAD entries, including calls for service that appeared in the system and resulted in some work or action by ACSO deputies.

The following figure and table highlight whether those events were generated by the community (someone calling the police for assistance) or by a deputy (self-initiated activity). 58.3 percent of the events (31.1 per day) were generated by an ACSO employee, while the community generated 32.4 percent (17.2 per day). Approximately 9.3 percent of the events (4.9 per day) are classified as zero-on-scene. This term is used to denote that the recorded time for that event was minimal and does not substantially contribute to the workload. More on this later.

FIGURE 6-1: Percentage of Events per Day, by Initiator



Note: Percentages are based on a total of 19,491 events.

TABLE 6-2: Events per Day, by Initiator

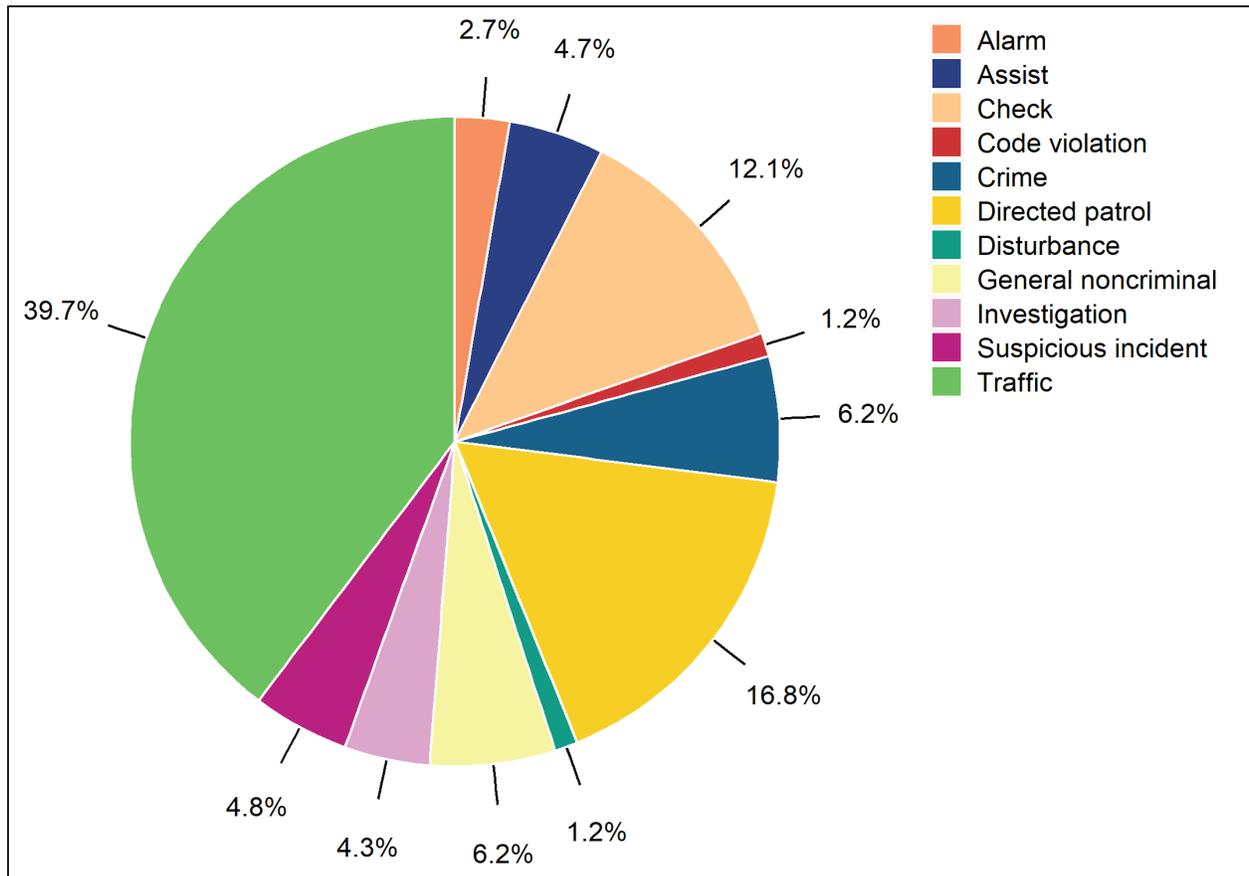
Initiator	No. of Events	Events per Day
Community-initiated	6,310	17.2
Police-initiated	11,370	31.1
Zero on scene	1,811	4.9
Total	19,491	53.3

The category of zero-on-scene is widespread in law enforcement CAD systems. Numerous times throughout a day a deputy may provide information to dispatch that will cause a holding call to be closed out. In most cases, measurable workload occurs, but out of a desire to be efficient, that workload is not captured. For instance, a deputy may see a holding call that requires a law enforcement area check. The deputy may be in the area or close and perform the area check but never notify dispatch of the activity until it is completed. In those cases, the time it took to check an area, drive to the location, and possibly even contact citizens may have occurred. Still, CAD systems do not work backward to record that activity after the fact if it is not captured when it happened.

ACSO recorded more than nine percent of its call load in the check category, which is higher than usual. It can be corrected by simply capturing deputies' efforts in greater detail for accurate record-keeping.

The following figure breaks down the total events into greater detail, providing insight into the factors that drive workload in Eagle.

FIGURE 6-2: Percentage of Events per Day, by Category



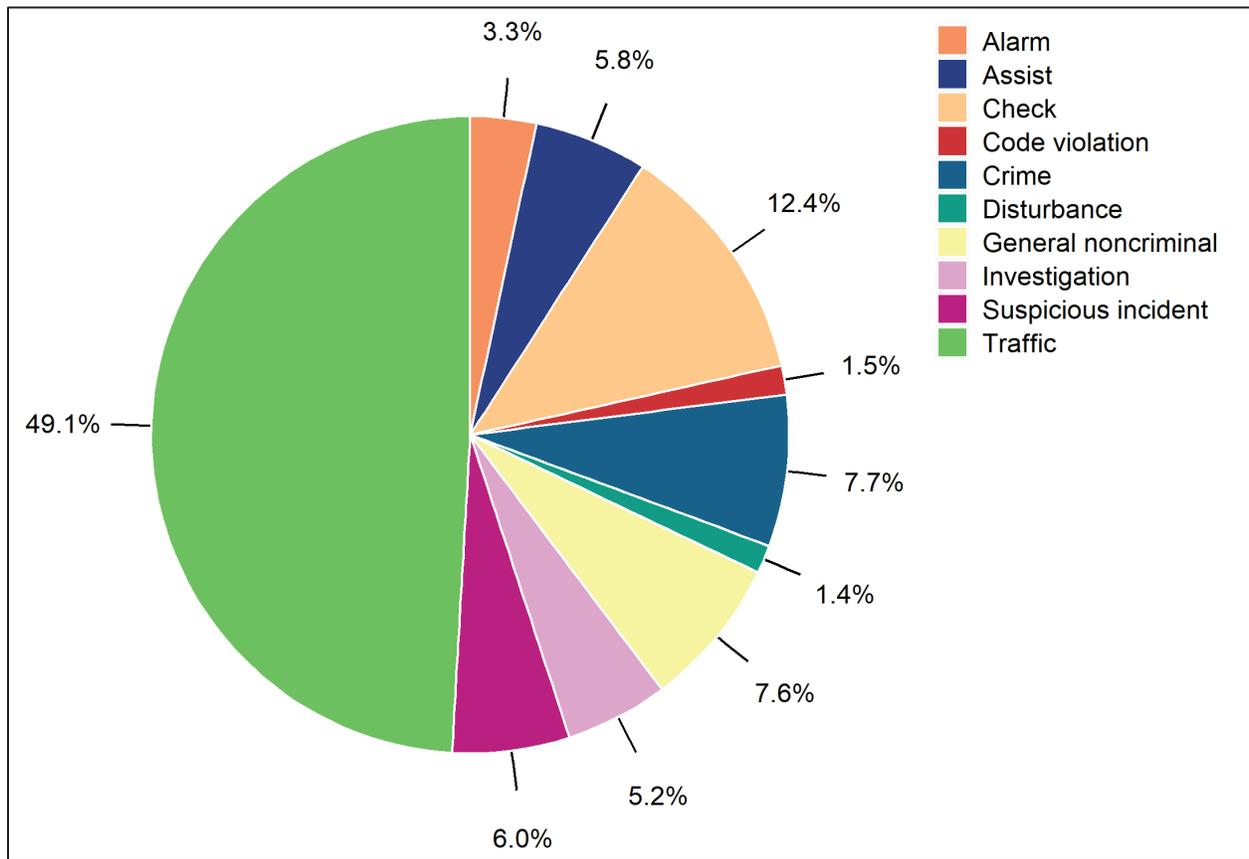
This figure shows that traffic-related activity (traffic enforcement/stops and accidents) is the most significant driver of workload activity by category. It was also evident to our consultants during the site visit and staff interviews that traffic problems are an important community concern and a focus point for ACSO deputies. CAD data shows these traffic-related events account for about 20 individual CAD entries per day in the City of Eagle.

The next largest category of work is "directed patrols." This is an activity where a deputy records within the CAD system that they are "extra-patrolling" a specific location. This is often management-directed or due to a specific community request to ensure that a law enforcement presence is seen and recorded in the area.

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The following figure eliminates the “zero-on-scene” incidents and provides context into the remaining events that take additional time to resolve. They are referred to as daily “calls for service.”

FIGURE 6-3: Percentage Calls per Day, by Category



A majority of the events that were removed for this figure were the directed patrols, as they are often logged and cleared very quickly in the ACSO CAD system. Once those zero-on-scene events were removed, the traffic-related work jumped from just over 39 percent of all events to 49 percent of all calls for service recorded in the CAD system.

“Check” calls, including business checks (a similar form of directed patrols) or similar types of calls, now appear as the second most prevalent activity undertaken by ACSO deputies.

Overall, crime-related activity accounts for only a small percentage of calls for ACSO deputies. Crimes against persons/property/society and investigations only account for 5.4 calls per day on average in the City of Eagle.

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The following figure and table display the average daily calls per month, categorized by initiator.

FIGURE 6-4: Calls per Day, by Initiator and Month

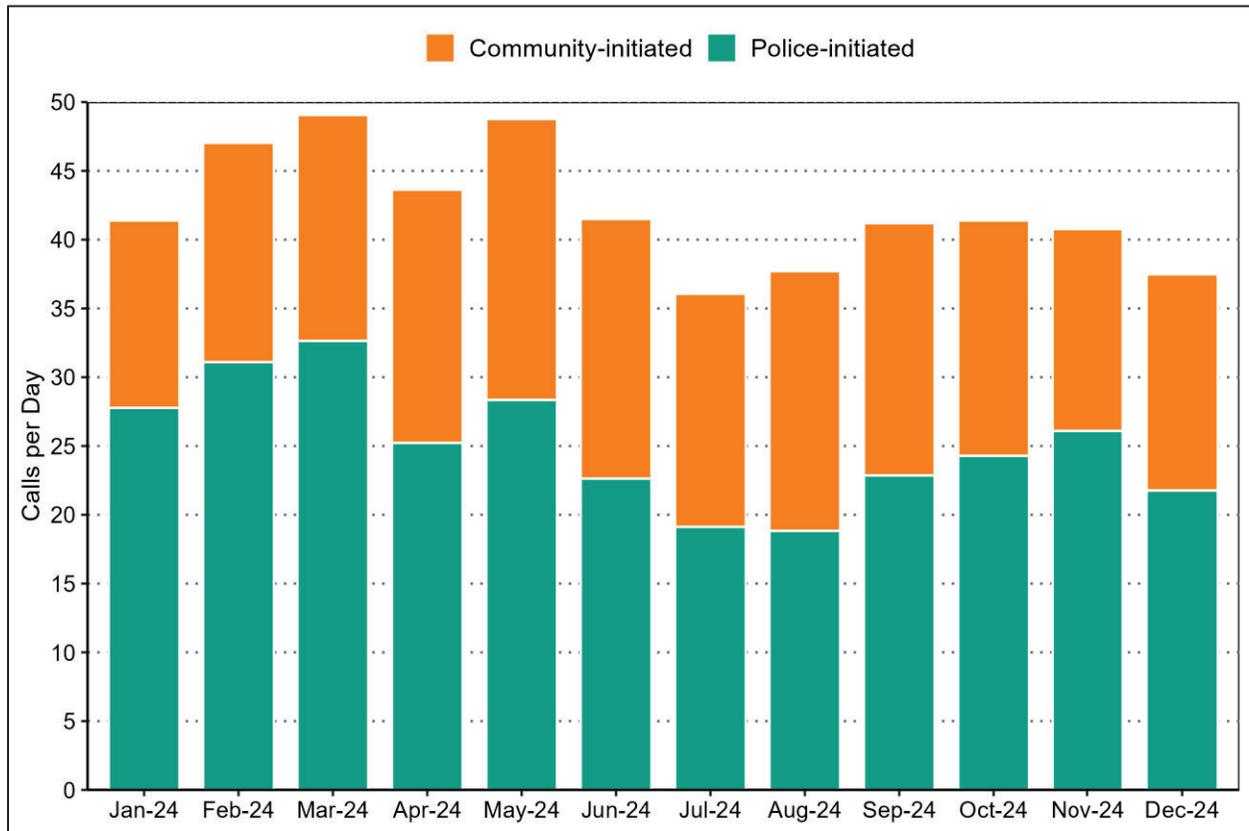


TABLE 6-3: Calls per Day, by Initiator and Month

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	13.6	15.9	16.4	18.4	20.4	18.9	16.9	18.9	18.3	17.1	14.7	15.7
Police	27.8	31.1	32.6	25.2	28.4	22.6	19.1	18.8	22.9	24.3	26.1	21.8
Total	41.4	47.0	49.1	43.6	48.8	41.5	36.1	37.7	41.2	41.4	40.8	37.5

This data shows that deputy-initiated activity accounts for most of the workload for ACSO in the City of Eagle, consistently outpacing community-initiated calls for service month after month.

We found it interesting that recorded police activity in Eagle was busiest during the colder winter months rather than the warmer summer months. July had the lowest recorded workload in both initiator categories combined for 2024.

In most communities that we have assessed in colder climates, we see that police activity is busier during the warmer months as more people move outside and enjoy the longer evenings. The combination of warmer weather and longer days often leads to increases in alcohol-related disturbances in many communities. Based on this data, that circumstance is not the policing experience in Eagle.

The following table breaks down the calls per day by category.

TABLE 6-4: Calls per Day, by Category and Month

Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	1.7	1.0	1.7	1.9	2.2	1.8	1.5	1.6	2.1	2.0	1.6	2.0
Alarm	1.8	1.0	1.5	0.9	1.5	1.7	1.7	1.3	1.0	1.2	1.7	1.5
Animal	0.2	0.2	0.4	0.1	0.1	0.4	0.2	0.3	0.2	0.2	0.2	0.4
Assist citizen	1.4	2.1	2.2	2.7	2.4	1.9	1.6	2.0	1.8	2.0	2.0	1.6
Assist other agency	0.4	0.3	0.6	0.5	0.5	0.5	0.5	0.5	0.7	0.3	0.3	0.4
Check	6.5	7.9	7.6	4.4	5.4	4.5	3.7	4.0	5.4	4.3	4.8	4.4
Civil matters	0.2	0.3	0.3	0.3	0.3	0.4	0.3	0.6	0.4	0.2	0.2	0.4
Code violation	0.4	0.3	0.3	0.8	1.1	0.8	0.5	0.6	0.5	0.8	0.5	0.7
Crime against persons	1.1	2.2	1.5	1.3	2.0	1.6	1.5	2.4	1.9	1.6	1.2	1.7
Crime against property	1.1	1.4	1.1	1.5	1.3	1.8	1.6	1.3	1.6	1.3	1.3	1.0
Crime against society	0.2	0.2	0.1	0.2	0.1	0.4	0.4	0.1	0.2	0.2	0.2	0.1
Disturbance	0.3	0.5	0.6	0.6	1.1	0.7	0.7	0.5	0.7	0.6	0.7	0.3
Investigation: Follow-up	0.9	1.0	1.2	1.2	1.0	1.0	1.5	1.5	0.6	0.9	1.0	0.8
Investigation: Juvenile	0.4	0.7	0.6	0.9	1.0	0.5	0.5	0.7	0.7	0.4	0.8	0.6
Investigation: Other	0.5	0.6	0.5	0.4	0.6	0.6	0.4	0.6	0.5	0.6	0.5	0.4
Mental health	1.5	1.5	1.5	1.6	1.6	1.6	1.5	1.5	1.7	1.7	1.0	1.7
Miscellaneous	0.4	0.8	0.9	0.6	0.6	0.9	0.8	1.1	0.7	0.7	0.2	0.6
Pedestrian stop	0.7	0.4	0.8	0.4	0.6	0.4	0.4	0.3	0.4	0.3	0.3	0.3
Suspicious incident	2.5	2.9	3.1	3.0	2.4	2.5	1.9	2.2	2.7	2.6	2.2	2.1
Traffic enforcement	3.1	3.0	2.9	4.1	3.3	3.8	3.3	3.2	2.5	3.0	2.3	2.6
Traffic stop	16.2	18.8	19.6	16.3	19.4	13.7	11.5	11.5	14.8	16.5	17.9	13.9
Total	41.4	47.0	49.1	43.6	48.8	41.5	36.1	37.7	41.2	41.4	40.8	37.5

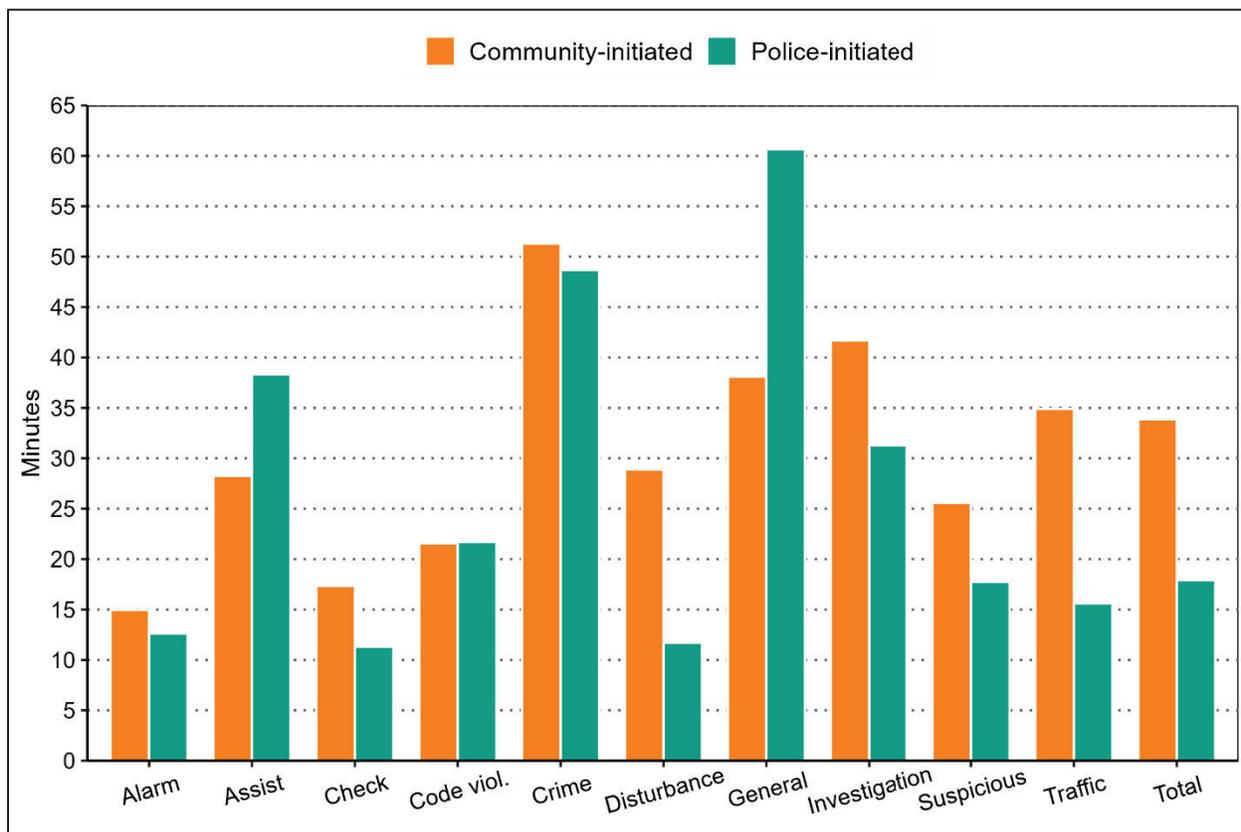
Note: Calculations were limited to calls rather than events.

This table highlights what law enforcement work occurs daily and monthly in each call/crime category. Later in this section of the report, we will highlight some data indicating that recorded work activity from ACSO deputies is not overwhelming in the City of Eagle. This table illustrates that there would be very little to drive law enforcement work in the community if traffic-related work and patrol checks were eliminated from the workload. The reader should consider that much of the traffic-related work and check calls are discretionary. This does not imply that the work is not valuable or does not benefit the community. The table is a visual that shows Eagle utilizes its law enforcement services in a manner that best suits its needs and which best addresses the community concerns of its citizens, since the community's crime-related needs (such as calling 911 for crime problems) are minimal.

Eagle should be actively involved in establishing priorities for available law enforcement services due to its community's additional police capacity. Traffic and directed patrols/checks are the current priority. If that meets the community's needs, then services are efficiently deployed. If other priorities mandate attention, then strategies should be revamped accordingly.

Now we will shift our attention from the sheer number of events and calls within the CAD system to data illustrating how long those events and calls take to resolve. The following figure shows the average time the primary unit (first unit dispatched) was occupied with work within various categories and broken down by initiator.

FIGURE 6-5: Primary Unit's Average Occupied Times, by Category and Initiator

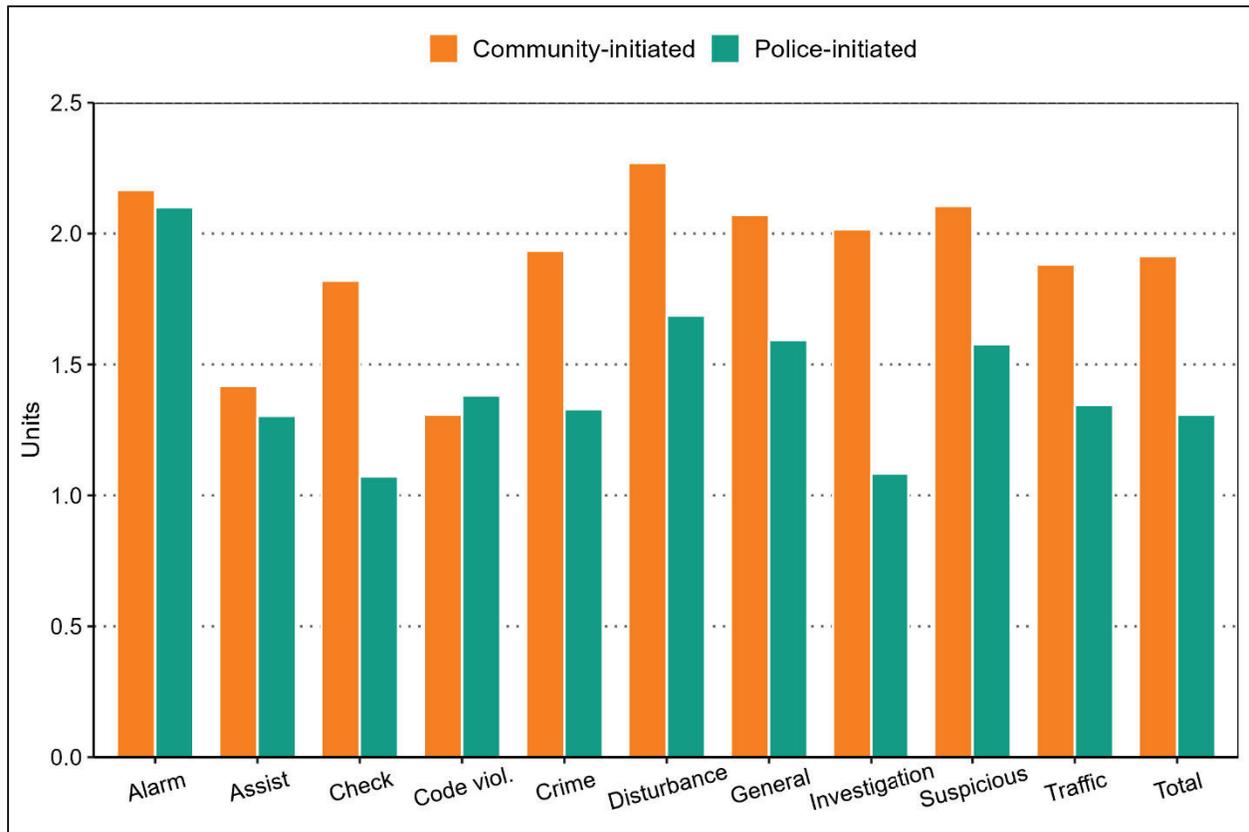


Previous data showed that most work was initiated by ACSO deputies, with community-initiated work only accounting for about 35 percent of all event volume. This graphic shows that in specific categories, community-driven work can often take far longer to resolve for ACSO deputies. For instance, traffic concerns are the single highest driver of call volume, and we see that those traffic-related calls take far longer when the citizen has reached out requesting a deputy than when a deputy initiates the work. This is shown in the data in Table 9-6 of the appendix, where traffic stops and enforcement undertaken by a deputy typically take 15 minutes of total labor time. In comparison, a traffic collision that a citizen calls in takes almost 48 minutes.

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Now we focus on the average number of units required in various call categories depending on who initiated the call.

FIGURE 6-6: Number of Responding Units, by Initiator and Category



This data shows a shift in workload attention where community-initiated work consistently requires more deputies to manage than work initiated by a deputy. This is not uncommon, as most calls received by dispatch from citizens and sent to deputies in the field typically require a two-deputy response. In the case of deputy-initiated work, the call is initiated by a single deputy, and a second deputy is only added to the call either when requested or when the initiating deputy fails to call off their backing partner in a timely manner.

Again, using traffic-related work as the example, since it remains the single highest driver of overall work, two deputies are almost always required for an initial traffic collision response. This ensures that the roadway (traffic flow) is managed, and the investigation is not so complex that additional work is needed. Likewise, most traffic stops can be handled by a single deputy.

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The following table shows the number of responding units in specific call categories for community-initiated calls.

TABLE 6-5: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	262	165	156
Alarm	162	197	145
Animal	40	20	9
Assist citizen	487	68	14
Assist other agency	42	34	49
Check	191	107	81
Civil matters	90	18	6
Code violation	133	32	7
Crime against persons	264	122	180
Crime against property	316	90	59
Crime against society	41	20	7
Disturbance	79	60	65
Investigation: Follow-up	97	9	3
Investigation: Juvenile	69	70	77
Investigation: Other	84	28	47
Mental health	129	183	209
Miscellaneous	120	26	7
Suspicious incident	230	211	174
Traffic enforcement	404	159	107
Total	3,240	1,619	1,402

We have included this table in this part of the report specifically due to the mental health-related call category. Although mental health-related calls only occur about 1.5 times per day, we see that they often require three or more units to manage effectively. Additionally, these calls typically last an average of 40 to 45 minutes each.

The response to mental health-related calls has been a focal point in law enforcement for several years. A small number of tragic incidents involving the police and distressed individuals have drawn attention to how law enforcement responds to these types of incidents. As a result, police agencies are deploying more officers to these calls, hoping that additional personnel will require less force if necessary. Officers are also taking more time to diffuse these situations than in previous years. Many communities are finding practical and less expensive responses to these calls using professional practitioners (civilians) in limited cases where deemed appropriate.

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In this next set of data figures, we bring together the call activity and actual workload of units in Eagle. We saw earlier that higher volume call types may not be as significant a driver in actual workload as those less common but more complex calls that can demand a greater degree of labor and workload from the personnel assigned to patrol the City of Eagle.

The following figures show the breakdown of calls and work hours from our analysis of the winter and summer periods of 2024.

FIGURE 6-7: Percentage Calls and Work Hours by Category, Winter 2024

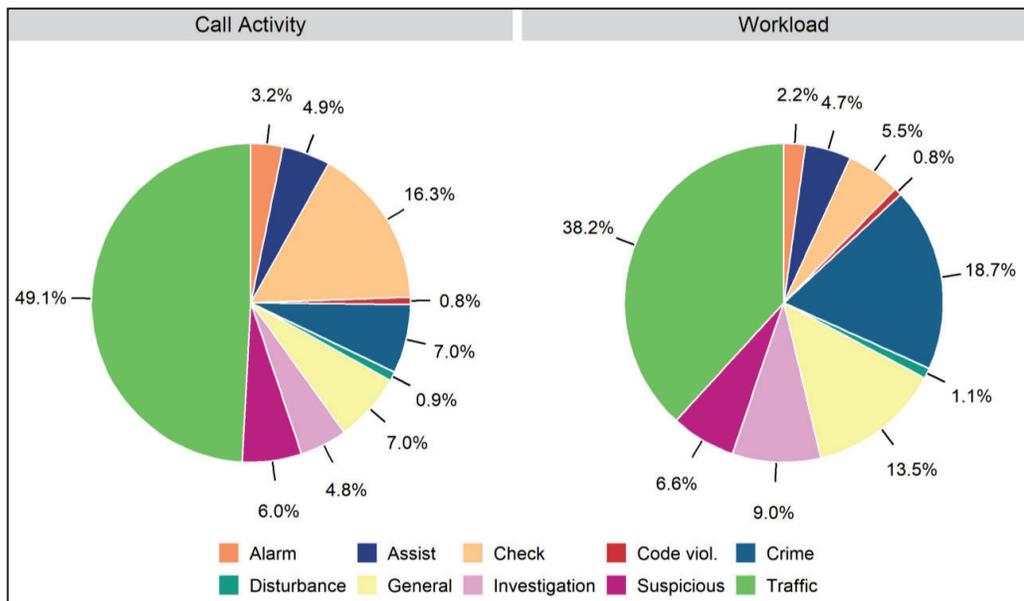
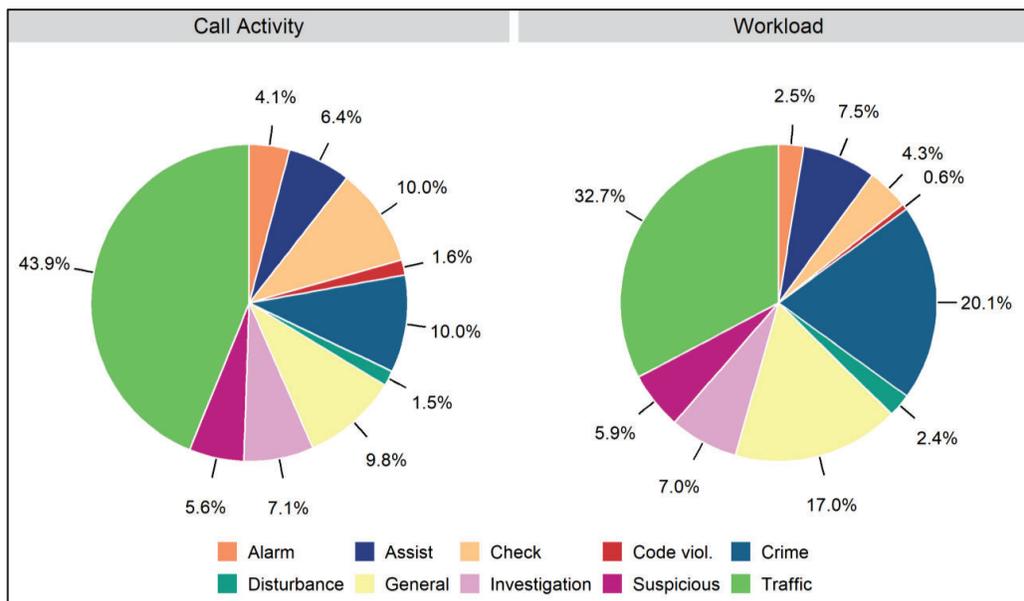


FIGURE 6-8: Percentage Calls and Work Hours, by Category, Summer, 2024



We have already highlighted that work is slightly higher in the winter than in the summer. The winter season averaged 44 calls per day (1.8 per hour) while the summer season averaged

36 calls per day (1.5 per hour). The following observations stood out to us while evaluating the above data:

- Traffic-related issues make up the highest percentage of calls and workload during both seasons. However, the traffic workload (in hours per day) does not match the number of calls per day. Again, this is because traffic stops can be frequent, high-volume activity, but take less time to complete compared to more complex calls.
- The crime-related workload is about double the call volume. This is expected, as crime calls typically involve a more thorough investigation.
 - This is something that should be watched by Eagle city management. Let's assume for purposes of discussion that crime-type calls increase, or there is a spillover of criminal activity in Eagle from other areas in the Boise metro area. In that case, there will likely be an impact for ACSO personnel assigned to Eagle, as crime-related calls, although fewer in number, can have a dramatic effect on available work hours.
- The top four categories of work type account for 75 percent-plus of all calls and 75 percent of all workload (Traffic, Crime, Checks, and "General"). This means that adjustments to those categories could dramatically impact the workload. A slight increase in crime will demand more resources and undoubtedly result in less traffic enforcement and proactive checks throughout the community.

OUT-OF-SERVICE ACTIVITY

Communities and the public often view police work through the lens of what they visibly see in their neighborhoods, such as traffic stops, responses to calls, investigations, and community engagement. These categories of work are essential, but we must consider all work that is performed or necessary to assess a community's needs accurately.

Out-of-service work is a category designed to capture the necessary work that takes place outside of regular call classifications. Sometimes this work involves routine administrative tasks, such as performing regular equipment maintenance, attending meetings, appearing in court, writing police reports, or taking a meal break (as allowed or required by policy, Memorandum of Understanding, or law). Although some of these tasks may not be considered "police work" in the traditional sense, they are nonetheless work that contributes to the overall workload in patrol when determining actual staffing needs.

Modern-day CAD systems are designed to handle high volumes of activity inputs from law enforcement personnel in the field. Additionally, deputies can input their activity without taking a dispatcher's time or using radio airtime.

But historical cultural norms in police work do not encourage capturing all of a deputy's time. Many agencies have a standing culture that encourages employees to be "available" on the radio or in CAD if a call requires a response. Beat integrity has traditionally driven this culture, as law enforcement officers risked earning a poor reputation with their coworkers if they were always busy and other officers had to do work in their assigned area.

We observed firsthand that ACSO deputies perform many work tasks that are not captured in CAD, and ACSO acknowledged that the aforementioned culture limitations exist within the agency.

The following table lists the out-of-service activities captured within the ACSO CAD system for units assigned to the City of Eagle.

TABLE 6-6: Activities and Occupied Times by Description

Description	Occupied Time	Count
42 (Going off Duty)	17.7	165
6 (Busy)	77.7	268
Administrative	29.0	24
Court	145.3	38
Equipment maintenance	43.4	302
Meeting	155.0	62
Report	103.3	59
Training	228.4	28
Weighted Average/Total Activities	68.9	946

The above-captured data indicate approximately 2.6 activities per day of out-of-service work, resulting in three hours of labor per day. In our experience, it is not uncommon for out-of-service or administrative tasks to account for 20 to 30 percent of a deputy's workday. In speaking with ACSO personnel about this and attempting to estimate what is not captured, ACSO estimated that about 20 percent of a deputy's day is spent doing some "work" that is only captured as "available" for a call in the CAD system. ACSO deploys just over three full-time equivalent (FTE) personnel at any given time in the city. This is at least 72 hours of available labor time. Twenty percent of 72 hours is more than 14 hours of labor. This equates to more than three times the activity reported. Although we will consider this when determining staffing needs, we strongly encourage ACSO to take steps to capture all activity, including administrative time, accurately.

It should also be noted that Ada County deputies have a practice of returning to the police station when they need to write a police report. In years past, police reports were often handwritten in a patrol vehicle. In today's policing environment, nearly all reports are now documented digitally through CAD/RMS and computer systems. Although modern systems are designed for use in patrol vehicles, many agencies prefer their personnel to perform the work in a police station using a desktop-style computer. This is done for several reasons, including:

- It is ergonomically better for the employee. Patrol cars can be cramped, requiring a deputy to type in a twisted position.
- Officer safety element. It is safer in the station versus being distracted in the field.
- In-station computers are faster and more efficient, with more screen space.
- Other technologies are available to support report writing (e.g., viewing body-camera recordings).

The ACSO's CAD data included above only recorded 59 incidents of a deputy at the station writing a report. This is only one incident every six days, but report writing is a daily activity. We met with deputies at the station who were writing reports during our site visit, and all were reported to be "available" in CAD (i.e., not occupied with work/report writing). This is offered to highlight an agency that may be working efficiently but underreporting the actual work being performed.

Other examples of underreported work offered by ACSO personnel include:

- Frequent investigative follow-up activity is performed between other calls for service.
- Frequent cell phone calls by citizens/business owners/elected officials to request extra patrols in an area.
- Deputies returning to a police facility to book/drop off evidence and/or property.
- Health and wellness checks as assigned by the county (non-urgent matters).

DEPUTY CROSSOVER

ACSO provides services on a contractual basis to the City of Eagle. ACSO also has law enforcement responsibilities in all unincorporated areas of Ada County, some of which border Eagle, and provides service to other nearby contract communities. In short, ACSO has activities that occur all around Eagle, and as the primary law enforcement agency with county jurisdiction, it is involved in police actions throughout the county.

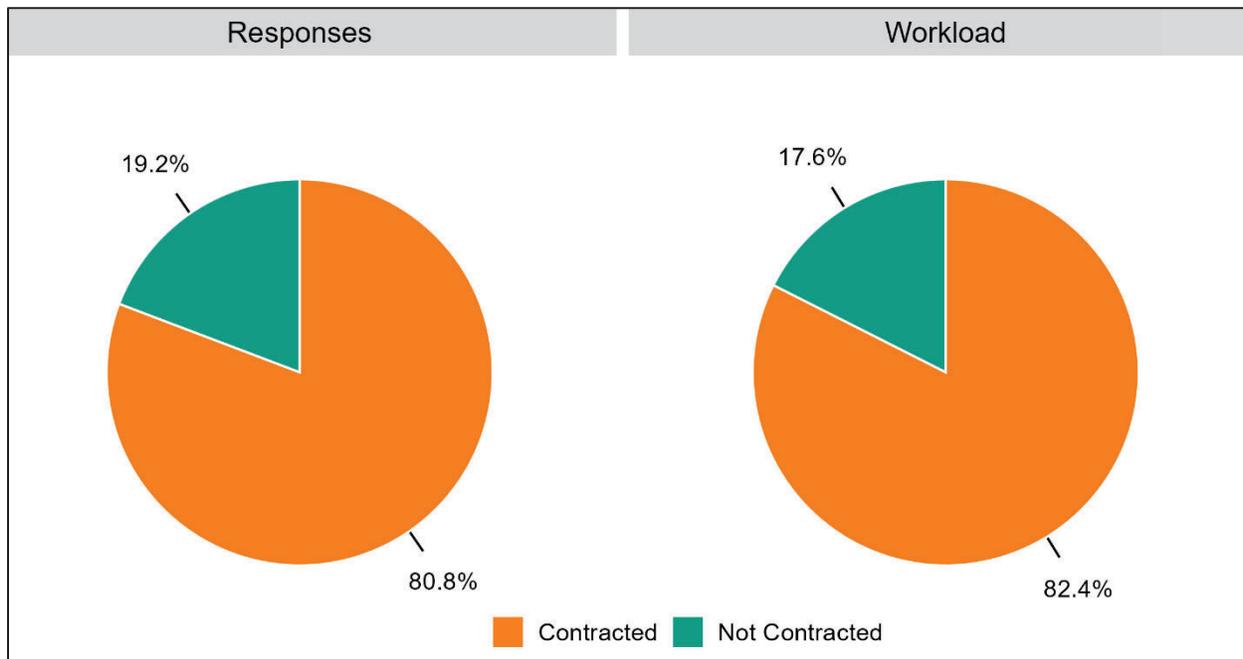
All municipal police agencies have some mutual aid partnerships, either informally or in writing, with MOUs with neighboring police agencies. Under regular business practices, mutual aid, defined as officers crossing into other jurisdictions to assist other agencies, is not supposed to be a daily practice. In most cases, some formality exists in these practices and relationships.

However, the relationships and crossover occurrences can be very different in a contractual relationship. One benefit of contracted services is the ability to leverage economies of scale associated with a larger agency. Leveraging these economies of scale enables surge capacity when needed and allows for the partial deployment of specialized police units as required. But, because contracted services involve officers/deputies from the same agency working nearby, and working on the same police radio channels, there is a greater likelihood of deputy crossover in and out of Eagle.

During our assessment, we heard concerns from Eagle that it wanted assurance that the city is receiving what it is paying for and that its investment is not supplementing county operations or the operations of other jurisdictions. Due to this concern, we extracted response and workload data on contracted versus not contracted personnel responding within Eagle, and Eagle contracted personnel responding outside of the city.

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FIGURE 6-9: Percentage of Responses and Workload by Unit Type Within Eagle

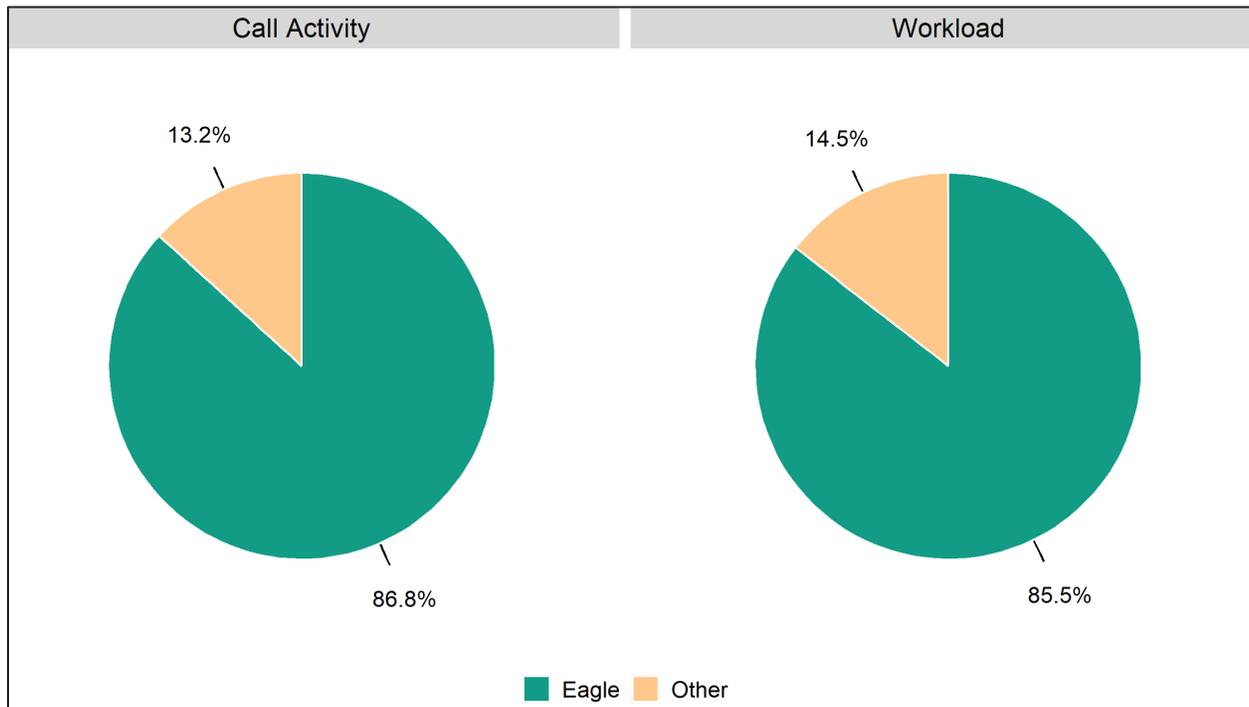


The figure above shows work that occurs in Eagle. Eighty percent of all responses and 82 percent of all workload is handled by contracted units assigned to Eagle. The remaining reactions and workload are provided by outside, or non-contracted, units that performed work inside Eagle, according to the department's CAD data. This could include anything from the aforementioned unincorporated county sergeant responding to Eagle to assist ACSO proactive teams performing work inside Eagle to something as simple as a neighboring unit making a traffic stop within Eagle.

In contrast, the following figure shows the activity of contracted Eagle units and where their work was performed. Eighty-six percent of all calls handled and 85 percent of their workload was performed at locations within Eagle, and 13 percent of their calls and 14 percent of their workload was performed outside Eagle.

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FIGURE 6-10: Percentage of Responses and Workloads, by Eagle-Contracted Units



The two figures above suggest an even distribution of responses and workload by deputies in and out of the City of Eagle. These data sets may be somewhat misleading, and the reader should interpret them with caution. An Eagle deputy may observe a traffic violation in Eagle but not be able to affect a stop on that vehicle until they have crossed into another jurisdiction. In those cases, the work might be recorded as occurring outside the city. The same could be happening in reverse with neighboring officers making stops in Eagle.

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RESPONSE TIMES

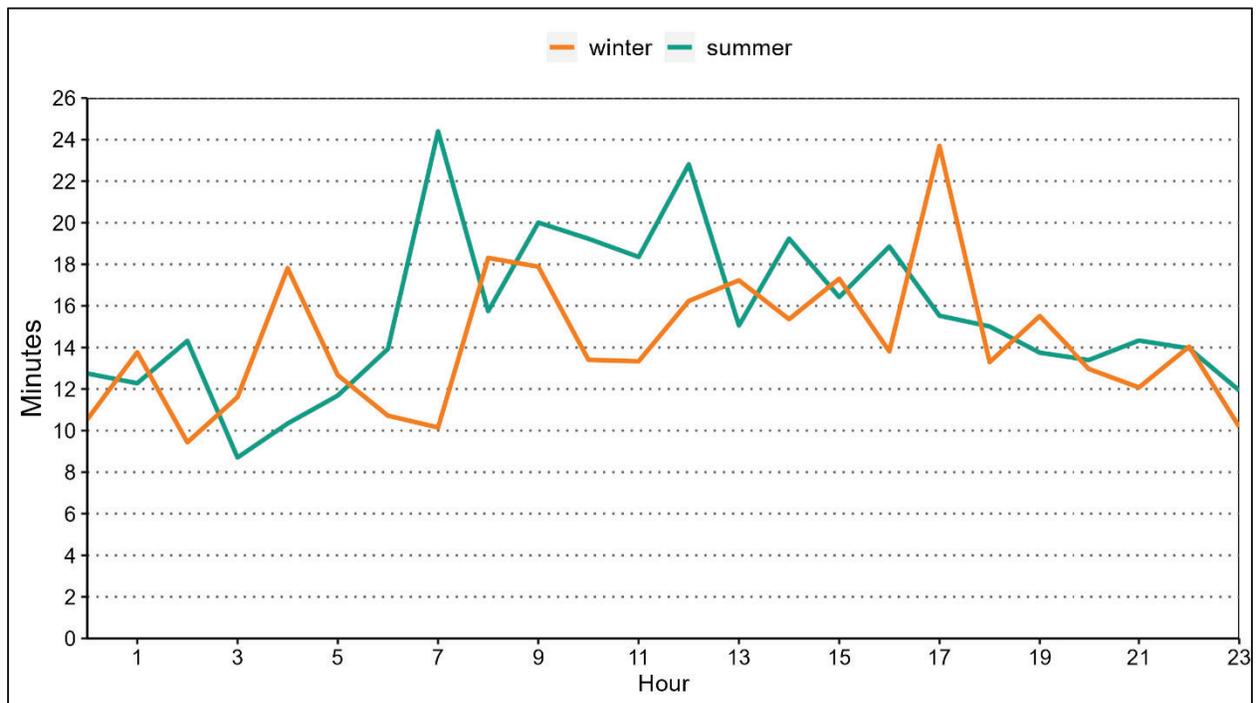
A significant concern for every community and the law enforcement agency serving that community is response times, specifically the length of time that it takes for a deputy to arrive at a scene where a citizen has requested police assistance.

We analyzed the response times to various types of calls in Eagle, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing time and travel time. Dispatch processing time is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

We begin the discussion with statistics that include all calls combined. We started with 2,481 calls for winter and 2,020 calls for summer. We limited our analysis to community-initiated calls, which totaled 840 for winter and 996 for summer. Additionally, we removed calls that lacked a recorded arriving unit, calls outside of Eagle, and calls made at headquarters. We were left with 474 calls in winter and 634 calls in summer for our analysis. For the entire year, we began with 15,425 calls, and our study was limited to 6,261 community-initiated calls. With similar exclusions, we were left with 3,716 calls.

The following figure highlights the average response time to all calls during the two seasons; this figure does not take into account any priority assigned to calls.

FIGURE 6-11: Average Response Time by Time of Day, Winter and Summer



The average times varied significantly by time of day. The longest average response times in the winter season were just over 23 minutes, occurring around 5:00 p.m. The shortest winter response times were recorded during the overnight hours and averaged just under 10 minutes. During the

summer, the longest average response times were just over 24 minutes at 7:00 a.m., while the shortest average response times were again overnight and just under 9 minutes.

The following table provides greater detail and insight into ACSO response times within the City of Eagle. This table separates average response times by call category. Again, there is no call prioritization attributed to these call categories and the corresponding average response times.

TABLE 6-7: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	2.8	6.1	8.8	42	4.4	7.9	12.3	58
Alarm	3.3	7.6	10.9	53	3.0	7.4	10.4	50
Animal	4.2	12.8	17.0	7	3.6	9.3	12.9	6
Assist citizen	7.0	13.7	20.7	18	11.1	8.2	19.3	22
Assist other agency	5.6	8.8	14.5	7	9.6	5.6	15.2	16
Check	4.0	9.8	13.7	30	4.7	8.5	13.2	46
Civil matters	9.4	13.1	22.5	5	6.9	9.5	16.4	8
Code violation	6.9	7.0	13.9	8	10.0	11.5	21.6	16
Crime against persons	10.4	13.6	24.0	40	9.7	12.0	21.7	72
Crime against property	9.2	10.7	19.8	36	10.1	10.9	21.1	46
Crime against society	3.4	11.0	14.4	6	7.0	14.2	21.3	11
Disturbance	5.4	8.3	13.6	14	5.3	7.3	12.6	24
Investigation: Follow-up	6.9	19.1	26.0	2	7.0	18.9	25.8	11
Investigation: Juvenile	5.3	9.5	14.8	20	6.4	10.2	16.6	26
Investigation: Other	6.9	11.9	18.8	14	8.8	7.5	16.2	13
Mental health	5.6	10.8	16.5	58	5.2	8.5	13.7	67
Miscellaneous	5.2	7.6	12.8	6	7.7	13.7	21.4	24
Suspicious incident	5.0	8.3	13.3	60	6.5	9.8	16.4	64
Traffic enforcement	3.4	6.4	9.8	48	4.5	7.4	11.9	54
Total Average	5.5	9.4	14.8	474	6.6	9.5	16.1	634

Note: The total average is weighted according to the number of calls per category.

The above data table calculates overall response time as a combination of both dispatch (processing) time and the travel time to the call. Some agencies may choose to report only travel time; however, we believe that overall response time is what matters most to the community. Therefore, we calculate the entirety of the response from the time someone calls the police until the arrival of a deputy.

Dispatch time is the cumulative time from when the dispatch center receives a call, the call is entered into the CAD system, and a deputy is dispatched. Several factors contribute to this category of time. Dispatch time can be extended because a call may not meet a particular urgency as outlined in a department priority matrix or may be extended if no available deputies are in the field to receive a call (for example, all available units are on other calls). Thus, extended dispatch times are not necessarily a reflection of poor dispatcher performance. In general, ACSO dispatch times meet or exceed what we usually see in an organizational analysis.

During our on-site interactions and ride-along with ACSO personnel, we observed that there are sections of Eagle that are some distance from the core of the city. At current levels of calls for

service, those areas of the community do not warrant their own FTE deputy for assignment; thus, any response to those areas involves a deputy having to travel a significant distance. Deputies going to those areas or returning to the core of the city from those other areas will contribute to longer average response times.

The following table shows response times based on call priority. Law enforcement agencies establish priority systems to ensure that emergency calls receive the fastest possible response times. This often means that lower-priority calls have slower response times, as dispatchers are willing to hold those calls until a deputy becomes available.

In our assessment, we find that ACSO's response to the highest-priority calls (emergencies) is satisfactory in terms of response time. As calls move down the priority matrix, we see that response times become significantly longer.

TABLE 6-8: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
P3 - Emergency	2.3	3.8	6.0	112	9.1
P2P - Higher Priority	3.3	6.5	9.8	466	16.1
P2 - High Priority	4.2	8.2	12.4	2,197	22.2
P1P - Moderate Priority	8.4	12.4	20.9	117	45.2
P1 - Low Priority	10.8	13.7	24.5	822	82.3
P0 - No Priority	2.5	2.7	5.2	2	6.8
Total	5.6	9.2	14.8	3,716	33.0
Injury accident	1.6	3.1	4.7	63	7.2

Note: The total average is weighted according to the number of calls within each priority level.

DEPLOYMENT

Uniformed patrol is considered the “backbone” of American policing. Bureau of Justice Statistics indicates that ‘nearly all’ police departments in the U.S. provide uniformed patrol. Officers assigned to this critical function are the most visible members of the department and command the largest share of resources committed by a department. Proper allocation of these resources is essential to have officers available to respond to calls for service and provide law enforcement services to the public.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined, the amount of discretionary time is determined. Then, staffing decisions can be made consistent with a department’s policing philosophy and the community’s ability to fund it.

In the preceding pages of this report, we have analyzed the calls and work that takes place in the City of Eagle.

Generally, a “Rule of 60” can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing). The second part states that no more than 60 percent of their time should be committed to calls for service, which includes all activities that occupy an

officer's time, including calls from the public, self-initiated work, and administrative tasks. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule but a starting point for discussing patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which the costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time police officers dedicate to public demands for service and administrative duties related to their jobs. *Effective patrol deployment would exist at levels where the saturation index is less than 60 percent.*

This Rule of 60 for patrol deployment does *not* mean the remaining 40 percent of a deputy's time is downtime or break time. It reflects the extent to which calls for service saturate an employee's time. The time when patrol personnel are not responding to calls *should* be committed to management-directed operations. This approach involves a more focused use of time, with a supervised allocation of patrol deputy activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in an emergency.

From an organizational standpoint, it is vital to have uniform patrol resources available to undertake activities such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and harnessing this resource is critical for successful operations.

From a deputy's standpoint, once a certain level of CFS activity is reached, his/her focus shifts to a CFS-based reactionary mode. The mindset shifts from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation is reached, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes, "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call.

Rule of 60 – Part 1

As noted above, the first part of the rule of 60 dictates that at least 60 percent of the assigned sworn workforce be assigned to the patrol function. There are 23 assigned uniformed ACSO sworn employees who work the patrol function in Eagle. They include patrol sergeants (4), patrol deputies (14), traffic deputies (3), and SET deputies (2). These 23 employees represent 76 percent of the assigned personnel in Eagle. This meets the Rule of 60, Part 1 guideline.

This part of the rule is not hard and fast. Taken on its face, however, this part of the "rule" must be considered when examining the department's operational elements and staffing recommendations.

Rule of 60 – Part 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of patrol time should be committed to calls for service and officer-initiated activity. In other words, CPSM suggests that no more than 60 percent of available patrol deputy time be spent responding to the community's service demands. The remaining 40 percent is the "discretionary time" for officers to address community problems and be available for serious emergencies.

CPSM contends that patrol staffing is optimally deployed when the saturation index (SI) is just below the 60 percent range. An SI greater than 60 percent indicates that the patrol staffing is

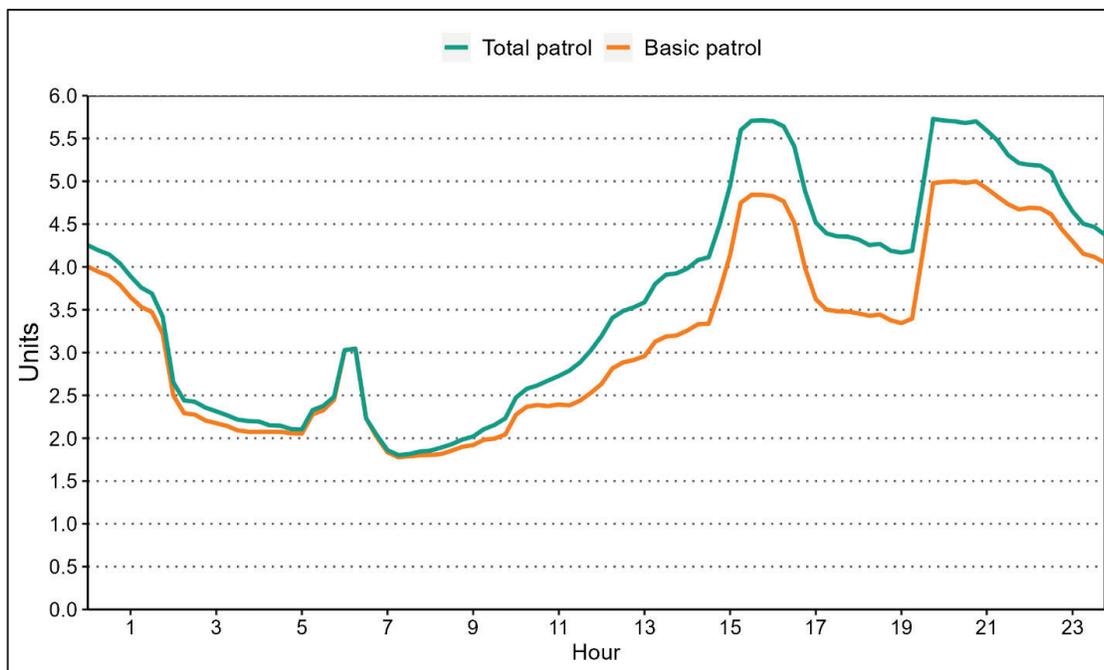
mainly reactive and thus overburdened with CFS and workload demands. An SI of slightly less than 60 percent shows that patrol manpower is optimally staffed. However, SI levels much lower than 60 percent indicate underutilized patrol resources.

Communities must be cautious in interpreting the SI too narrowly. One should not conclude that SI can never exceed 60 percent at any time during the day or that no more than 60 percent of any officer's time be committed to CFS in any given hour. The SI at 60 percent is intended to serve as a benchmark for evaluating overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift or at specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60 percent.

Deployed Units

The following figures indicate the average daily deployment of ACSO personnel working within the patrol environment during the winter and summer seasons and on weekends versus weekdays.

FIGURE 6-12: Deployed Units, Weekdays, Winter



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FIGURE 6-13: Deployed Units, Weekends, Winter

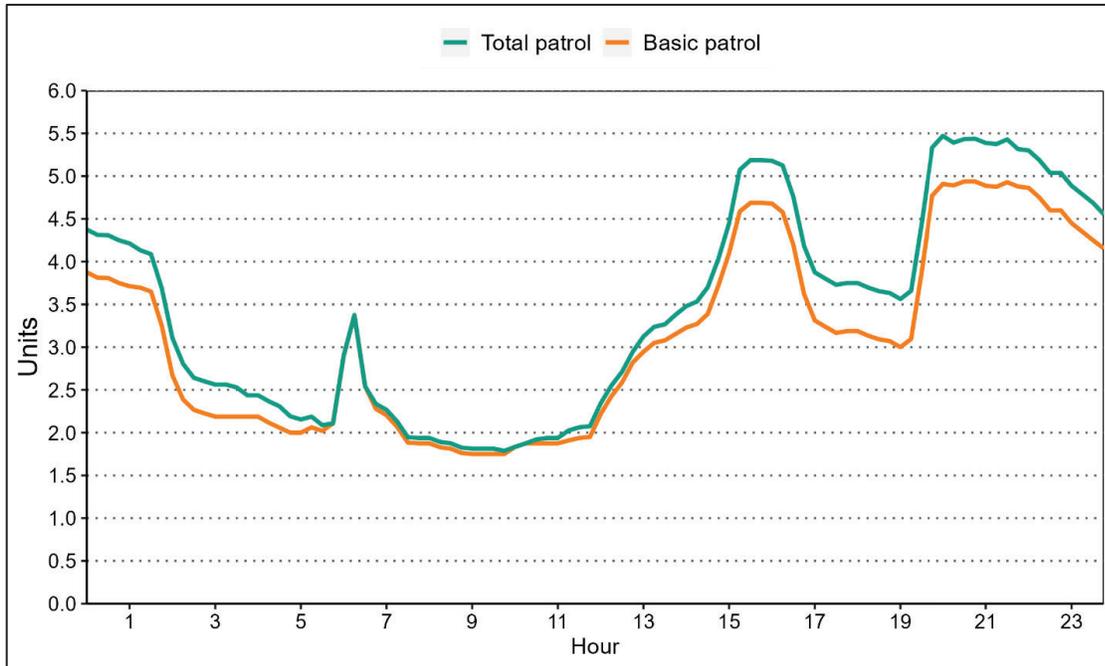


FIGURE 6-14: Deployed Units, Weekdays, Summer

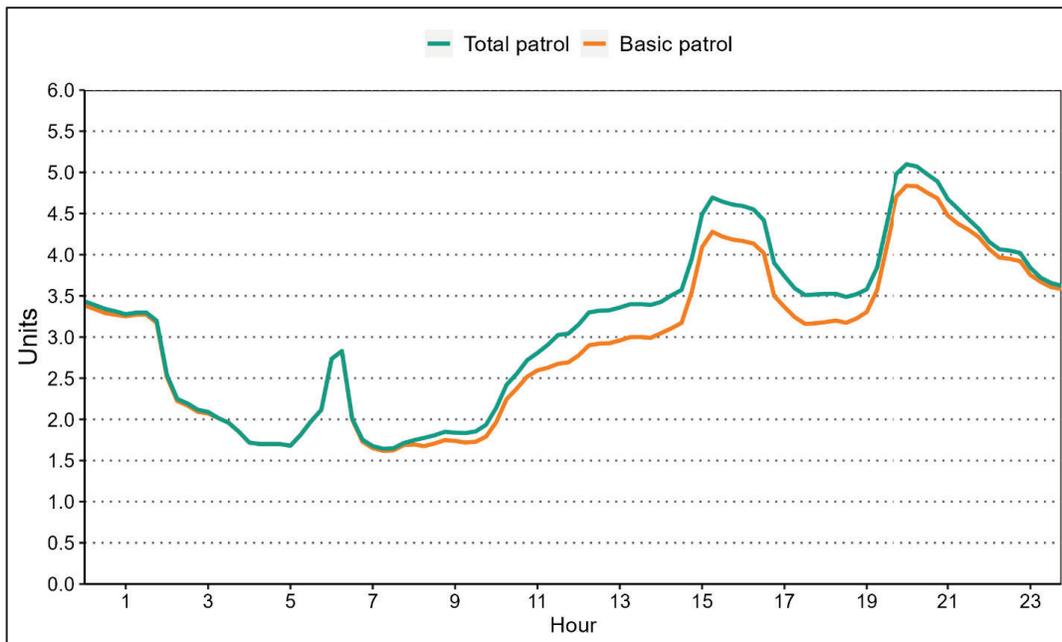


FIGURE 6-15: Deployed Units, Weekends, Summer

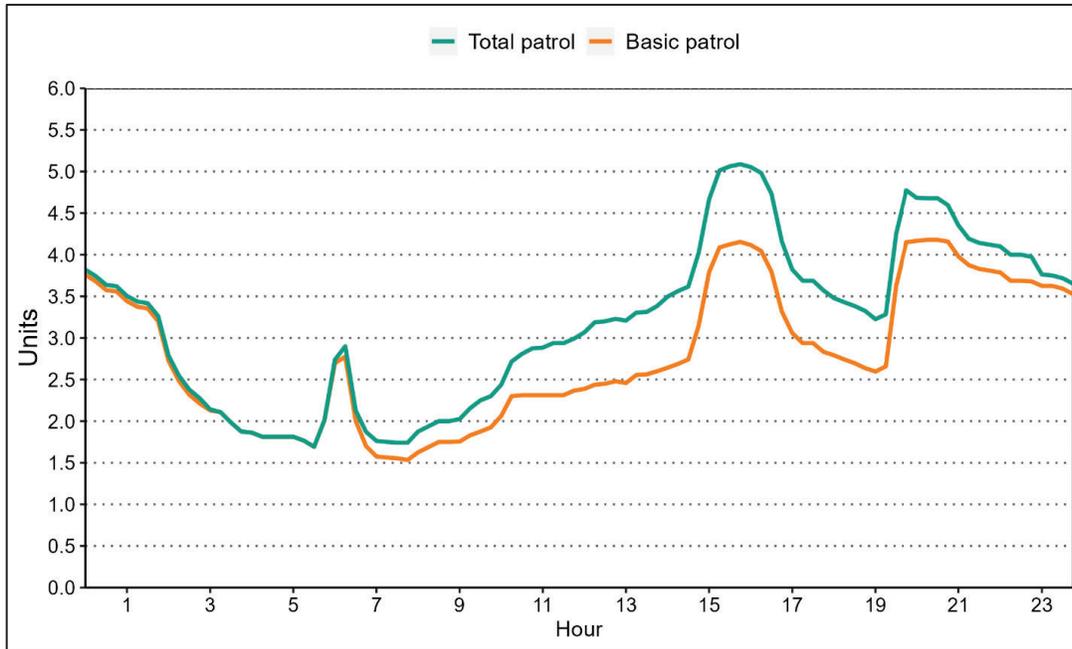


TABLE 6-9: Average Deployment Per Hour, By Season

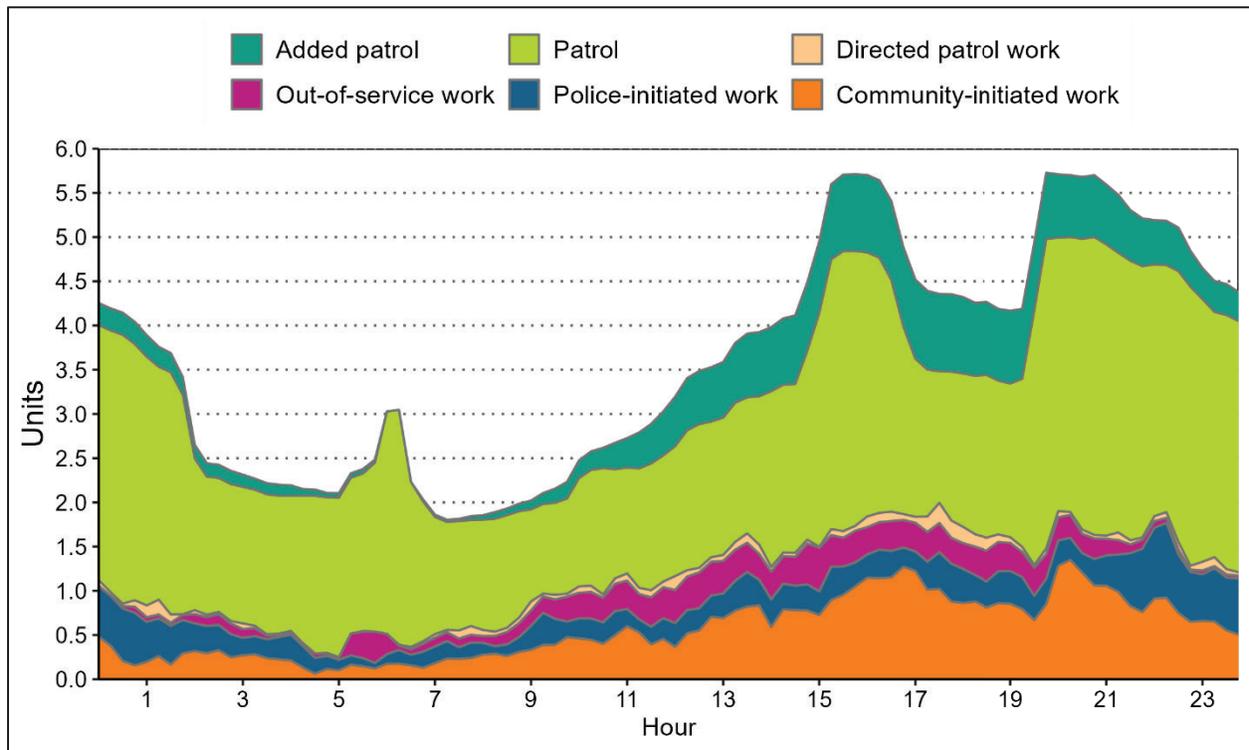
Winter Weekdays	Winter Weekends	Summer Weekdays	Summer Weekends
3.6 Units	3.4 Units	3.1 Units	3.2 Units

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Deployment and All Workload

The next set of figures shows deployment and what work takes place with those units through an average day:

FIGURE 6-16: Deployment and All Workload, Weekdays, Winter



The bottom axis represents the time of day (i.e., 13 is 1300 hours or 1:00 PM) while the vertical axis represents the number of deployed units. Note that the units and hours on this figure are the same staffing levels indicated in Figure 6-12 on the daily deployment period of winter weekdays.

At 1:00 p.m., an average of 3.5 units were deployed. Of those 3.5 units, there was an average of 0.5 units occupied with community-initiated work, another 0.5 units occupied with out-of-service activity and deputy-initiated work. Another two units were "available" as was 0.5 unit from one of the specialized units on patrol (e.g., SET).

According to the department's CAD data, most ACSO personnel are available and on patrol most of the day (green shaded areas). We recognize that this is likely inaccurate, based on previous observations noted in this report regarding underreporting of deputy activity.

Now, for the remainder of the seasonal deployment periods and all workload figures.

FIGURE 6-17: Deployment and All Workload, Weekends, Winter

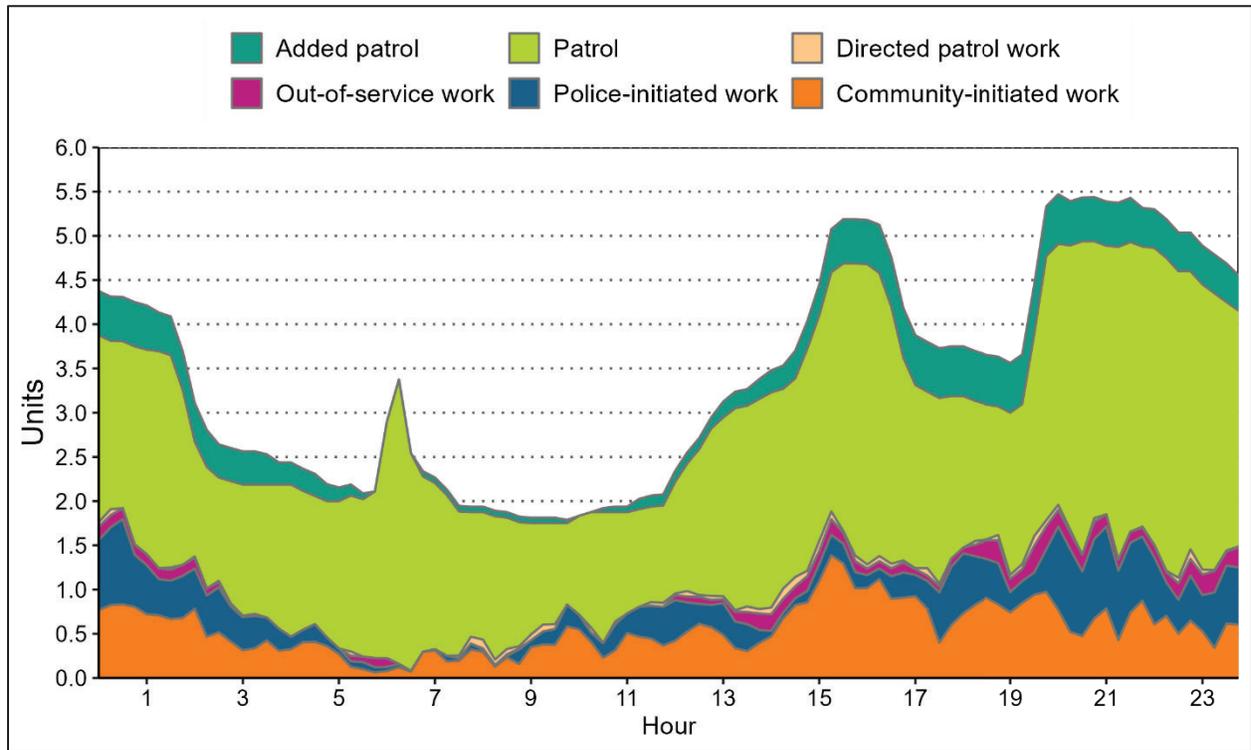


FIGURE 6-18: Deployment and All Workload, Weekdays, Summer

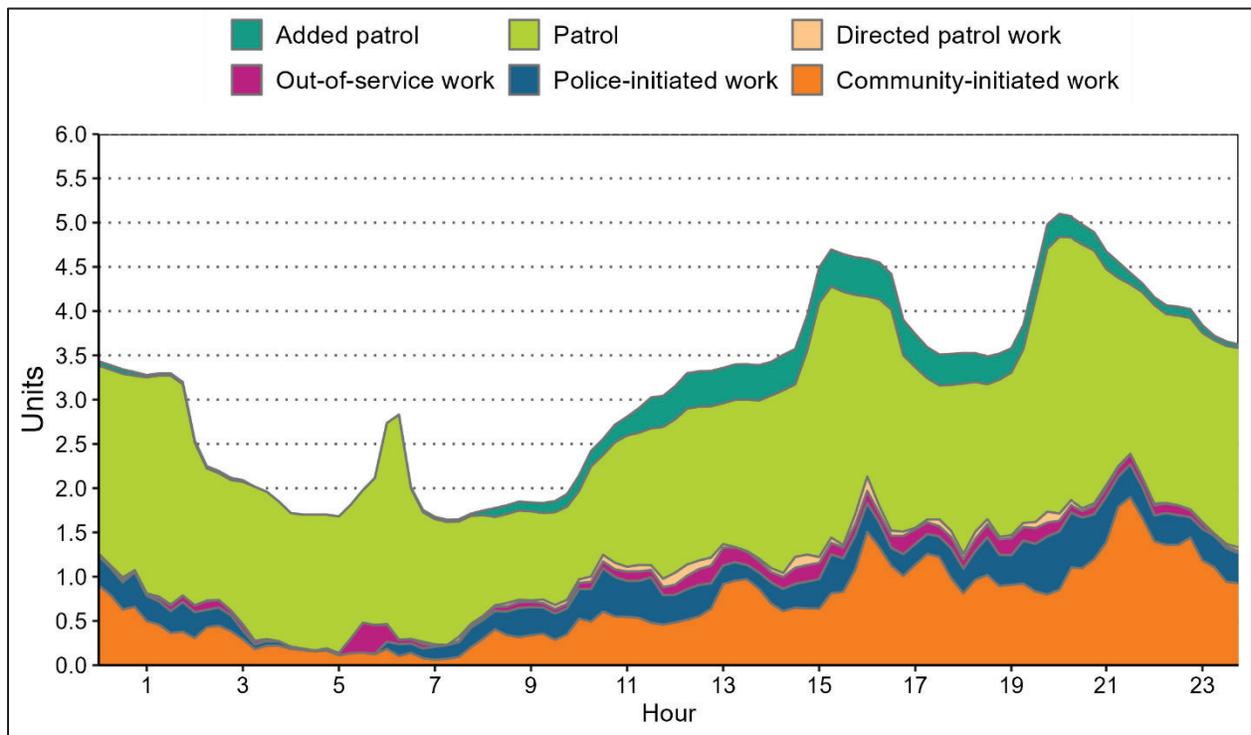


FIGURE 6-19: Deployment and All Workload, Weekends, Summer

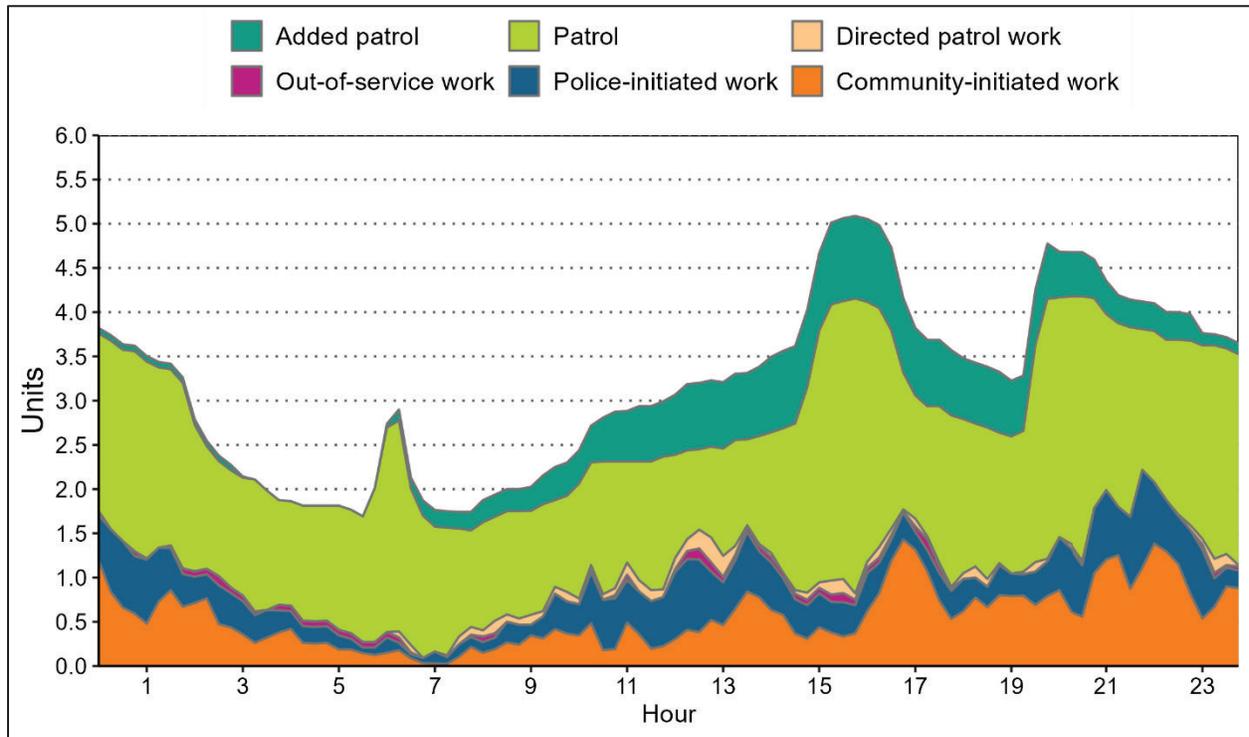


TABLE 6-10: Deployment and All Workload, By Season

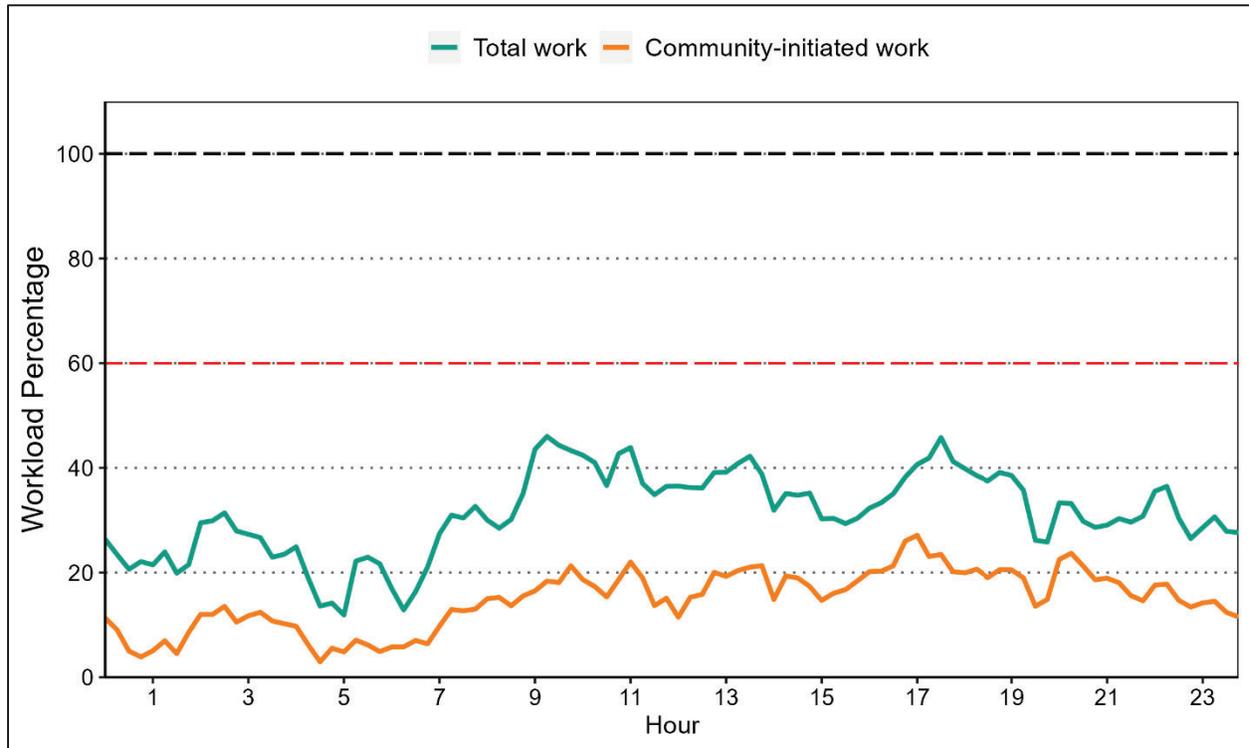
	Winter Weekdays	Winter Weekends	Summer Weekdays	Summer Weekends
Community Initiated Work	0.6 Units Per Hour	0.6 Units Per Hour	0.7 Units Per Hour	0.6 Units Per Hour
All Work	1.2 Units/Hour	1.0 Units/Hour	1.1 Units/Hour	1.0 Units/Hour
All Work %	32%	30%	35%	33%

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Percentage of Workload

The following figures illustrate the percentage of workload distributed across the two seasons and weekdays versus weekends.

FIGURE 6-20: Percentage of Workload, Weekdays, Winter



In the figure above (winter weekdays), we see that community-initiated work (orange line) reached a maximum of 27 percent of available labor at 5:00 p.m. Again, this data averages every weekday during the 8-week sample period in the winter of 2024.

All work (green line) reached a maximum of 46 percent of available labor, which occurred twice during the day, at 9:45 a.m. and 5:30 p.m.

The term maximum labor in these graphs is considered the saturation index (SI) noted earlier in this section describing the Rule of 60.

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FIGURE 6-21: Percentage of Workload, Weekends, Winter

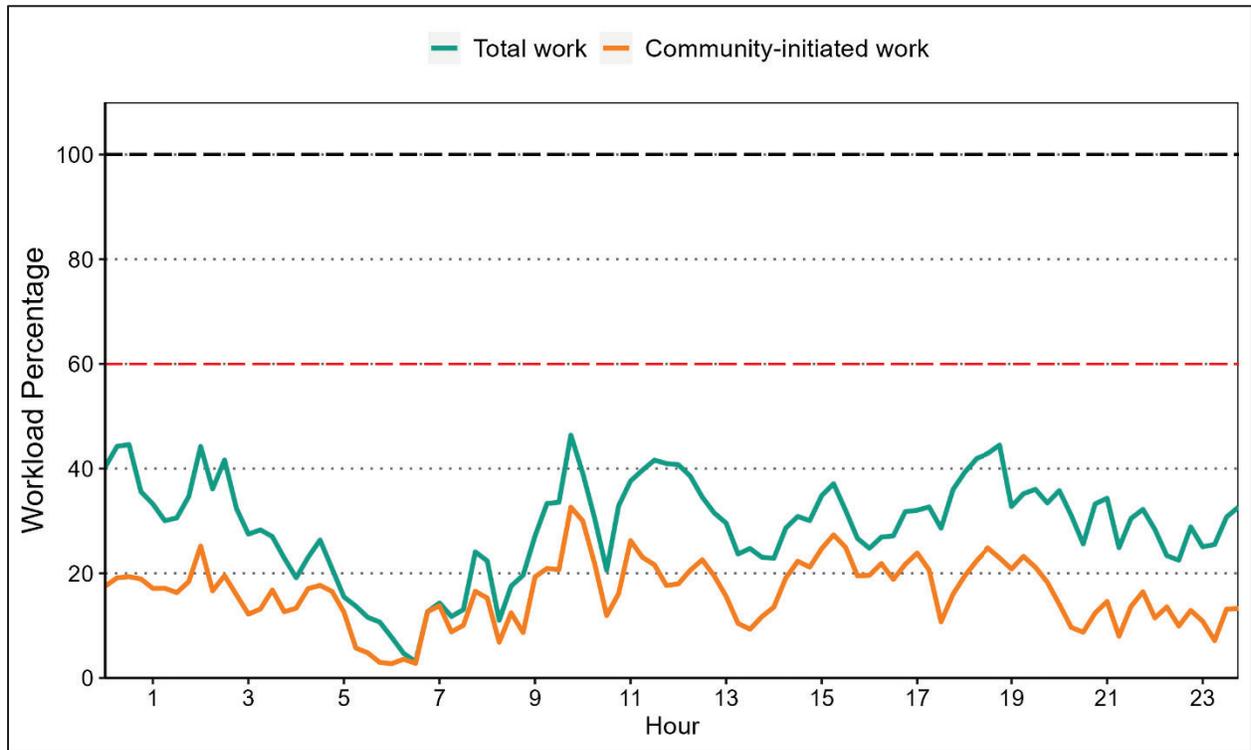


FIGURE 6-22: Percentage of Workload, Weekdays, Summer

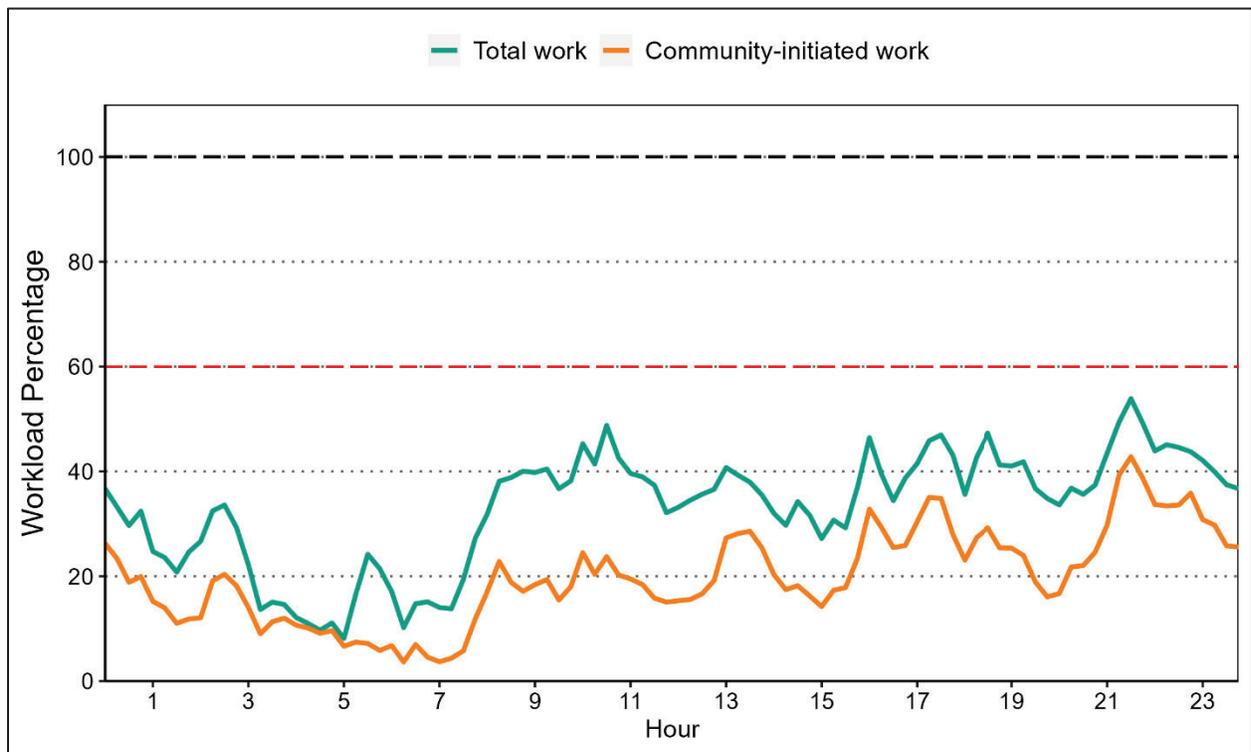


FIGURE 6-23: Percentage of Workload, Weekends, Summer

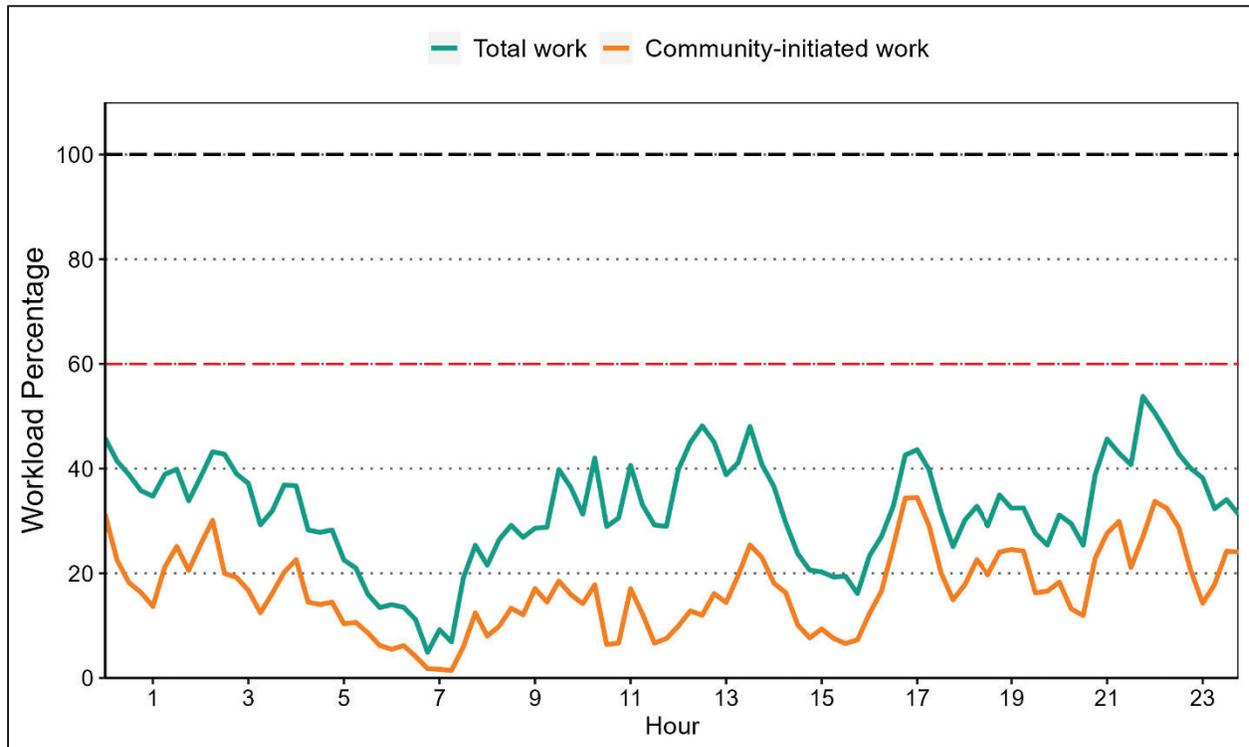


TABLE 6-11: Percentage of Workload, By Season

	Winter Weekdays	Winter Weekends	Summer Weekdays	Summer Weekends
Community-Initiated Work Maximum %	27%	33%	43%	34%
Time of Day	5:00-5:15 p.m.	9:45-10:00 a.m.	9:30-9:45 a.m.	4:45-5:15 p.m. and 10:00-10:15 p.m.
All Work % - Saturation Index (SI)	46%	46%	54%	54%
Time of Day	9:15-9:45 a.m. and 5:30-5:45 p.m.	9:45-10:00 a.m.	9:30-9:45 p.m.	9:45-10:00 p.m.

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TRAFFIC UNITS

The City of Eagle contracts with the Ada County Sheriff's Department for three FTE deputies to focus on traffic concerns in the community. In most cases, these deputies are assigned to ride motorcycles for the work they are tasked with performing. They do not work 24/7; they are deployed to best meet the community's needs when traffic concerns are at their highest. According to ACSO CAD data, the traffic units worked 251 days throughout the year, which included 184 weekdays, 22 Saturdays, and 34 Sundays.

The following table is a summary of the calls handled by ACSO deputies assigned to this function.

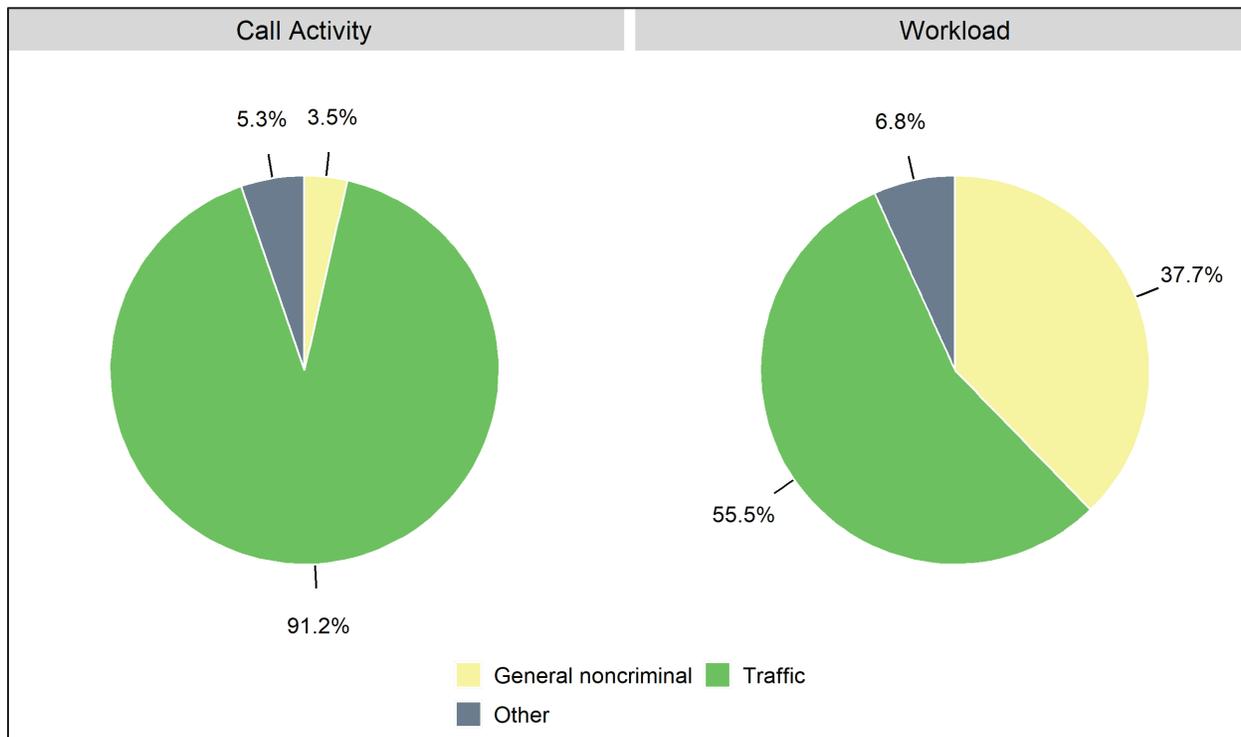
TABLE 6-12: Events, Calls, and Workload by Category, Traffic Units

Category	Events	Calls	Work Hours
Accident	217	214	156.8
Alarm	12	12	3.7
Animal	2	2	0.2
Assist citizen	14	13	2.8
Assist other agency	6	6	2.0
Check	14	11	6.0
Code violation	14	13	2.4
Crime against persons	9	9	12.4
Crime against property	7	7	3.1
Crime against society	2	2	0.3
Directed patrol	553	NA	NA
Disturbance	5	5	1.4
Investigation: Follow-up	14	13	9.7
Investigation: Juvenile	2	2	0.1
Investigation: Other	6	6	0.9
Mental health	16	14	4.6
Miscellaneous	54	53	265.0
Pedestrian stop	7	6	3.0
Suspicious incident	13	13	4.4
Traffic enforcement	182	173	51.4
Traffic stop	1,831	1,549	192.7
Total	2,980	2,123	722.6

Note: Events include all recorded calls involving a traffic unit. When calculating the number of calls with each call category, we removed 304 events with zero time on scene and 553 directed patrol activities.

As the table indicates, most of the work they are engaged in is traffic-related, along with directed patrols. It's likely that those directed patrols are also related to traffic complaints. The following figure illustrates that a majority of both call activity and workload is related to traffic.

FIGURE 6-24: Percentage Calls and Work Hours by Category, Traffic Units



Note: The "other" category includes alarm, assist, check, code violation, crime, disturbance, investigation, and suspicious incident. Each of these makes up less than one percent of the total calls.

The following table provides context on the number of calls handled per day and who initiates those calls. In general, traffic units are involved in 8 to 10 calls per day (when working), and most of those calls are deputy-initiated (proactive traffic stops). With up to three traffic officers working per day, we find that this is likely underreported, indicating again that work is not being called into dispatch when it occurs.

TABLE 6-13: Calls per Day by Initiator and Months, Traffic Units

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	1.8	1.4	0.9	1.4	1.5	1.4	1.1	1.5	2.1	1.4	1.9	1.6
Police	5.1	9.0	10.2	8.5	8.1	7.7	7.9	8.1	5.8	5.6	4.8	4.2
Total	6.9	10.3	11.1	9.9	9.6	9.1	9.0	9.6	7.9	6.9	6.6	5.8
Days in Month	28	24	20	19	17	14	18	29	18	14	24	24

We discussed traffic enforcement with ACSO management and inquired as to what drives the traffic enforcement strategy in the community. We were informed that known traffic problem areas and community complaints drive most of the activity. Industry best practices would dictate a three-pronged approach to traffic management, involving education, engineering solutions (such as roadway design, repair, and signage), as well as enforcement activities. Enforcement activity should always be data-driven, rather than randomized deputy-directed activity. The Eagle Police Department uses this model when handling traffic related issues and discusses it quarterly at the Ada County Traffic Safety Advisory Committee (ACTSAC). Any additional resources allocated to traffic enforcement deputies should also be balanced against data-driven needs, as well as educational and engineering efforts within the community.

ACSO EAGLE DATA COMPARED TO CPSM INDUSTRY DATABASE

CPSM has performed hundreds of organizational analysis reports throughout the United States. In all cases, data is collected in the same manner, allowing for agency-to-agency (community-to-community) comparisons.

The following table provides context on how Eagle and the ACSO compare to other communities and agencies around the country.

TABLE 6-14: Comparative Analysis of ACSO/Eagle to CPSM-Analyzed Departments

Variable	Median	Minimum	Maximum	ACSO-Eagle	Compared to Median
Population	43,153	4,474	833,024	38,830	Lower
Officer Rate (per 100,000)	151.27	25.71	1,677.51	88.34	Lower
CFS Rate	639.93	67.08	7,185.39	454.21	Lower
Primary Unit Service Time, Community-initiated	30.16	13	54.66	33.86	Higher
Primary Unit Service Time, Police-initiated	17.26	7.1	56.8	17.91	Higher
Respond Units, Community-initiated	1.75	1	2.56	1.91	Higher
Respond Units, Police-initiated	1.27	1	1.99	1.31	Higher
All Units Service Time, Community-initiated	45.58	19.7	88.09	56.29	Higher
All Units Service Time, Police-Initiated	22.47	7.73	140.08	24.31	Higher
Workload Percent, Summer Weekdays	39.08	5.54	85.66	34.91	Lower
Workload Percent, Summer Weekends	39.49	5.02	81.95	32.82	Lower
Workload Percent, Winter Weekdays	36.7	5.08	66.61	31.64	Lower
Workload Percent, Winter Weekends	35.53	4.12	68.99	29.74	Lower
Response Time, Summer	13.25	2.4	81.35	16.05	Higher
Response Time, Winter	12.79	3.1	82.56	14.85	Higher
High-priority Calls Response Time	7.42	2.84	23.12	9.09	Higher
Violent Crime Rate	252.38	0	1866	82	Lower
Property Crime Rate	2,112.5	319.04	11,234	333	Lower
Total Crime Rate	2,447	404.96	12,740	415	Lower

Most of the agencies in our studies are stand-alone police departments, not necessarily contract police agencies. A contract, as is the case with Eagle, allows for broader coverage from ACSO assets that will enable a community to save on personnel needs. However, we highlight that Eagle is only slightly smaller than the median city in this study, but the officer rate (ratio per 100K) is significantly lower. This concern should be balanced against the fact that the calls for service, the workload (SI), and crime are also lower. Response times are higher, and the time officers and deputies spend on calls is also slightly higher.

PATROL OPERATIONS WORKLOAD SUMMARY AND STAFFING RECOMMENDATIONS

The preceding pages concerning patrol operations and workload contain a great deal of data on what is occurring in the City of Eagle and how the ACSO currently manages those needs. Additional figures and tables are included in the Data Analysis Report section of this report.

Police staffing should always be based on data. Although we provide comparable data to other communities, we would not encourage Eagle to base any staffing decisions on the law enforcement coverage of similar communities. Every community is different, and each has its own unique concerns and dynamics that drive its community safety needs.

Staffing decisions should start with the Rule of 60 outlined in this report. Beyond the “Rule of 60,” consideration should be given to individual community dynamics that impact the delivery of service. The workload presented in this report indicated that ACSO is operating within the Rule of 60 guidelines, and current staffing is adequate to handle the necessary work in the community.

However, there are important considerations for the City of Eagle to consider when determining future staffing, regardless of how service is delivered or who is performing that service.

Geography

- The City of Eagle is a growing community and has often annexed land in and around the traditional city core. Some newer sections of the city are separated from the city core and require migration for existing patrol deputies to access and exit those areas. One community requires deputies to leave the city, as the connecting land is a hillside area with no connecting roads to Eagle. The areas themselves are unlikely to need a significant police presence, as they are mostly residential, newer, and expensive by local standards. These are all contributing factors that typically imply that they will not be a driver for police calls for service. But community demands for a faster response time and more proactive patrols may drive the need for an assigned deputy as a “beat” in the future. These areas are also still growing.

Work Needs/Expectations

- ACSO is actively involved in proactive traffic enforcement and community extra patrols. This is indicative of providing a high level of service to meet community needs. These are strategic decisions for any community, laying the foundation for community expectations. Many communities may not have the capacity to perform this level of service with their existing staffing level. Eagle could absorb an increase in community calls for service with current staffing levels if these practices were scaled back. Eagle should engage in strategic planning to determine the level of service the community wants to provide. If these higher levels of service continue, then staffing will need to be added to accommodate the increasing workload.

Underreporting of Work

- We highlighted areas of ACSO operations where work was not being accurately reported. There are likely more traffic stops occurring that are not reported, and we know that significant parts of the necessary administrative work are not captured. CPSM’s experience shows that administrative work (including report writing) accounts for 20 to 30 percent of a deputy’s workload. We are not performing this assessment for ACSO, but we encourage the agency to enact better measures to capture this work. This not only benefits all involved by increasing the accuracy of data but also increases efficiency by providing management and supervision with important information on deputy performance.

Community Growth

- Existing data, even if underreported, is based on current workload and CFS demands. Eagle is a growing community, and with that growth will come more policing demands.

The lack of data necessitates that some assumptions be made about the actual workload. Some advocate for a balanced workload approach to police staffing, involving an even distribution of administrative, proactive, and CFS responses. Within those models, a goal of 30 percent administrative time is the standard.¹ CPSM has found that administrative time, when properly captured, accounts for 20 to 30 percent of a patrol deputy's time. In our discussions with ACSO personnel working in the patrol environment, deputies estimate that their administrative time requirements occupy about 20 percent of their workday.

With that information, those estimated workload metrics should be added to what appears in the department CAD data. These assumptions would raise the existing workload (Saturation Index) to the following levels based upon the Rule of 60:

- Winter Weekdays: 46 percent to 66 percent
- Winter Weekends: 46 percent to 66 percent
- Summer Weekdays: 54 percent to 74 percent
- Summer Weekends: 54 percent to 74 percent

The formula for establishing staffing recommendations from the saturation Index data is as follows:

$$\text{Planned SI} / \text{Current SI} = \text{Current Staffing} / \text{Planned Staffing}$$

Example: Winter Weekdays has now been adjusted to a 66 percent workload (SI) with the current staffing level at 3.6 units per hour. Adjusting the SI to 60 percent would be $3.6 \text{ units} \times (66\%/60\%)$ or $3.6 \times 1.1 = 3.96$ units per hour. If the city desired to reduce the SI to 50 percent, then the calculation would be $3.6 \times (66\%/50\%)$ or $3.6 \times 1.32 = 4.75$ units per hour.

Based on the fact that we are using an assumption of 20 percent administrative time and the fact that the community-initiated workload is smaller than the deputy-initiated workload, it would be prudent to adjust to 60 percent at this time. That calculation would change staffing to the following:

- Winter Weekdays: 3.6 units per hour to 3.96 units per hour.
- Winter Weekends: 3.4 units per hour to 3.74 units per hour.
- Summer Weekdays: 3.1 units per hour to 3.81 units per hour.
- Summer Weekends: 3.2 units per hour to 3.84 units per hour.

From a practical standpoint, one additional sworn position scheduled from 1:00 p.m. until 11:45 p.m. (as per the current ACSO schedule) would suffice to meet current needs based on the community call load and service expectations (traffic enforcement and extra patrol checks). These staffing levels are inclusive of all current deployed deputies and supervisors in the patrol environment.

1. International Association of Chiefs of Police "30-30-30" model.

There were also questions concerning growth in Eagle and what staffing levels should be anticipated in the future. Population growth is covered in this report based on data provided by the City of Eagle. That growth is expected to be approximately four to five percent per year for the next several years.

It is important to note that a 4 percent growth in population will not translate into a 4 percent increase in call load or workload for ACSO. Nor does it necessitate adding 4 percent to law enforcement staffing each year. It should also be noted that a 4 percent increase in call load will not necessarily mean that workload (time required to manage calls) will increase at the same level.

We should also note that much of the community growth will occur in newer housing developments that will offer more affluent housing options. In general, that type of growth does not impact crime levels or community-initiated calls for service in the same way a new shopping center will drive service demands. But, with that type of community growth will come community expectations that law enforcement will be a presence in their community and will be available to address minor issues when they occur. It is also accurate to point out that criminal activity does not respect borders or city limits, and those who engage in criminal activity will often prefer to victimize areas where law enforcement has a minimal presence.

ACSO will need to establish some newer outlying areas of the City of Eagle as a staffed beat, meaning that FTE deputies should, by default, be assigned to those areas. Although those deputies will leave those areas as needed to provide coverage for other police matters in the city, they should spend their proactive patrol time in those areas as they are further built out.

The City of Eagle or ACSO should consider performing another workload analysis (Saturation Index) in two years. This can be done internally if ACSO possesses the internal capacity to evaluate deputy time in the manner outlined in this report. CPSM would also be available to perform an abbreviated service, providing only the data report, allowing Eagle to self-analyze using the metrics in this report. We encourage this to be done in two years so that ACSO has time to ensure that any changes in data collection, including employees accurately capturing all work, are correctly implemented and recorded.

If Eagle would like a simplified method to estimate needs based on growth, we would encourage the city to look at just the community-initiated calls for service received by ACSO and utilize the calculations we used above (2 FTEs based on 20 percent additional workload) we would translate that to one additional FTE for every additional 7 percent in community-initiated calls per year.

We know from existing data that community-initiated calls require twice the amount of time to manage than police-initiated calls (33.9 minutes vs. 17.9 minutes). We also know that many community-initiated calls require some documentation, thereby increasing the administrative time of a deputy. Additionally, it's very easy to manipulate data with increasing police-initiated activity, unless there is an agreed-upon need for the increase in police-initiated activity.

ACSO's data on community-initiated CFS differs slightly from our data. ACSO reported 7,564 incidents in 2024, comprising 646 criminal offenses (including person, property, and societal crimes). A 7 percent increase would result in an additional 529 calls, each lasting 34 minutes, totaling 17,986 minutes of potential labor. That number would be doubled based on the need for an average of two units per call, resulting in a labor requirement of 35,972 minutes. The administrative time, including police reports for the additional increase in calls and crime, would be at least another 20,000 minutes of labor, bringing the total anticipated workload to just over 55,000 minutes. Sixty percent of one FTE deputy is approximately 70,000 minutes of available

labor after excluding four weeks for time off. The proactive activity of the deputy would easily absorb the difference between the needed time and available time in these calculations.

The addition of one FTE for a 7 percent increase in calls is a very rudimentary estimate based on available data. It makes several assumptions regarding the missing data outlined earlier. These estimates will never replace an annual data evaluation of real workload.

Patrol Recommendations:

- CPSM recommends that the City of Eagle engage in an internal discussion to set its goals concerning desired service expectations. (Recommendation No. 1.)
- Assuming the City of Eagle desires to maintain service levels (including traffic enforcement and additional community patrol checks), we recommend adding two FTEs now to the Eagle/ACSO patrol deployment model and then one additional FTE for every additional 7 percent in community-initiated calls per year. (Recommendation No. 2.)
- Although ACSO is not the client in this study, we strongly encourage the department to modify its existing practices and ensure all patrol personnel accurately capture all work within its CAD system. (Recommendation No. 3.)
- ACSO will need to establish some newer outlying areas of the City of Eagle as a staffed beat, meaning that FTE deputies should, by default, be assigned to those areas (Recommendation No. 4)
- The City of Eagle or ACSO should consider performing another workload analysis (Saturation Index) in two years. (Recommendation No. 5)

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SECTION 7. CRIMINAL INVESTIGATION DIVISION (CID)

Under the direction of ACSO, and the Eagle Chief of Police, the detective unit is responsible for investigating and solving felony and misdemeanor crimes in the City of Eagle. Detectives effectively manage an investigative response to major crimes such as homicides, kidnappings, rapes, burglaries, robbery, etc.

The Eagle Police Department CID is physically housed within the City of Eagle, and the SROs work at their respective schools. The current CID location meets the needs of the unit at this time; however, there is no more room available at the location in the event of the unit's expansion.

The detective unit is guided by Ada County Sheriff's Office Policy Manual Section 601 (Police Services Bureau Policy). Although it has detective function policy in section 601, it also contains policy for other parts of the agency.

STAFFING

The division's authorized / actual staffing is shown in the following table.

TABLE 7-1: Criminal Investigation Div. Authorized / Actual Staffing Levels

Position	Authorized	Actual	Vacant
Sworn Personnel			
Sergeant	1	1	0
Detective	5	5	0
School Resource Officer Detective*	4	4	0
Total Sworn	10	10	0
Civilian Personnel			
Community Services Officer	1	1	0
Code Enforcement Officer	1	1	0
Administrative Assistant	1	1	0
Civilian Total	3	3	0
Total Authorized Personnel	13	13	0

Note: *Paid for by the West Ada School District

Detective Assignments

Assignments for the unit are as follows:

- 1 Detective Sergeant.
- 2 Property Detectives.
- 1 Financial Crimes Detective.
- 1 Organized Retail Crimes Detective.
- 1 Persons Crimes Detective.

- 4 School Resource Officer Detectives. (These positions are paid for by the West Ada School District.)

The detective position is a tested position (interview), and there is additional compensation of 5 percent for this assignment. Detectives are also provided individual vehicles that they are allowed to drive to and from their residences.

Task Forces

ACSO participates in a variety of state and federal task forces to combine resources and increase the level of service to citizens. ACSO employees may be assigned to a local, state, and/or federal multijurisdictional task force so as to accomplish ACSO's overall mission for the citizens of Ada County. The ACSO and participating agencies have written Memorandums of Understanding governing activities in each task force, and the Sheriff or his designee regularly meets with task force partners to evaluate participation and any needs that arise. Those multijurisdictional task forces are the Ada County Critical Incident Task Force (CITF), the D.E.A. Task Force, the FBI Intermountain West Regional Computer Forensic Laboratory and Training Center (IWRCFL), the Internet Crimes Against Children Task Force (ICAC), the U.S. Marshal's Greater Idaho Fugitive Task Force (GIFT), the Metro Violent Crimes Unit (METRO), and the FBI's Southern Idaho Joint Terrorism Task Force (JTTF).

Work Schedule

Detectives are assigned to a four- or five-day a week work schedule, Monday through Thursday or Tuesday through Friday, with 10-hour shifts, or Monday through Friday, with 8-hour shifts. The supervisor stated that he is flexible with the detective's schedules, allowing them to select the schedule that works best for them as long as it also meets the city's needs.

It is common practice in most law enforcement agencies that detective personnel must be available for after-hours callouts for investigations. Agency policies generally define the process to be followed. The detectives assigned to the City of Eagle are included in the ACSO's CID callout list. On rotation are 13 persons crimes detectives, and 11 property crimes detectives. Sergeant on-call rotation consists of the six CID sergeants (Kuna, Eagle, Star, Unincorporated).

CASE INTAKE

As we begin discussion of the case intake process for the CID, it will be helpful to the lay reader to have a basic understanding of how records are commonly generated in police agencies across the country. We strive to do this here.

Generally, the first contact with Ada County regarding a service request is made through the Emergency 911 call center. For Eagle, that function is conducted by the Ada County Sheriff's Office (ACSO). If the ACSO call-taker determines that a deputy must be dispatched, the information on the call is entered into the computer-aided dispatch (CAD) system. The CAD system for ACSO operates on Northrop Grumman's Common Business Oriented Language (CBOL) CAD platform, one of many CAD platforms in use by public safety agencies across the country.

A dispatcher in the 911 call center then dispatches that call to the handling Eagle deputy. Upon completion of the call, the deputy clears/closes the call. The deputy may indicate that a report will be generated or provide "CAD notes" giving a brief summary of the disposition on the call and that no additional report will be generated. This closes the CAD record.

In the case of a criminal offense, once the initial report is completed and approved by a patrol supervisor, the report is sent to the detective sergeant. The sergeant subsequently reviews the reports and determines whether the case will be assigned to a detective.

Law enforcement agencies vary widely in case intake policies and practices. In some agencies, all cases are referred to detectives for review and follow-up investigation, where appropriate. In others, only felony cases are generally referred to detectives, while patrol officers are responsible for the investigation of most misdemeanor cases and some low-level felony cases. Decisions as to the case intake processes are often driven by workload demand and staffing levels in detective sections. At present, the Eagle PD follows the model listed below.

- a) If the crime is a misdemeanor that needs extensive work or is a high-profile crime, it will be assigned to a detective. If not, it will remain with the patrol deputy and be handled at that level.
- b) If the crime is a felony, it is typically assigned to detectives for follow-up unless an arrest is made and no follow-up is required.
- c) Misdemeanor domestic battery/assault, stalking, domestic verbal (non-criminal), sexual assaults, injury to child/imminent dangers, etc. get assigned to the persons crimes detective, even if an arrest was made at the time of the initial investigation.
- d) Unattended death cases are assigned to a detective as are health and welfare referrals.
- e) Statutory/juvenile offenses are assigned to one of the four SRO's before being routed appropriately to a detective.

Solvability Factors

Solvability factors are established to screen out cases where investigative efforts of detectives are not likely to result in the identification of a suspect and the successful prosecution of the crime. In the event that insufficient solvability factors are present to warrant additional follow-up, the case may be declared inactive and closed by a supervisor without having been assigned to a detective.

Following are examples of solvability factors considered by CID detectives:

- Suspect is known.
- Suspect has been seen and may be identified.
- Subject vehicle was seen and may be later identified.
- Specific modus operandi unique to a known or unknown suspect.
- Victim wishes to prosecute.
- Presence of physical evidence.
- Ability to recover stolen property that may provide further leads.
- The presence of any other evidence which would most likely develop further investigative leads.

While the descriptors vary slightly from agency to agency, these represent commonly acceptable solvability factors that help to ensure that limited investigative resources are optimally utilized. When the answer to all or most of these questions is NO, cases are generally closed without further investigation.

Next, we will examine the workload associated with criminal cases to include the number of cases assigned to a detective for follow-up investigation.

WORKLOAD DEMAND

To this point, we have discussed staffing, work schedules, and case intake procedures. Here, we will examine how CID is positioned to manage workload demand. As we previously noted, not all criminal investigations are assigned to a detective. Some are handled in their entirety by a patrol deputy, an SRO, or closed without further investigation following review of solvability factors. Cases reflected in the following Table are limited to those that were assigned to a detective in 2024.

TABLE 7-2: Criminal Investigations Unit Case Assignments, 2024

Detective	*Reporting Detective	Assigned Detective	Supplements (not reporting or assigned)	Total
**Detective 1	5	77	5	87
Detective 2	9	15	14	38
***Detective 3	14	117	9	141
Detective 4	5	56	10	71
Detective 5	9	35	10	54
Detective 6	35	43	8	86

Notes: * Cases self-initiated by the detective.

** Detective 1 retired in September 2024.

*** Detective 3 was assigned to Eagle CID in October 2024.

Source: ACSO 2025

As case assignment practices vary widely from agency to agency, there are no absolute standards to determine an appropriate caseload for police investigators. One murder investigation could occupy the time of several detectives for months, and on the other hand, one detective could handle hundreds of theft cases in a similar period. Nonetheless, the International Association of Chiefs of Police (IACP) has suggested that a detective caseload between 120 and 180 cases per year (10 to 15 per month) is manageable for a detective to be assigned.

As we examine the data in the table above, we note that the caseload for each detective is significantly lower than the suggested caseload by IACP. However, although the detectives are assigned a caseload below the suggested IACP number, they also have additional responsibilities that add to their workload. For example, although Detective 2 shows that he was only assigned 15 cases in 2024, he also had the responsibility of coordinating special events occurring in the City of Eagle, acting as liaison between the department and corporate loss prevention, community meetings, and Permitting of liquor licenses. However, even with those added responsibilities, the assigned case load is relatively low.

Examining the table above, it appears as if Detective 3 was assigned more cases than the other detectives in the unit (117). However, Detective 3 wasn't assigned to Eagle PD CID until October 2024 following Detective 1's retirement, which occurred in September 2024. When staff were questioned about the anomaly, they stated that a number of those cases assigned to Detective 3 could have been from his prior ACSO assignment and not attributable to the City of Eagle. Staff were not able to determine the number of assigned to him from the City of Eagle as

opposed to the number of cases assigned to him at his prior assignment. However, it would most likely be more accurate to extrapolate out through the year the number of cases assigned to Detective 1 prior to his/her retirement. If his/her assigned cases (77) were divided by seven (number of months prior to retirement) this would total 11 assigned cases per month. If the 11 monthly cases were multiplied by 12 months the total caseload for that detective position would be 132. That number is within the suggested IACP numbers.

Future Workload Projections

The following table provides information regarding the number of detectives assigned to the City of Eagle by ACSO beginning in 2014. As one can see, from 2014 until 2024 the number of detectives increased slowly to its current deployment of five detectives.

TABLE 7-3: Number of Detectives assigned to Eagle, 2014–2024

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Property Crimes	1.5	1.5	1.5	1.5	2.5	2.5	3.5	3.5	3.5	3.5	3.5
Person Crimes	1	1	1	1	1	1	1	1	1	1	1
Total	2.5	2.5	2.5	2.5	3.5	3.5	4.5	4.5	4.5	4.5	4.5

Source: Ada County Sheriff's Office

When attempting to determine the number of detectives required to handle the future caseload in the City of Eagle, one would most likely rely upon what is determined to be the projections of the future growth of the city over the next five years. Information provided by the city in the following table is the estimated population growth.

TABLE 7-4: Estimated City of Eagle Population Increase, 2025–2029

Year	Population Increase by percentage
2025	4.3%
2026	4.6%
2027	4.5%
2028	5.8%
2029	5.2%

Based upon the population increases estimated by the city, one could make the assumption that starting with the 2024 caseload and increasing those caseload numbers by the estimated percentage of population increase would result in a reasonable projection of the increase of cases over the next five years. As can be seen in the following table, each detective's 2024 case load was increased yearly by the estimated population percentages through 2029. Although the one detective's case load exceeded the IACP suggested case numbers, the other detectives case load still remained under the suggested IACP caseload. **CPSM believes that based upon the projected number of cases through 2029 based upon the estimated population increase, the number of detectives currently assigned to the City of Eagle is sufficient for the next three to four years. Once the new residential communities are completed, the workload should be re-examined for any increase in CID workload.**

TABLE 7-5: Estimated Case Increase Due to Estimated Population Increase

Detective	*Reporting Detective	Assigned Detective	Supplements (not reporting or assigned)	2024 TOTAL	2025 increase 4.3% in cases	2026 increase 4.6% in cases	2027 increase 4.5% in cases	2028 increase 5.8% in cases	2029 increase 5.2% in cases
Det. 2	9	15	14	38	39.6	41.4	43.2	45.7	48.1
*Det. 3	14	118	9	141	147	154	161	170	179
Det. 4	5	56	10	71	74	77.4	80.8	85.4	89.86
Det. 5	9	35	10	54	56.3	58.8	61.4	64.9	68.2
Det. 6	35	43	8	86	89.6	93.7	97.9	103.5	108.8

Note: *Det. 1's caseload was added to Det. 3 for purposes of this table, and Det. 1 was removed.

As part of this project, the team requested data regarding the number of cases assigned to detectives going back ten years. As can be seen in the following table, that ten years ago when the city had a population of approximately 23,000, the number of cases assigned to detectives was 347 (with three detectives). Now, ten years later (2024), with a population of 37,550, the number of cases has risen to only 377 (with five detectives). Over that ten-year period, the number of cases did not increase in a steady way each year as one would believe would be the case; the number of cases vacillated between the mid-three hundreds to the mid- to high-four hundreds. Although CPSM believes the best way to project the number of detectives required moving forward is by population increase, this data doesn't reflect that.

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TABLE 7-6: Criminal Investigations Unit Case Assignments, 2014–2024

Detective	Service Start Date	Service End Date	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
*Detective 1	1/1/2014	7/13/2024	114	145	130	119	109	112	103	117	147	167	87
Detective 2	1/1/2014	12/31/2024	44	46	64	42	53	43	32	34	31	25	38
Detective 3	9/30/2024	12/31/2024	0	0	0	0	0	0	0	0	0	0	41
Detective 8	1/1/2014	3/21/2015	189	36	0	0	0	0	0	0	0	0	0
Detective 4	3/21/2015	12/31/2024	0	188	161	202	173	98	88	77	115	59	71
Detective 5	1/30/2022	12/31/2024	0	0	0	0	0	0	0	0	66	49	54
Detective 7	3/18/2018	1/30/2022	0	0	0	0	87	109	81	65	3	0	0
Detective 6	2/16/2020	12/31/2024	0	0	0	0	0	0	97	82	127	103	86
Totals			347	415	355	363	422	362	401	375	489	403	377

Note: *Detective 1 retired in September 2024

Other sources suggest departments should staff one detective for every 300 UCR Part I Index Crimes recorded each year. Part I crimes generally represent the most serious offenses. Excluded are cases involving crimes such as simple assault, drug, alcohol, vandalism, etc. In the table that follows, we show reported Part I Crimes occurring in Eagle during 2024.

TABLE 7-7: FBI UCR Reported Part 1 Crimes in Eagle, 2024

Year	Crime	Eagle PD	
		Crimes	Clearances
2024	Murder/Manslaughter	0	0
	Rape	5	4
	Robbery	1	0
	Aggravated Assault	16	13
	Burglary	13	2
	Larceny	92	32
	Vehicle Theft	9	7
			Rate
			N/A
			80%
			0%
			81%
			15%
			35%
			78%

Note: 2024 YTD data is not yet available from the FBI UCR and is provided by ACSO.

As we look at the second benchmark, in dividing these total numbers (136) by 300, one can see it would require about 0.45 (in 2024) detectives to adequately meet workload demands. According to both benchmarks, it would appear that ACSO CID has adequate resources to manage criminal investigations when considering the section's total caseload and staffing.

TABLE 7-8: Reported Eagle, Idaho, and National Crime Clearance Rates, 2024

Crime	City of Eagle			Idaho			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	N/A	50	41	82%	20,703	11,822	57%
Rape	5	4	80%	843	473	56%	198,687	53,118	27%
Robbery	1	0	0%	186	99	53%	214,935	59,473	28%
Aggravated Assault	16	13	81%	3,499	2,537	73%	845,782	390,525	46%
Burglary	13	2	15%	2,750	692	25%	796,483	114,725	14%
Larceny	92	32	35%	11,586	3,110	27%	4,254,880	639,552	15%
Vehicle Theft	9	7	78%	1,494	373	25%	1,031,839	85,045	8%

The FBI has established strict, three-prong criteria for clearing a case. As one can see by the table above, EPD's clearance rate on all crimes except burglary is higher than the state and national averages.

Case Management

All case management for ACSO cases are tracked through the Incident Tracking System (ITS).

Detective case management modules are robust systems that include information such as:

- Date / time / location of occurrence.
- Case number.
- Nature / classification of offense.
- Assigned officer / detective.
- Status of investigation to include notifications to supervisors of investigative actions.
- Alerts that a status report is due.
- Case closure status (i.e., cleared by arrest, cleared by exceptional means, closed due to lack of leads, unfounded, etc.).

When properly and fully utilized, a case management system can provide a wealth of data on workload and the department's overall effectiveness in solving crime. This would apply to individual detectives as well. It may also lead to the identification of irregularities. For instance, in one agency studied by CPSM, one of its many detectives cleared the majority of their crimes by exceptional means, a highly irregular clearance classification. The rate substantially differed from other detectives and called into question this detective's work/reporting practices. We are not suggesting any irregularities have been discovered at ACSO, but rather, pointing out the value of case management systems when fully utilized.

TRAINING

CPSM requested information regarding detective personnel training. Staff indicated that detective personnel receive relevant and up-to-date courses as needed and that detectives are encouraged to attend training relevant to their assignment specialty.

SROs are required by contract to attend an SRO academy within the first year of being transferred into the position.

Many agencies utilize a training matrix to ensure that all new detectives are scheduled for those courses that will aid in the development of their expertise. By tracking training provided to their subordinates, supervisors can then ensure that personnel under their command are scheduled for such training, and that this assignment-specific training is prioritized over other elective training courses that provide less value to the position.

CPSM recommends that the sergeant, in conjunction with the department's training coordinator, develop a detective training matrix to identify both required and desirable training courses for these positions. The training matrix should serve as a guide to ensure that detective personnel training assignments are prioritized by this matrix.

VICTIM/WITNESS ADVOCATES

Although no advocates are specifically assigned to the City of Eagle, ACSO has six advocates who are located at the ACSO office in Boise. These advocates handle the responsibilities for the entire county. In total, the unit handled approximately 950 cases last year, with 145 of those being within the Eagle city limits. The advocates are paid for by ACSO.

SCHOOL RESOURCE OFFICER UNIT

SRO programs play an invaluable role in providing a safe school environment, shaping young people's relationships with police, and in establishing and maintaining productive relationships with school officials. Recognizing the importance of such, the Eagle Police Department and West Ada School District have long maintained an SRO program.

CODE ENFORCEMENT OFFICER

Eagle enforces its local codes through a comprehensive program that integrates multiple city departments to ensure public safety, property maintenance, and community well-being. The Code Enforcement Officer, as part of the Eagle Police Department, manages citizen complaints submitted via the iWorQ platform, addressing issues such as illegal construction, weed overgrowth, noise disturbances, and unpermitted signage.

The position is staffed by a civilian employee of the City of Eagle; they work a schedule of 4/10-hour days, Tuesday through Friday. The position reports directly to the CID sergeant. Although some of the calls handled by the code enforcement officer rise from citizen complaints, it was learned that approximately 80 percent of the workload is from proactive enforcement through driving around the city.

COMMUNITY SERVICE OFFICER

The Community Service Officer (CSO) in Eagle is a non-sworn member of the Eagle Police Department. They play a vital role in enhancing public safety and community well-being. CSOs typically handle non-emergency tasks such as enforcing local ordinances, issuing citations for minor infractions, conducting welfare checks, and assisting with traffic control during events.

They often serve as a bridge between the community and law enforcement, providing services that do not require full police powers.

This civilian employee works a schedule of 4/10-hour days, Monday through Thursday. The CSO processes, collects, and books evidence for the unit in addition to other services.

CID SUMMARY

CPSM believes the detective function assigned to the City of Eagle is sufficient to meet the department's current needs and should be sufficient for the next three to four years; however, within the next several years, some of the areas that are projected for future growth will have been built out and become occupied. At that time, it would be necessary to monitor those new areas to assess the types of crimes, number of crimes, and solvability factors to determine if the number of criminal cases are holding true to the projected numbers mentioned earlier in this section. Obviously, if crime numbers from those newly developed areas exceed what is projected by CPSM, then consideration would have to be given to adding detective positions to the City of Eagle.

During the site visit, the Chief of Police expressed his desire to eventually get approval for two additional positions to the police department, an administrative sergeant and an additional detective. As was mentioned earlier in this section, one of the detectives is currently handling a large number of administrative duties outside his classification as a detective. If the administrative sergeant were provided to the police department, that position would most likely free up that detective's time to handle some increase in caseload that might occur because of the new developments.

CID Recommendations:

- CPSM recommends a caseload study be conducted in several years to determine the impact the new developments will have had on the crime rate, and the number of cases that would have been assigned to detectives. (Recommendation No. 6.)
- Consideration should be given to developing a rotational schedule for the detective assignment and move away from its status as a permanent assignment, which is the case at present. (Recommendation No. 7.)
- CPSM recommends that the sergeant, in conjunction with the department's training coordinator, develop a detective training matrix to identify both required and desirable training courses for these positions. The training matrix should serve as a guide to ensure that detective personnel training assignments are prioritized by this matrix. (Recommendation No. 8.)

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SECTION 8. SUMMARY

The City of Eagle, Idaho, commissioned CPSM to provide an outside and independent perspective on the current law enforcement staffing provided by the Ada County Sheriff's Office, and to provide recommendations regarding future law enforcement staffing needs by the city as it continues to grow in population.

CPSM's consultants who worked on this project have decades of experience in local law enforcement and have been involved in dozens of police department assessments throughout the United States in recent years. Our approach to this project was to work toward building a future staffing plan based on workload data to outline how many personnel would be required to provide an adequate level of service to the community and to manage the current investigative and call workload properly.

Following is a summary of the recommendations of the consultants on the project.

Patrol Recommendations:

- CPSM recommends that the City of Eagle engage in an internal discussion to set its goals concerning desired service expectations. (Recommendation No. 1.)
- Assuming the City of Eagle desires to maintain service levels (including traffic enforcement and additional community patrol checks), we recommend adding two FTEs now to the Eagle/ACSO patrol deployment model and then one additional FTE for every additional 7 percent in community-initiated calls per year. (Recommendation No. 2.)
- Although ACSO is not the client in this study, we strongly encourage the department to modify its existing practices and ensure all patrol personnel accurately capture all work within its CAD system. (Recommendation No. 3.)
- ACSO will need to establish some newer outlying areas of the City of Eagle as a staffed beat, meaning that FTE deputies should, by default, be assigned to those areas. (Recommendation No. 4.)
- The City of Eagle or ACSO should consider performing another workload analysis (Saturation Index) in two years. (Recommendation No. 5.)

CID Recommendations:

- CPSM recommends a caseload study be conducted in several years to determine the impact the new developments will have had on the crime rate, and the number of cases that would have been assigned to detectives. (Recommendation No. 6.)
- Consideration should be given to developing a rotational schedule for the detective assignment and move away from its status as a permanent assignment, which is the case at present. (Recommendation No. 7.)
- CPSM recommends that the sergeant, in conjunction with the department's training coordinator, develop a detective training matrix to identify both required and desirable training courses for these positions. The matrix should serve as a guide to ensure that detective personnel training assignments are prioritized by this matrix. (Recommendation No. 8.)

CPSM would like to thank Eagle Idaho Police Chief, Travis Ruby, and Sergeant Justin Elliott for their cooperation and Nichoel Spencer for her support on this project.

SECTION 9. DATA ANALYSIS

This data analysis on the police patrol division for the Eagle, Idaho, Police Department, focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to the patrol division, which constitutes a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data from the Ada County Sheriff's Office's computer-aided dispatch (CAD) system.

CPSM collected data for the one-year period of January 1, 2024, through December 31, 2024. The majority of the first section of the analysis, concluding with Table 9-15, uses call data for the one-year period. For the detailed workload analysis, CPSM focused on two eight-week sample periods. The first period is from January 4 through February 28, 2024, or winter, and the second period is from July 7 through August 28, 2024, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
 - We distinguish between patrol and nonpatrol units.
 - We assign a category to each event based on its description.
 - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "community-initiated." Calls are classified as police-initiated if the travel time is less than 30 seconds or if the call type is categorized as either "Pedestrian Stop" or "Traffic Stop." Travel time is calculated as the difference between the time the first unit was assigned and the time the first unit arrived on scene.
- We then remove all records that do not involve a patrol unit to get the total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no unit time spent on scene and directed patrol activities.

In this way, we first identify the total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Eagle's dispatch data. We made assumptions and decisions to address these issues.

- 1,811 events (about 9 percent) involved patrol units spending zero time on scene.

- The computer-aided dispatch (CAD) system used approximately 214 different event descriptions, which we condensed into 22 categories for our tables and 11 categories for our figures (shown in Chart 9-1). Table 9-31 in the appendix shows how each call description was categorized.

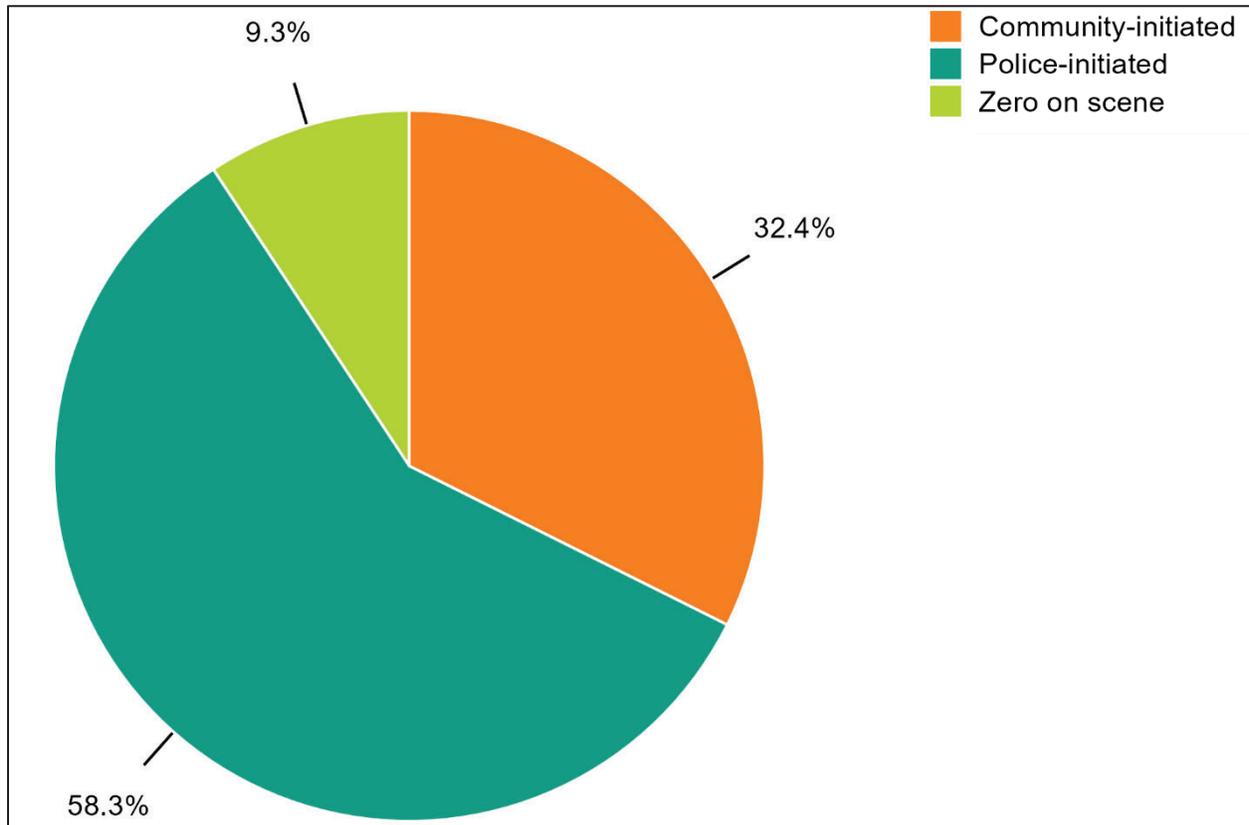
Between January 1, 2024, and December 31, 2024, the communications center recorded approximately 19,491 calls that were assigned call numbers. When measured daily, the department was dispatched to an average of 53 patrol-related events per day, approximately 9 percent of which (5 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 9-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist citizen	Assist
Assist other agency	
Check	Check
Code violation	Code violation
Crime against persons	Crime
Crime against property	
Crime against society	
Directed patrol	Directed patrol
Disturbance	Disturbance
Animal	General noncriminal
Civil matters	
Mental health	
Miscellaneous	
Pedestrian stop	
Investigation: Follow-up	Investigation
Investigation: Juvenile	
Investigation: Other	
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	

FIGURE 9-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 19,491 events.

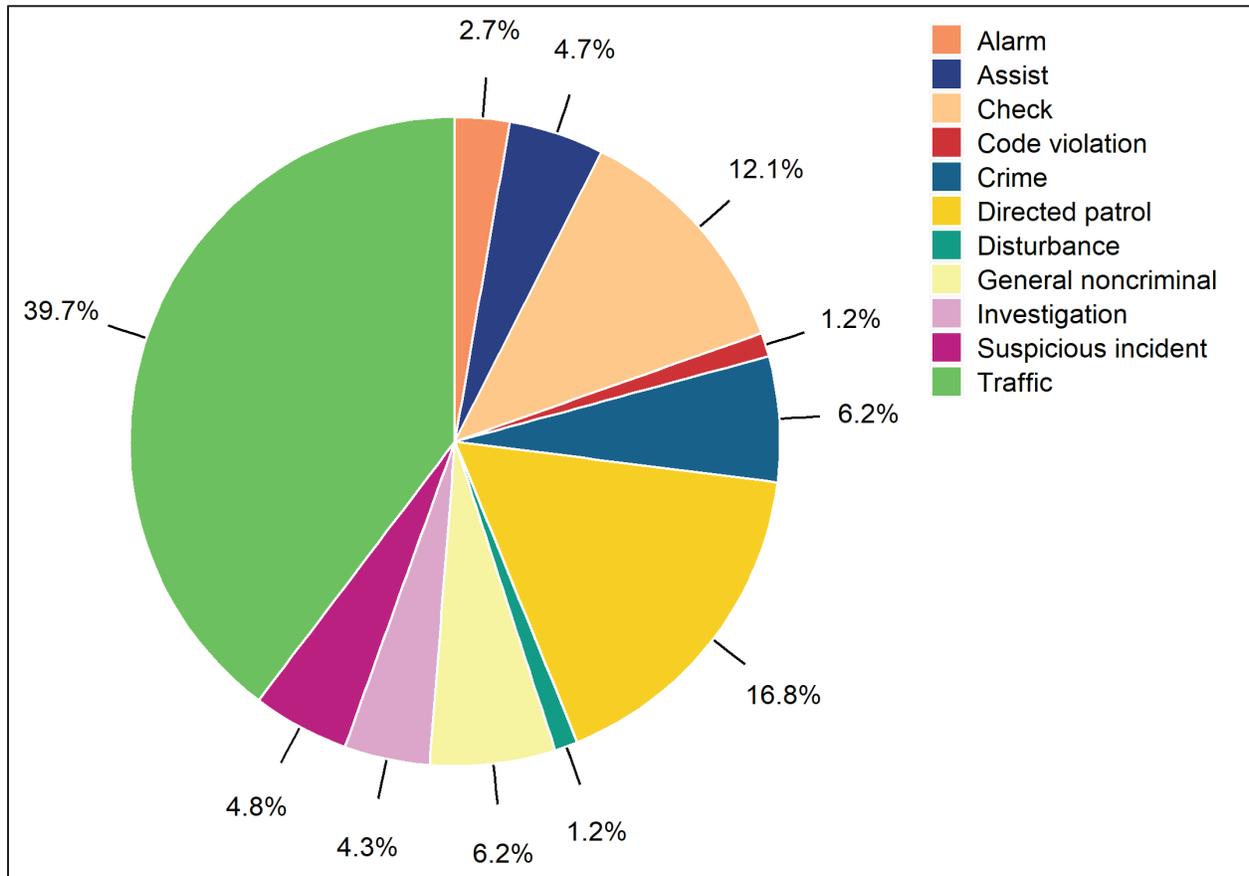
TABLE 9-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	6,310	17.2
Police-initiated	11,370	31.1
Zero on scene	1,811	4.9
Total	19,491	53.3

Observations:

- 9 percent of the events had zero time on scene.
 - The top five call descriptions, “XPAT-Extra Patrol,” “SECK-Security Check,” “DP-Directed Patrol,” “CONSTCK-Construction Site Security Check,” and “TS-Traffic Stop,” accounted for 77 percent of all zero time on scene events.
- 58 percent of all events were police-initiated.
- 32 percent of all events were community-initiated.
- There was an average of 53 events per day, or 2.2 per hour.

FIGURE 9-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-2: Events per Day, by Category

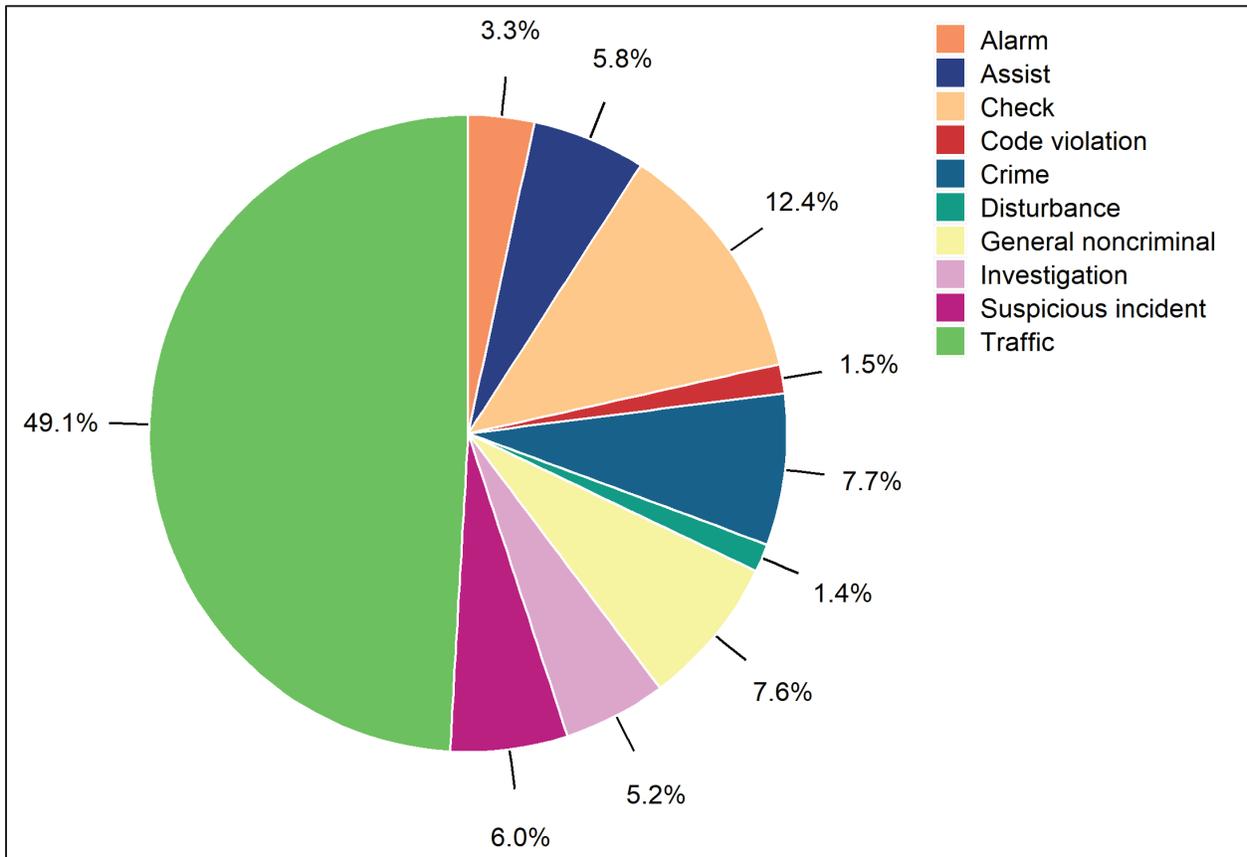
Category	Total Events	Events per Day
Accident	664	1.8
Alarm	527	1.4
Animal	93	0.3
Assist citizen	756	2.1
Assist other agency	169	0.5
Check	2,365	6.5
Civil matters	120	0.3
Code violation	231	0.6
Crime against persons	624	1.7
Crime against property	511	1.4
Crime against society	82	0.2
Directed patrol	3,283	9.0
Disturbance	226	0.6
Investigation: Follow-up	397	1.1
Investigation: Juvenile	242	0.7
Investigation: Other	190	0.5
Mental health	570	1.6
Miscellaneous	265	0.7
Pedestrian stop	165	0.5
Suspicious incident	939	2.6
Traffic enforcement	1,192	3.3
Traffic stop	5,880	16.1
Total	19,491	53.3

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top five categories accounted for 81 percent of events:
 - 40 percent of events were traffic-related.
 - 17 percent of events were directed patrol activities.
 - 12 percent of events were checks.
 - 6 percent of events were crimes.
 - 6 percent of events were general noncriminal.

FIGURE 9-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-3: Calls per Day, by Category

Category	Total Calls	Calls per Day
Accident	646	1.8
Alarm	514	1.4
Animal	87	0.2
Assist citizen	722	2.0
Assist other agency	166	0.5
Check	1,915	5.2
Civil matters	117	0.3
Code violation	227	0.6
Crime against persons	616	1.7
Crime against property	500	1.4
Crime against society	71	0.2
Disturbance	220	0.6
Investigation: Follow-up	383	1.0
Investigation: Juvenile	237	0.6
Investigation: Other	187	0.5
Mental health	560	1.5
Miscellaneous	254	0.7
Pedestrian stop	159	0.4
Suspicious incident	918	2.5
Traffic enforcement	1,135	3.1
Traffic stop	5,791	15.8
Total	15,425	42.1

Note: The focus here is on recorded calls rather than recorded events. We removed 1,811 events with zero time on scene and another 2,255 directed patrol activities.

Observations:

- There was an average of 42.1 calls per day, or 1.8 per hour.
- The top four categories accounted for 77 percent of calls:
 - 49 percent of calls were traffic-related.
 - 12 percent of calls were checks.
 - 8 percent of calls were crimes.
 - 8 percent of calls were general noncriminal.

FIGURE 9-4: Calls per Day, by Initiator and Month

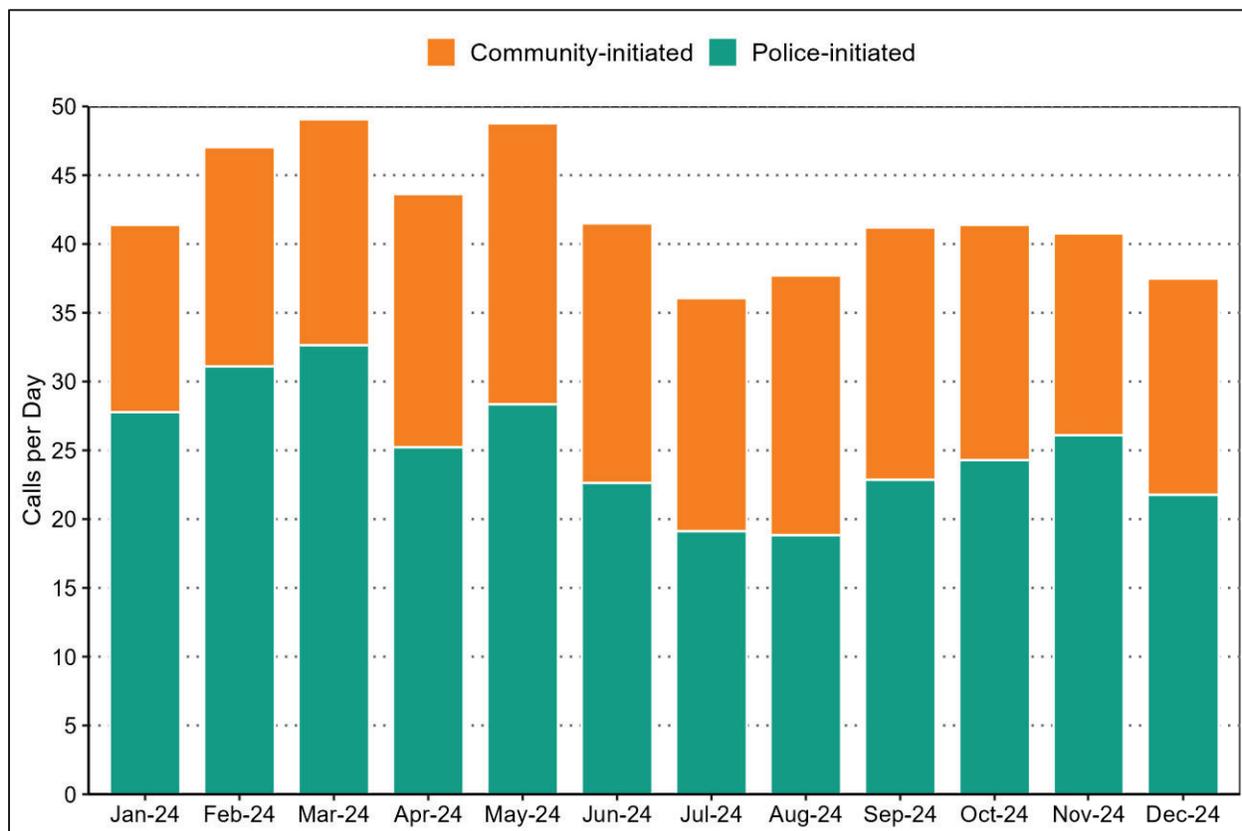


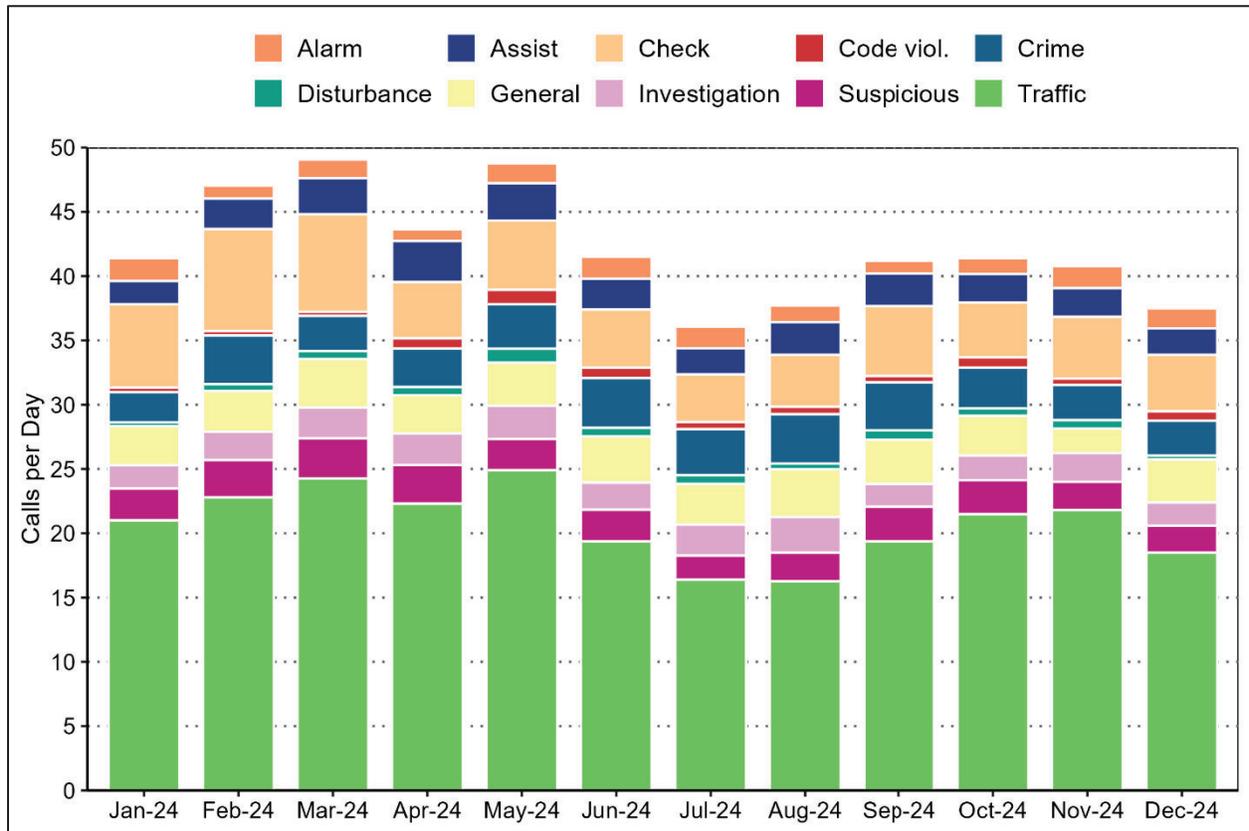
TABLE 9-4: Calls per Day, by Initiator and Month

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	13.6	15.9	16.4	18.4	20.4	18.9	16.9	18.9	18.3	17.1	14.7	15.7
Police	27.8	31.1	32.6	25.2	28.4	22.6	19.1	18.8	22.9	24.3	26.1	21.8
Total	41.4	47.0	49.1	43.6	48.8	41.5	36.1	37.7	41.2	41.4	40.8	37.5

Observations:

- The number of calls per day was lowest in July.
- The number of calls per day was highest in March and May.
- The months with the most calls had 36 percent more calls than the months with the fewest calls.
- March had the most police-initiated calls, with 73 percent more than August, which had the fewest.
- May had the most community-initiated calls, with 50 percent more than January, which had the fewest.

FIGURE 9-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-5: Calls per Day, by Category and Month

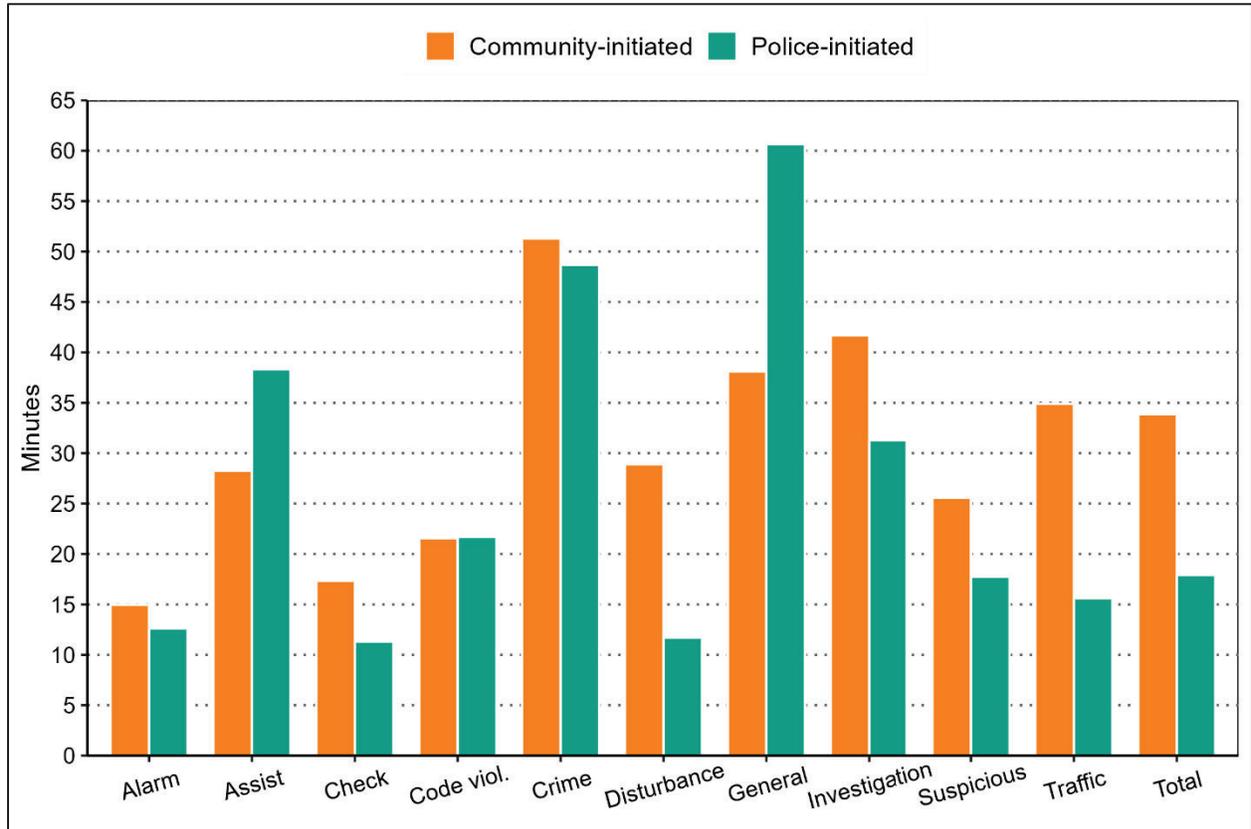
Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	1.7	1.0	1.7	1.9	2.2	1.8	1.5	1.6	2.1	2.0	1.6	2.0
Alarm	1.8	1.0	1.5	0.9	1.5	1.7	1.7	1.3	1.0	1.2	1.7	1.5
Animal	0.2	0.2	0.4	0.1	0.1	0.4	0.2	0.3	0.2	0.2	0.2	0.4
Assist citizen	1.4	2.1	2.2	2.7	2.4	1.9	1.6	2.0	1.8	2.0	2.0	1.6
Assist other agency	0.4	0.3	0.6	0.5	0.5	0.5	0.5	0.5	0.7	0.3	0.3	0.4
Check	6.5	7.9	7.6	4.4	5.4	4.5	3.7	4.0	5.4	4.3	4.8	4.4
Civil matters	0.2	0.3	0.3	0.3	0.3	0.4	0.3	0.6	0.4	0.2	0.2	0.4
Code violation	0.4	0.3	0.3	0.8	1.1	0.8	0.5	0.6	0.5	0.8	0.5	0.7
Crime against persons	1.1	2.2	1.5	1.3	2.0	1.6	1.5	2.4	1.9	1.6	1.2	1.7
Crime against property	1.1	1.4	1.1	1.5	1.3	1.8	1.6	1.3	1.6	1.3	1.3	1.0
Crime against society	0.2	0.2	0.1	0.2	0.1	0.4	0.4	0.1	0.2	0.2	0.2	0.1
Disturbance	0.3	0.5	0.6	0.6	1.1	0.7	0.7	0.5	0.7	0.6	0.7	0.3
Investigation: Follow-up	0.9	1.0	1.2	1.2	1.0	1.0	1.5	1.5	0.6	0.9	1.0	0.8
Investigation: Juvenile	0.4	0.7	0.6	0.9	1.0	0.5	0.5	0.7	0.7	0.4	0.8	0.6
Investigation: Other	0.5	0.6	0.5	0.4	0.6	0.6	0.4	0.6	0.5	0.6	0.5	0.4
Mental health	1.5	1.5	1.5	1.6	1.6	1.6	1.5	1.5	1.7	1.7	1.0	1.7
Miscellaneous	0.4	0.8	0.9	0.6	0.6	0.9	0.8	1.1	0.7	0.7	0.2	0.6
Pedestrian stop	0.7	0.4	0.8	0.4	0.6	0.4	0.4	0.3	0.4	0.3	0.3	0.3
Suspicious incident	2.5	2.9	3.1	3.0	2.4	2.5	1.9	2.2	2.7	2.6	2.2	2.1
Traffic enforcement	3.1	3.0	2.9	4.1	3.3	3.8	3.3	3.2	2.5	3.0	2.3	2.6
Traffic stop	16.2	18.8	19.6	16.3	19.4	13.7	11.5	11.5	14.8	16.5	17.9	13.9
Total	41.4	47.0	49.1	43.6	48.8	41.5	36.1	37.7	41.2	41.4	40.8	37.5

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 74 and 80 percent of calls throughout the year:
 - Traffic calls averaged between 16.3 and 24.9 calls per day throughout the year.
 - Check calls averaged between 3.7 and 7.9 calls per day throughout the year.
 - Crime calls averaged between 2.4 and 3.9 calls per day throughout the year.
 - General noncriminal calls averaged between 1.9 and 3.8 calls per day throughout the year.
- Crimes accounted for 6 to 10 percent of total calls throughout the year.

FIGURE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator

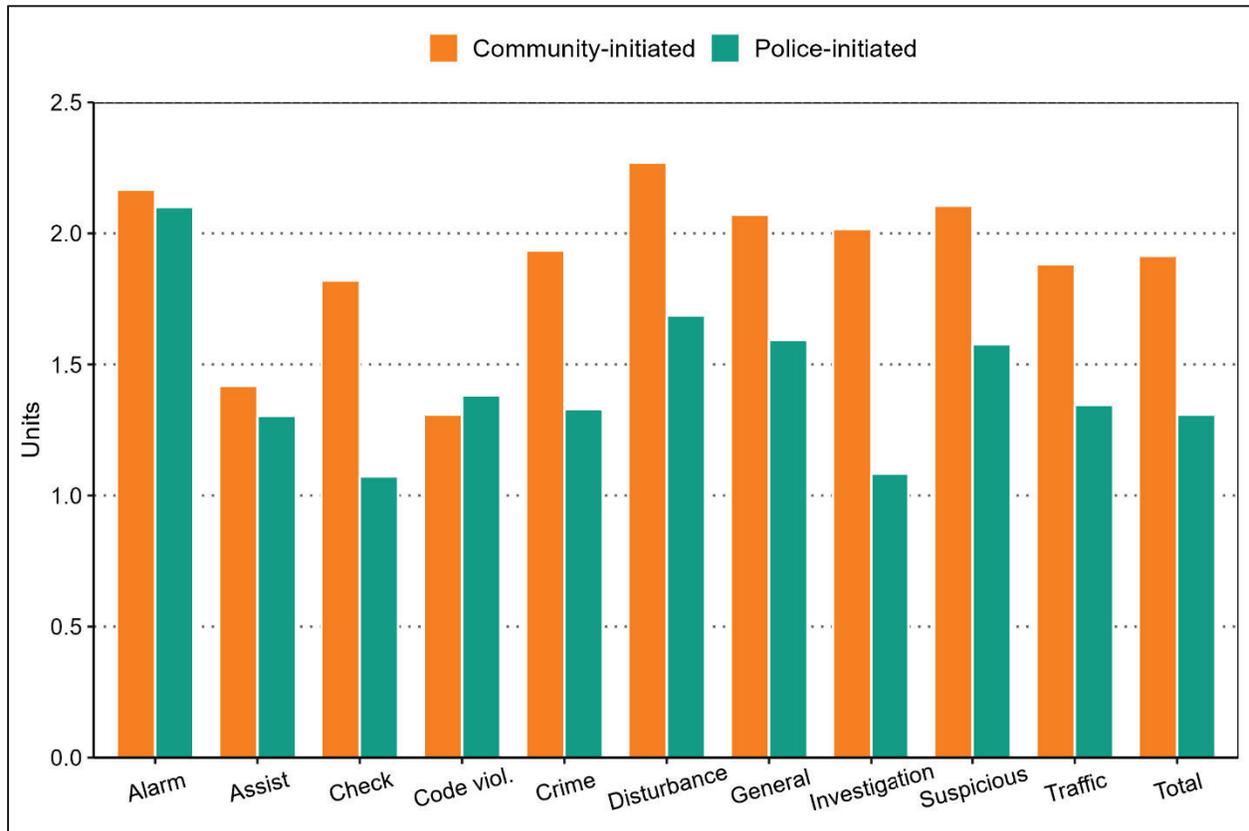
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	47.7	583	50.9	63
Alarm	15.0	504	12.6	10
Animal	28.6	69	13.1	18
Assist citizen	24.6	569	32.0	153
Assist other agency	45.1	125	61.8	41
Check	17.3	379	11.3	1,536
Civil matters	29.2	114	35.2	3
Code violation	21.6	172	21.7	55
Crime against persons	62.2	566	44.0	50
Crime against property	39.8	465	54.4	35
Crime against society	39.5	68	59.5	3
Disturbance	28.9	204	11.7	16
Investigation: Follow-up	28.0	109	32.0	274
Investigation: Juvenile	41.5	216	15.6	21
Investigation: Other	51.3	159	36.2	28
Mental health	42.2	521	45.5	39
Miscellaneous	35.0	153	139.1	101
Pedestrian stop	NA	0	20.4	159
Suspicious incident	25.6	615	17.7	303
Traffic enforcement	23.7	670	15.3	465
Traffic stop	NA	0	15.3	5,791
Weighted Average/Total Calls	33.9	6,261	17.9	9,164

Note: The information in Figure 9-6 and Table 9-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit rather than the total occupied minutes for all units assigned to a call. The observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 11 to 61 minutes overall.
- The longest average times were for police-initiated general noncriminal calls.
- The average time spent on crime calls was 51 minutes for community-initiated calls and 49 minutes for police-initiated calls.

FIGURE 9-7: Number of Responding Units, by Initiator and Category

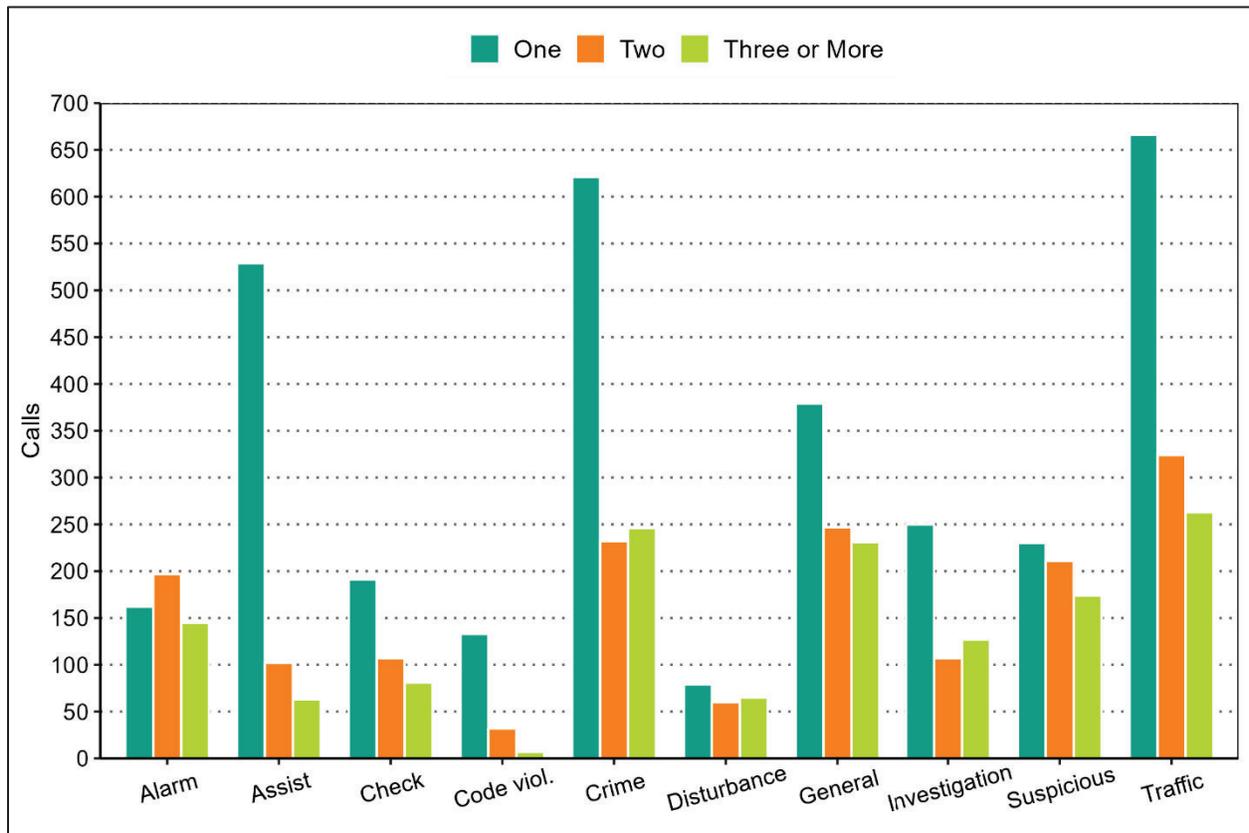


Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1. The information in Figure 9-7 and Table 9-7 is limited to calls and excludes events with zero time on scene.

TABLE 9-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	2.1	583	1.8	63
Alarm	2.2	504	2.1	10
Animal	1.7	69	1.2	18
Assist citizen	1.2	569	1.1	153
Assist other agency	2.5	125	1.9	41
Check	1.8	379	1.1	1,536
Civil matters	1.3	114	1.3	3
Code violation	1.3	172	1.4	55
Crime against persons	2.3	566	1.4	50
Crime against property	1.6	465	1.1	35
Crime against society	1.6	68	2.3	3
Disturbance	2.3	204	1.7	16
Investigation: Follow-up	1.2	109	1.0	274
Investigation: Juvenile	2.3	216	1.1	21
Investigation: Other	2.2	159	1.5	28
Mental health	2.5	521	2.1	39
Miscellaneous	1.3	153	1.7	101
Pedestrian stop	NA	0	1.5	159
Suspicious incident	2.1	615	1.6	303
Traffic enforcement	1.7	670	1.4	465
Traffic stop	NA	0	1.3	5,791
Weighted Average/Total Calls	1.9	6,261	1.3	9,164

FIGURE 9-8: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

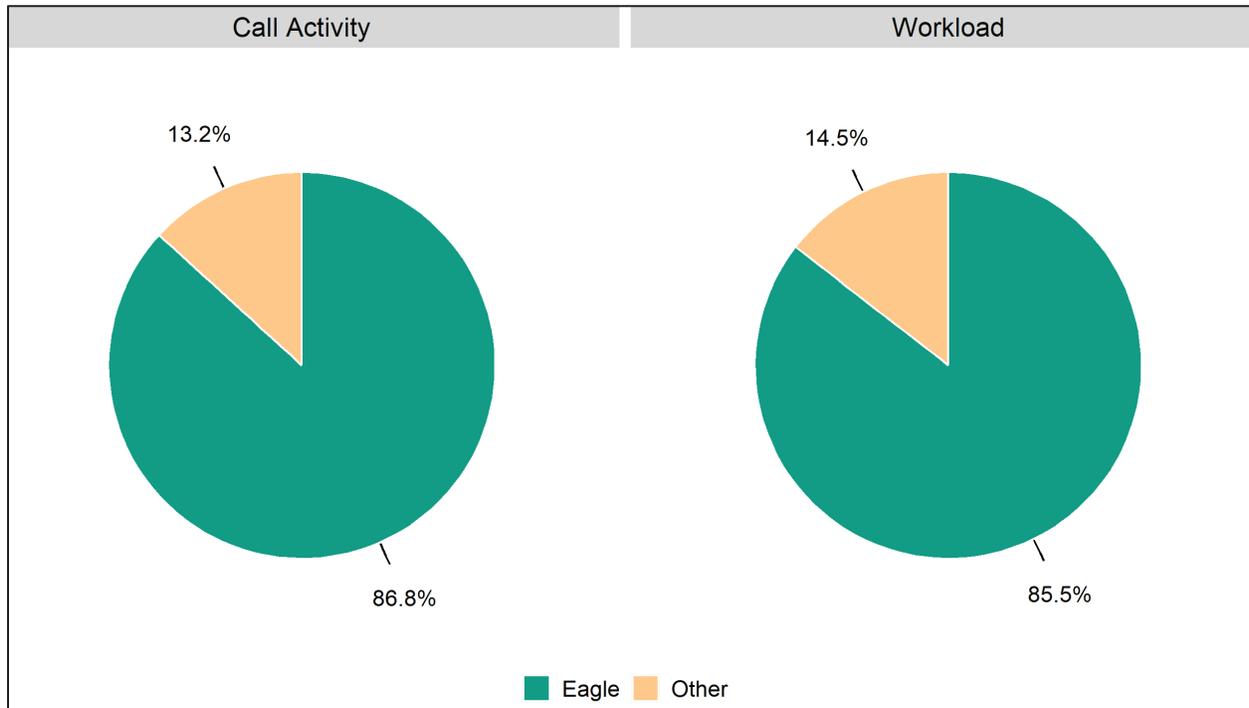
TABLE 9-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	262	165	156
Alarm	162	197	145
Animal	40	20	9
Assist citizen	487	68	14
Assist other agency	42	34	49
Check	191	107	81
Civil matters	90	18	6
Code violation	133	32	7
Crime against persons	264	122	180
Crime against property	316	90	59
Crime against society	41	20	7
Disturbance	79	60	65
Investigation: Follow-up	97	9	3
Investigation: Juvenile	69	70	77
Investigation: Other	84	28	47
Mental health	129	183	209
Miscellaneous	120	26	7
Suspicious incident	230	211	174
Traffic enforcement	404	159	107
Total	3,240	1,619	1,402

Observations:

- The overall mean number of responding units was 1.3 for police-initiated calls and 1.9 for community-initiated calls.
- The mean number of responding units was as high as 2.3 for disturbance calls that were community-initiated.
- 52 percent of community-initiated calls involved one responding unit.
- 26 percent of community-initiated calls involved two responding units.
- 22 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved traffic-related calls.

FIGURE 9-9: Percentage Calls and Work Hours, by City



Note: Noncontract units' workload outside Eagle is excluded. "Other" calls include other locations such as Boise, Meridian, and Star.

TABLE 9-9: Calls and Work Hours per Day, by City

City		Per Day	
		Calls	Work Hours
Eagle		36.6	23.6
Other	Boise	2.4	2.1
	Meridian	1.9	1.0
	Star	0.7	0.5
	Garden City	0.5	0.2
	Miscellaneous	0.0	0.1
	Subtotal	5.6	4.0
Total		42.1	27.6

TABLE 9-10: Calls by Unit Response, in Eagle

Responding Units	Calls per Day	Work Hours Per Day		
		Contract	Noncontract	Total
Noncontract only	5.0	0.0	1.2	1.2
Contract and Noncontract	4.5	6.3	3.6	9.9
Contract only	27.1	12.5	0.0	12.5
Total	36.6	18.8	4.9	23.6

Note: This table expands upon the row for Eagle in Table 9-9.

TABLE 9-11: Calls of Noncontract Units by Category, in Eagle

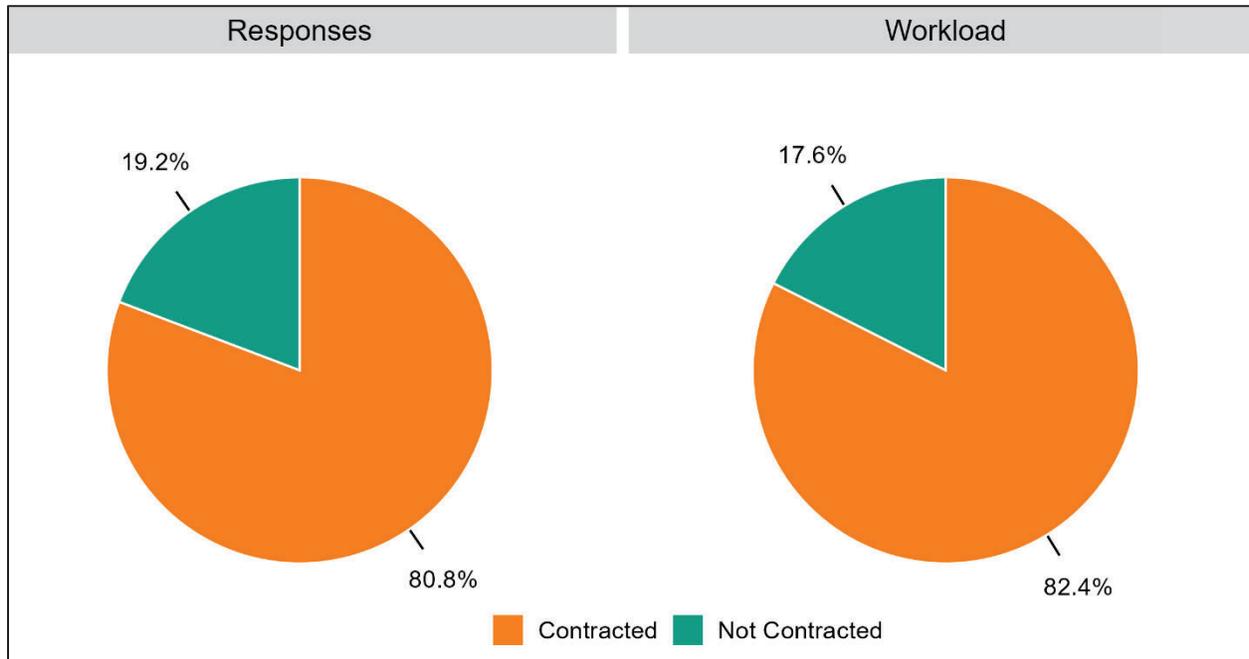
Category	Per Day	
	Calls	Work Hours
Accident	0.39	0.43
Alarm	0.42	0.15
Animal	0.06	0.04
Assist citizen	0.13	0.05
Assist other agency	0.11	0.17
Check	0.86	0.26
Civil matters	0.03	0.02
Code violation	0.07	0.03
Crime against persons	0.37	0.43
Crime against property	0.17	0.12
Crime against society	0.04	0.03
Disturbance	0.14	0.08
Investigation: Follow-up	0.16	0.09
Investigation: Juvenile	0.15	0.09
Investigation: Other	0.15	0.18
Mental health	0.42	0.29
Miscellaneous	0.09	0.17
Pedestrian stop	0.09	0.03
Suspicious incident	0.57	0.32
Traffic enforcement	0.72	0.37
Traffic stop	4.30	1.51
Total	9.45	4.85

Note: This table expands upon the rows for noncontract units in Table 9-10 and is also limited to the calls per day and noncontract work columns.

Observations:

- Calls within Eagle accounted for 87 percent of the total call volume and 86 percent of the workload.
- Noncontract units accounted for 9.5 calls and 4.9 work hours per day in Eagle.
- Traffic calls (combining accidents, traffic enforcement, and traffic stops) made up the highest percentage of calls by noncontract units, at 57 percent.

FIGURE 9-10: Percentage of Responses and Workload by Unit Type



Note: Responses count each unit responding to a call individually. Thus, a single event may include multiple responses. Noncontract unit responses outside Eagle are excluded.

TABLE 9-12: Call Responses and Workload per Day, by Unit Type and Location

Unit Type	Eagle		Outside	
	Responses	Work Hours	Responses	Work Hours
Contract	45.2	18.8	7.5	4.0
Noncontract	12.5	4.9	excluded	excluded
Total	57.7	23.6	7.5	4.0

TABLE 9-13: Calls and Workload, by Priority, Noncontract Units only

Priority	Per Day		Annual Total	
	Calls	Work Hours	Calls	Work Hours
P0 - No Priority	0.36	0.09	130	33.9
P1 - Low Priority	0.61	0.20	223	72.8
P1P - Moderate Priority	0.02	0.01	6	3.4
P2 - High Priority	3.93	0.87	1,439	318.7
P2P - Higher Priority	0.05	0.06	17	20.2
P3 - Emergency	0.01	0.02	5	5.8
Total	4.97	1.24	1,820	454.7

Note: This table expands on the row for “noncontract only” calls in Table 9-10.

Observations:

- Contract units accounted for 81 percent of responses and 82 percent of the workload.
- Within Eagle, noncontract units accounted for 12.5 responses and 4.9 work hours per day.
- Outside Eagle, contract units accounted for 7.5 responses and 4.0 work hours per day.
- Out of a total of 697 high-priority calls (“P3 – Emergency” and “P2P - Higher Priority”) within Eagle, 349 involved a responding noncontract unit. In the majority of situations, this was in combination with a contract unit. 675 high-priority calls involved at least one responding contract unit.

TABLE 9-14: Responses by Hour of Day and Unit Type

Hour	Responses per Day	
	Contract	Noncontract
0	2.42	0.68
1	1.54	0.44
2	0.78	0.35
3	0.47	0.20
4	0.37	0.18
5	0.45	0.20
6	0.91	0.23
7	0.99	0.24
8	1.46	0.30
9	2.14	0.52
10	2.13	0.53
11	2.07	0.47
12	2.16	0.45
13	2.21	0.51
14	2.56	0.54
15	3.41	0.56
16	3.17	0.60
17	2.72	0.55
18	2.69	0.55
19	3.01	0.66
20	3.33	0.96
21	4.01	0.97
22	4.09	0.94
23	3.52	0.91
Total	52.64	12.54

Note: Noncontract units' responses outside Eagle are excluded.

Observations:

- The overall average number of responses per day was higher for contract units than noncontract units.
- Contract units made more responses than noncontract units during all hours of the day.

TABLE 9-15: Responses by Hour of Day and Location

Hour	Responses per Day	
	Eagle	Outside
0	2.61	0.49
1	1.70	0.29
2	1.01	0.12
3	0.59	0.08
4	0.49	0.06
5	0.60	0.05
6	0.94	0.20
7	1.02	0.20
8	1.57	0.20
9	2.44	0.22
10	2.39	0.26
11	2.34	0.20
12	2.37	0.25
13	2.47	0.25
14	2.78	0.32
15	3.52	0.45
16	3.34	0.43
17	2.94	0.33
18	2.98	0.27
19	3.29	0.39
20	3.78	0.51
21	4.37	0.61
22	4.37	0.66
23	3.83	0.60
Total	57.72	7.45

Note: Noncontract units' responses outside Eagle are excluded.

Observations:

- The overall average number of responses per hour was higher for calls within Eagle than outside the city.
- Responses within Eagle exceeded the number of responses outside the city during all hours of the day.

FIGURE 9-11: Percentage Calls and Work Hours by Category, Winter 2024

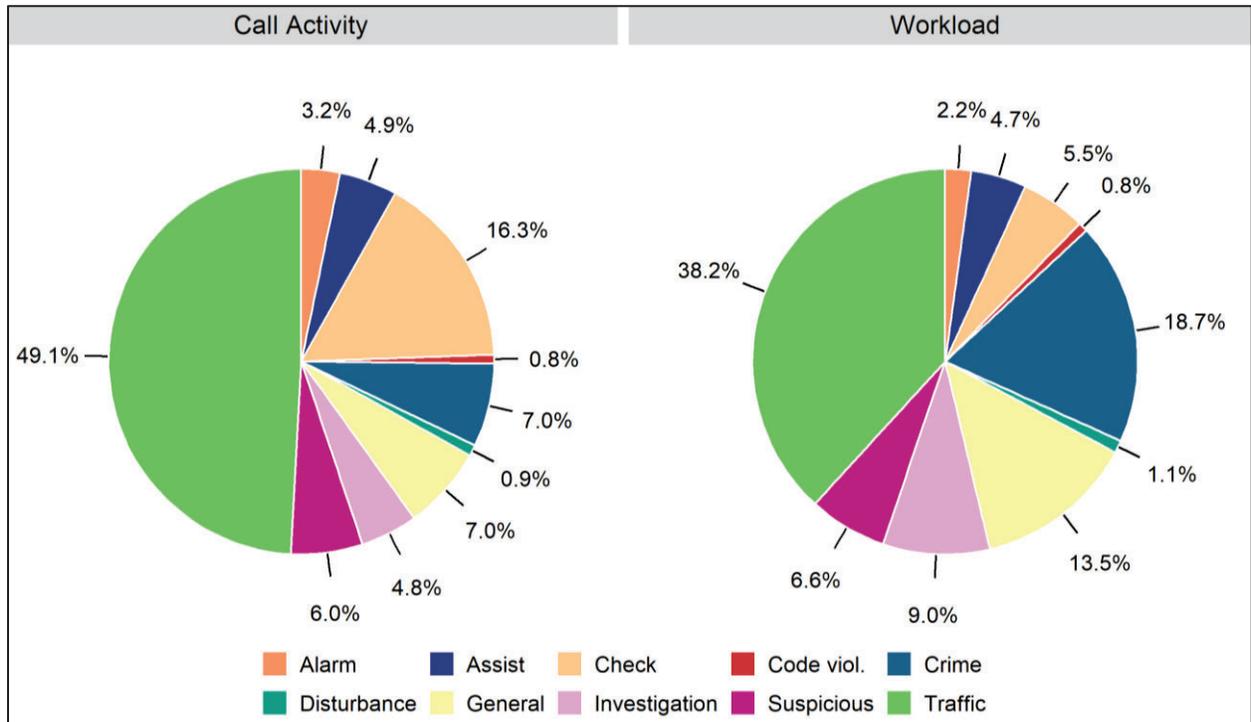


TABLE 9-16: Calls and Work Hours per Day by Category, Winter

Category	Per Day	
	Calls	Work Hours
Accident	1.4	2.4
Alarm	1.4	0.6
Animal	0.2	0.2
Assist citizen	1.8	1.0
Assist other agency	0.3	0.3
Check	7.2	1.5
Civil matters	0.2	0.1
Code violation	0.3	0.2
Crime against persons	1.6	3.5
Crime against property	1.3	1.5
Crime against society	0.2	0.2
Disturbance	0.4	0.3
Investigation: Follow-up	1.0	0.5
Investigation: Juvenile	0.6	0.9
Investigation: Other	0.6	1.0
Mental health	1.5	2.2
Miscellaneous	0.6	0.6
Pedestrian stop	0.6	0.5
Suspicious incident	2.7	1.8
Traffic enforcement	3.1	1.7
Traffic stop	17.2	6.3
Total	44.3	27.1

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- The average number of calls per day was higher in winter than in summer.
- Total calls averaged 44 per day, or 1.8 per hour.
- Total workload averaged 27 hours per day, meaning that on average 1.1 units per hour were busy responding to calls.
- Traffic calls constituted 49 percent of calls and 38 percent of workload.
- Check calls constituted 16 percent of calls and 5 percent of workload.
- Crime calls constituted 7 percent of calls and 19 percent of workload.
- General noncriminal calls constituted 7 percent of calls and 13 percent of workload.
- These top four categories constituted 79 percent of calls and 76 percent of workload.

FIGURE 9-12: Percentage Calls and Work Hours, by Category, Summer

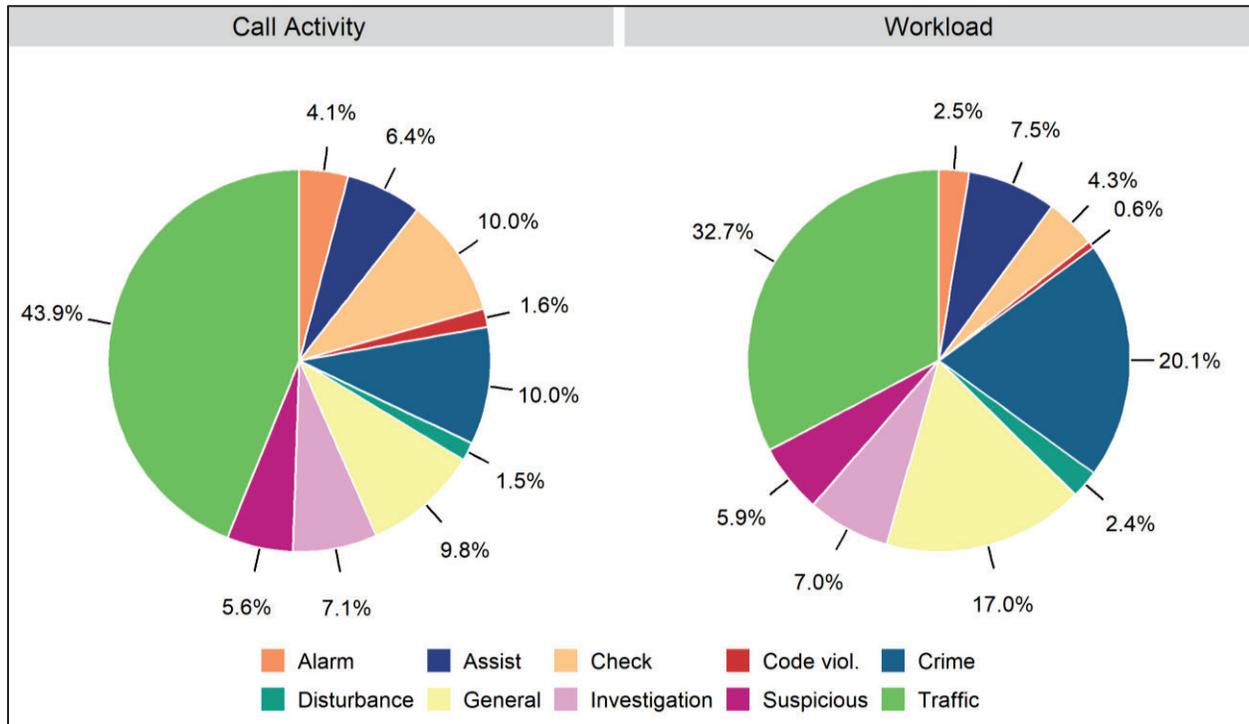


TABLE 9-17: Calls and Work Hours per Day, by Category, Summer

Category	Per Day	
	Calls	Work Hours
Accident	1.6	2.2
Alarm	1.5	0.7
Animal	0.2	0.1
Assist citizen	1.8	0.8
Assist other agency	0.5	1.4
Check	3.6	1.2
Civil matters	0.4	0.2
Code violation	0.6	0.2
Crime against persons	1.9	4.0
Crime against property	1.4	1.5
Crime against society	0.2	0.2
Disturbance	0.6	0.7
Investigation: Follow-up	1.5	0.9
Investigation: Juvenile	0.6	0.6
Investigation: Other	0.5	0.5
Mental health	1.5	1.8
Miscellaneous	1.0	2.6
Pedestrian stop	0.4	0.1
Suspicious incident	2.0	1.7
Traffic enforcement	3.1	2.3
Traffic stop	11.1	4.8
Total	36.1	28.5

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The daily workload was higher in summer than in winter.
- Total calls averaged 36 per day, or 1.5 per hour.
- Total workload averaged 28 hours per day, meaning that on average, 1.2 units per hour were busy responding to calls.
- Traffic calls constituted 44 percent of calls and 33 percent of workload.
- Check calls constituted 10 percent of calls and 4 percent of workload.
- Crime calls constituted 10 percent of calls and 20 percent of the workload.
- General noncriminal calls constituted 10 percent of calls and 17 percent of workload.
- These top four categories constituted 74 percent of calls and 74 percent of workload.

OUT-OF-SERVICE ACTIVITIES

In the period from January 1, 2024, through December 31, 2024, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to non-call activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided, and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- After the exclusions, 946 activities remained. These activities had an average duration of 68.9 minutes.

In this section, we report out-of-service activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 9-18: Activities and Occupied Times by Description

Description	Occupied Time	Count
42 (Going off Duty)	17.7	165
6 (Busy)	77.7	268
Administrative	29.0	24
Court	145.3	38
Equipment maintenance	43.4	302
Meeting	155.0	62
Report	103.3	59
Training	228.4	28
Weighted Average/Total Activities	68.9	946

Observations:

- There were 946 out-of-service activities, or 2.6 activities per day.
- The most common administrative out-of-service descriptions were for equipment maintenance.
- The activities with the longest average times were training.
- The average time spent was 68.9 minutes per activity, which means that out-of-service activities accounted for 3.0 work hours per day.

FIGURE 9-13: Activities per Day, by Month

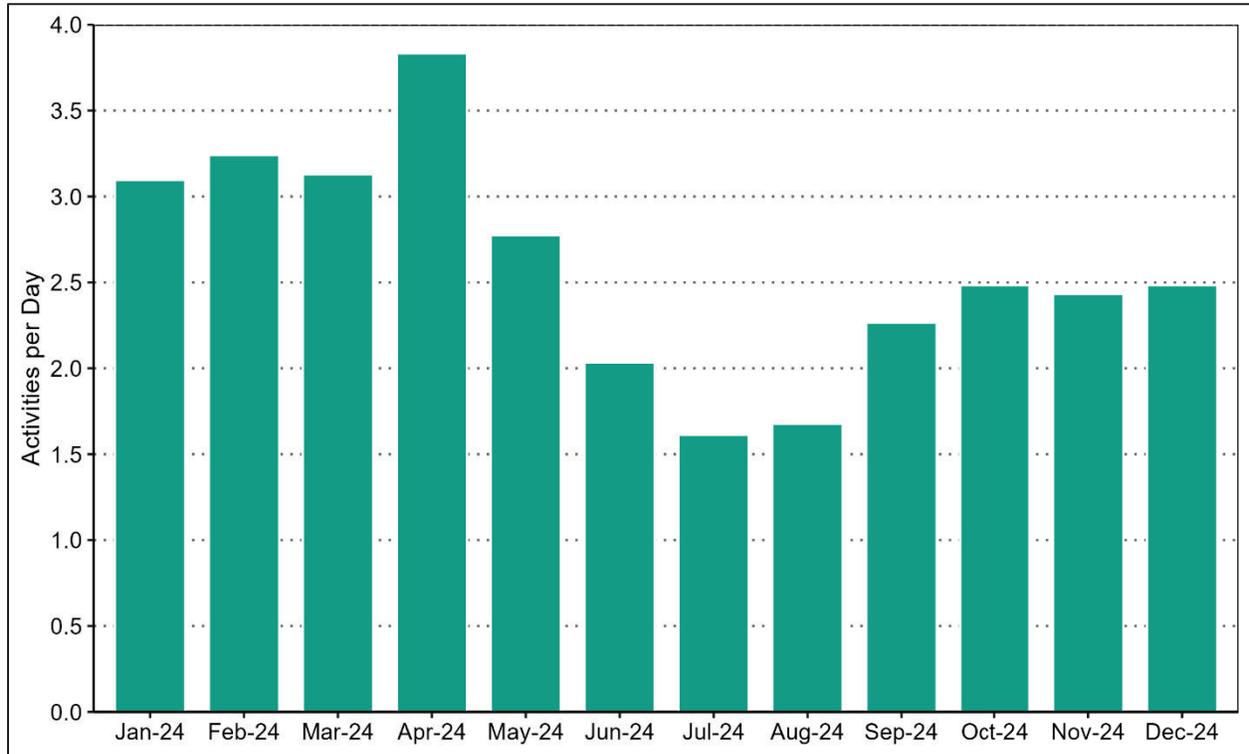


TABLE 9-19: Activities per Day, by Month

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Activities	3.1	3.2	3.1	3.8	2.8	2.0	1.6	1.7	2.3	2.5	2.4	2.5
Work Hours	3.9	4.4	3.9	4.1	3.1	1.4	1.6	2.0	2.3	3.3	2.7	3.0

Observations:

- The number of activities per day was lowest in July.
- The number of activities per day was highest in April.

FIGURE 9-14: Activities per Day, by Day of Week

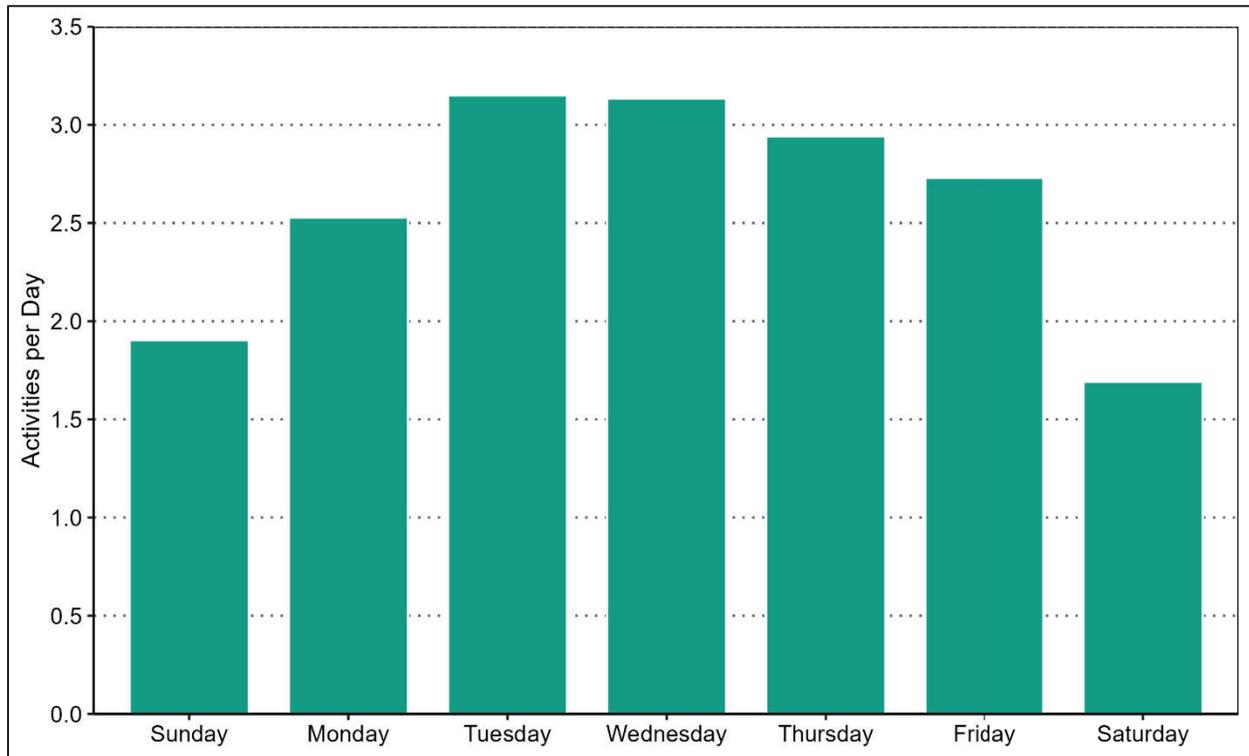


TABLE 9-20: Activities per Day, by Day of Week

Day of Week	Activities	Work Hours
Sunday	1.9	1.5
Monday	2.5	3.0
Tuesday	3.2	3.8
Wednesday	3.1	4.1
Thursday	2.9	3.8
Friday	2.7	3.1
Saturday	1.7	1.4
Weekly Average	2.6	3.0

Observations:

- The number of non-call activities per day was lowest on weekends.
- The number of non-call activities per day was highest on Tuesdays.

FIGURE 9-15: Activities per Day, by Hour of Day

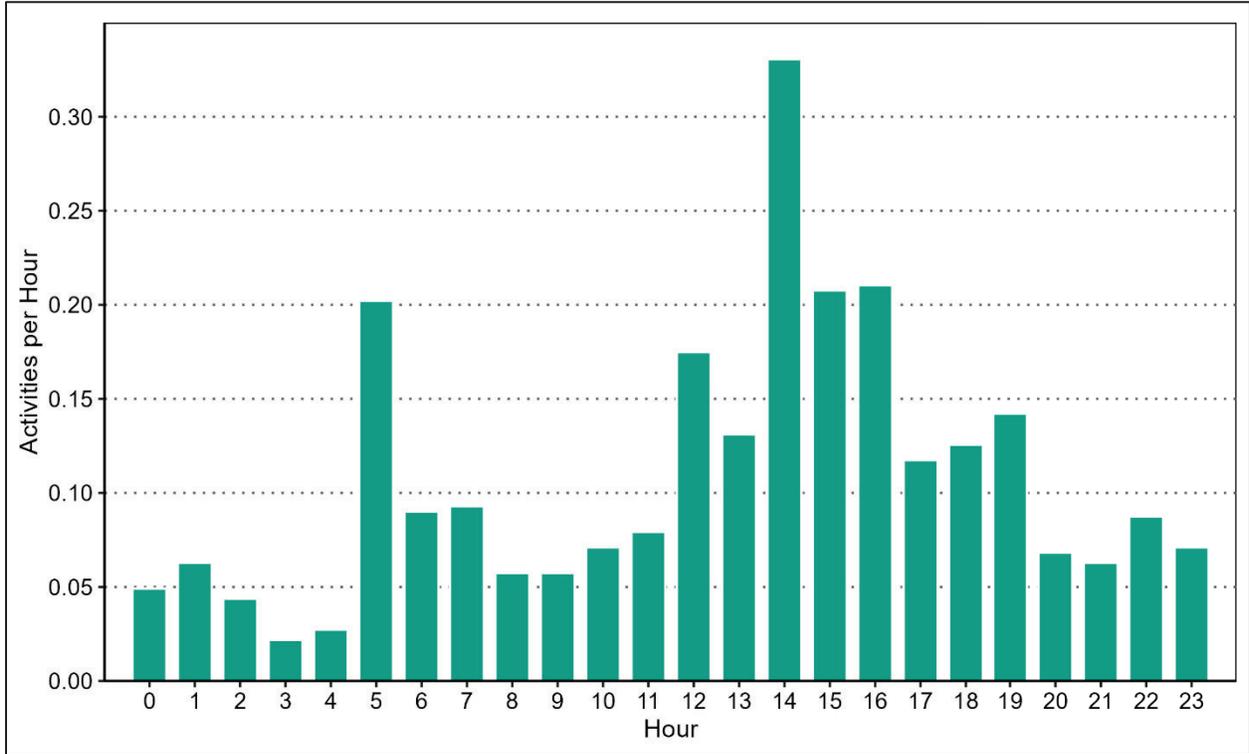


TABLE 9-21: Activities per Hour, by Hour of Day

Hour	Activities	Work Hours
0	0.05	0.07
1	0.06	0.06
2	0.04	0.03
3	0.02	0.02
4	0.03	0.02
5	0.20	0.16
6	0.09	0.13
7	0.09	0.16
8	0.06	0.08
9	0.06	0.11
10	0.07	0.17
11	0.08	0.14
12	0.17	0.32
13	0.13	0.18
14	0.33	0.29
15	0.21	0.28
16	0.21	0.26
17	0.12	0.09
18	0.13	0.11
19	0.14	0.11
20	0.07	0.04
21	0.06	0.03
22	0.09	0.05
23	0.07	0.05
Hourly Average	0.11	0.12

Observations:

- The number of activities per hour was highest between 2:00 p.m. and 3:00 p.m.
- The number of activities per hour was the lowest between 3:00 a.m. and 4:00 a.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2024) and eight weeks in summer (July 7 through August 28, 2024). The department's main patrol force consists of patrol officers and patrol sergeants, operating on 10.75-hour shifts starting at 6:00 a.m., 12:15 p.m., 3:15 p.m., and 7:45 p.m. The department's main patrol force deployed an average of 3.2 units per hour during the 24-hour day in winter and 2.9 units per hour in summer. When additional special enforcement team units are included, the department averaged 3.6 units per hour during the 24-hour day in winter and 3.2 units per hour during the 24-hour day in summer.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.
- Next, we compare "all" workload, which includes community-initiated calls, police-initiated calls, and out-of-service activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for summer and winter.

FIGURE 9-16: Deployed Units, Weekdays, Winter

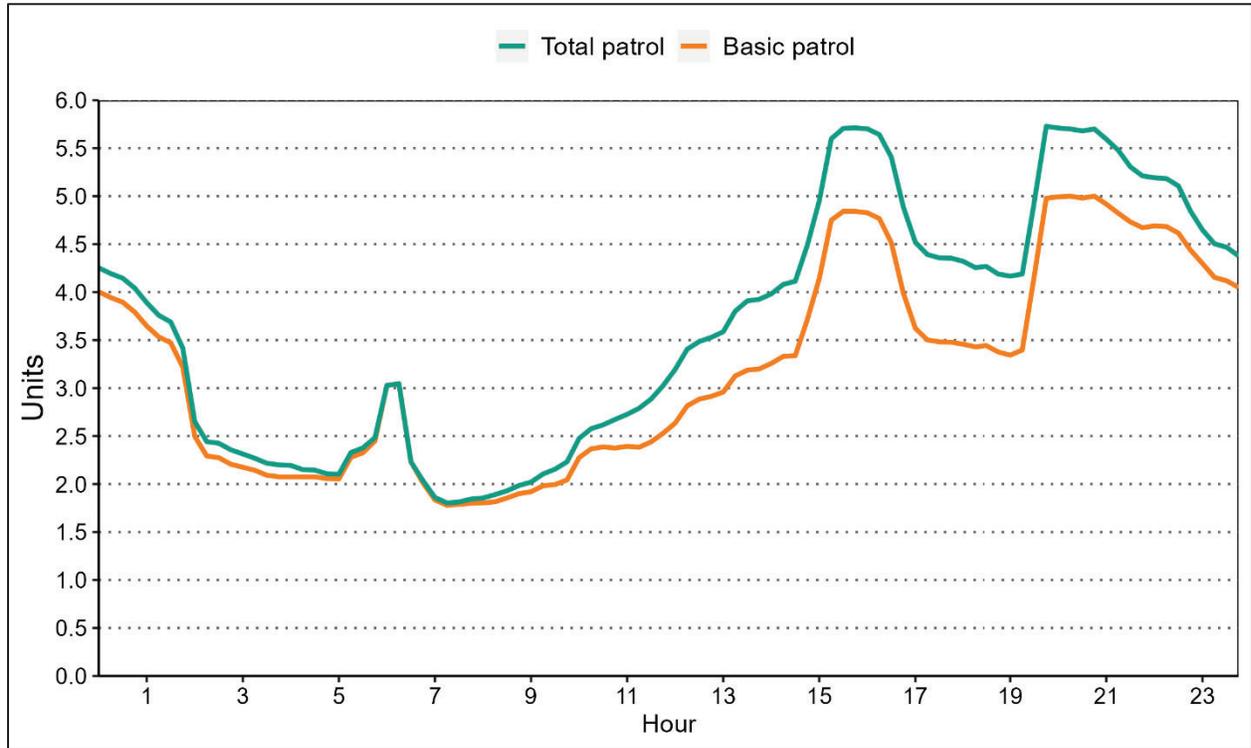


FIGURE 9-17: Deployed Units, Weekends, Winter

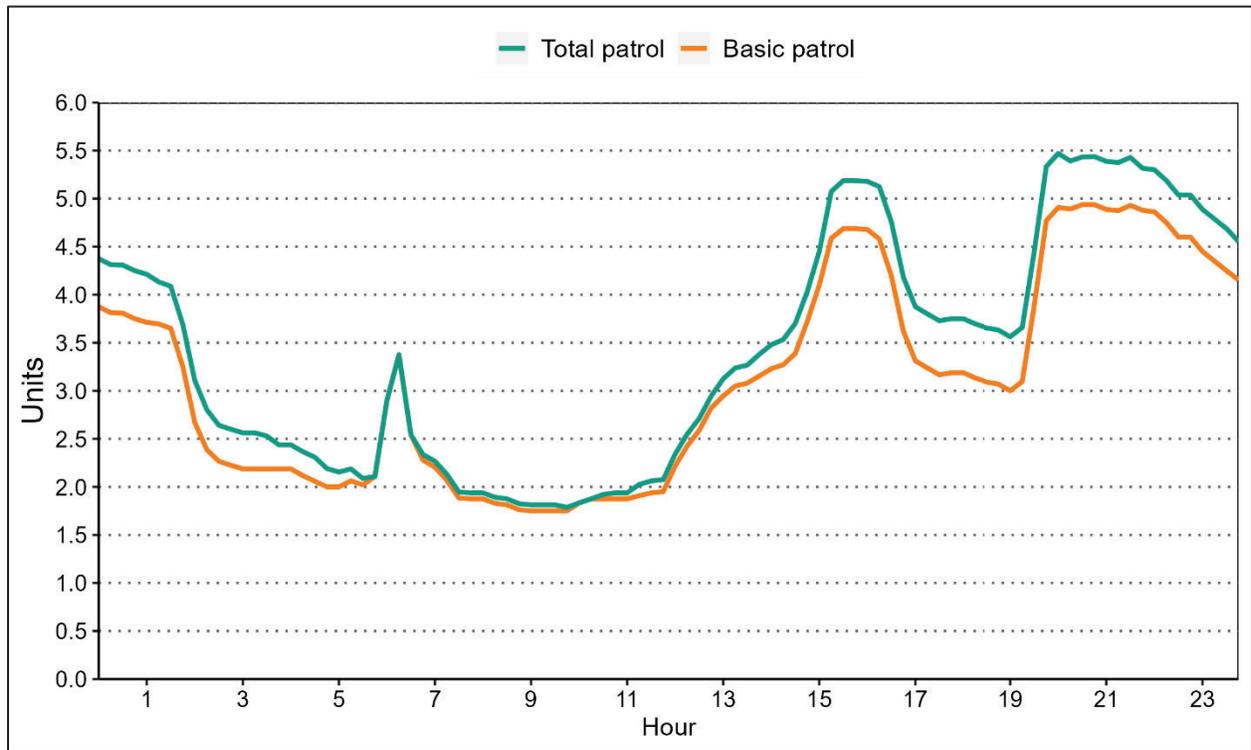


FIGURE 9-18: Deployed Units, Weekdays, Summer

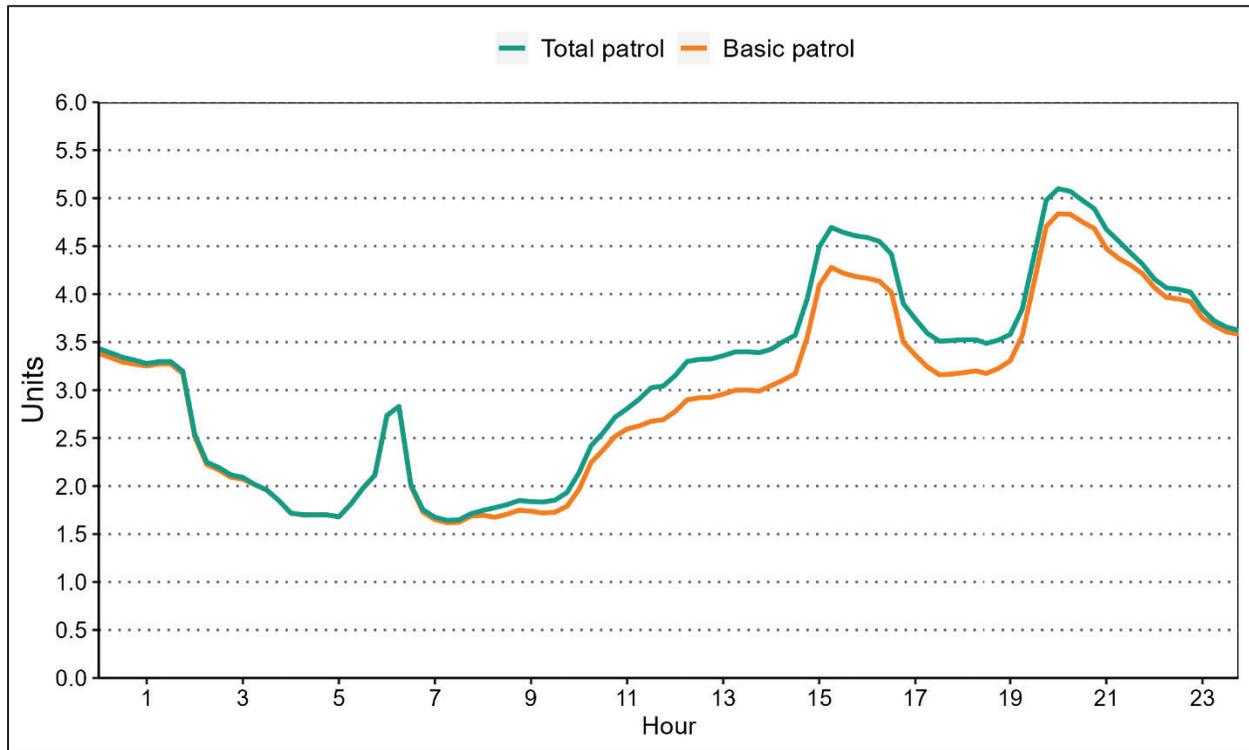
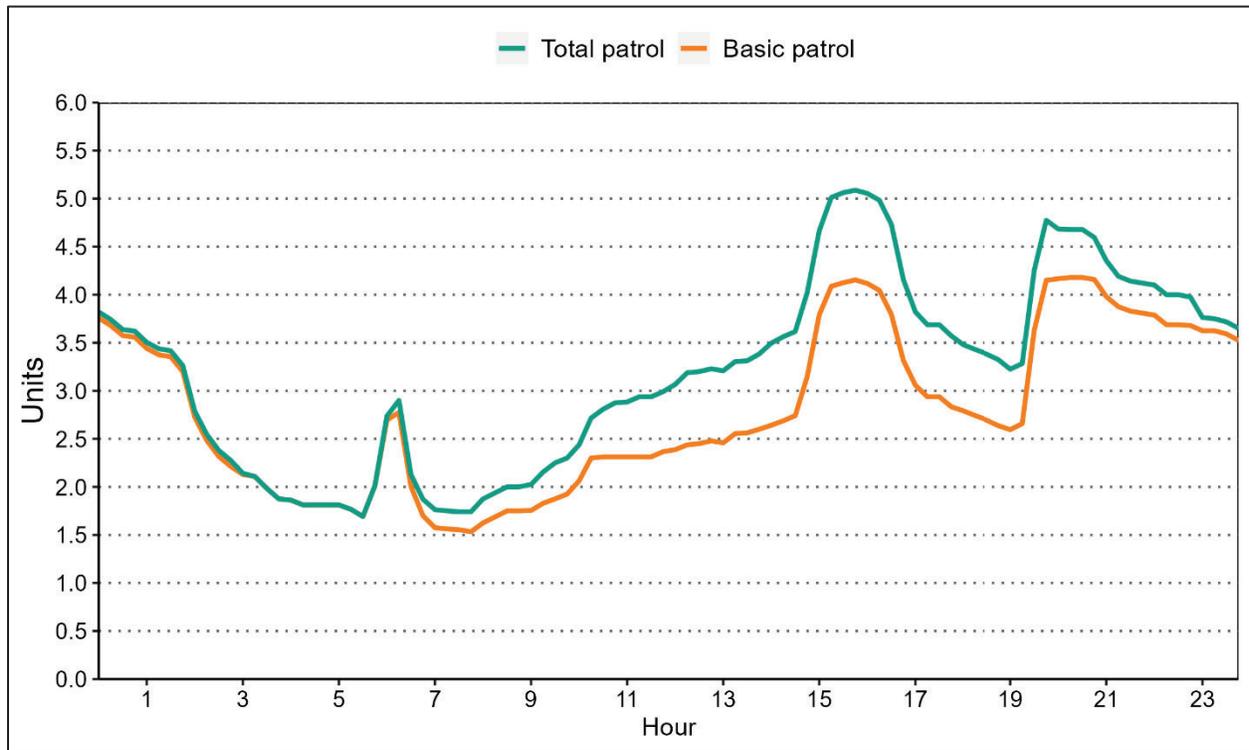


FIGURE 9-19: Deployed Units, Weekends, Summer



Observations:

- For winter (January 4 through February 28, 2024):
 - The average deployment was 3.6 units per hour during the week and 3.4 units per hour on the weekend.
 - The average deployment varied from 1.8 to 5.7 units per hour on weekdays and 1.8 to 5.5 units per hour on weekends.
- For summer (July 7 through August 28, 2024):
 - The average deployment was 3.1 units per hour during the week and 3.2 units per hour on the weekend.
 - The average deployment varied from 1.6 to 5.1 units per hour on weekdays and 1.7 to 5.1 units per hour on weekends.

FIGURE 9-20: Deployment and All Workload, Weekdays, Winter

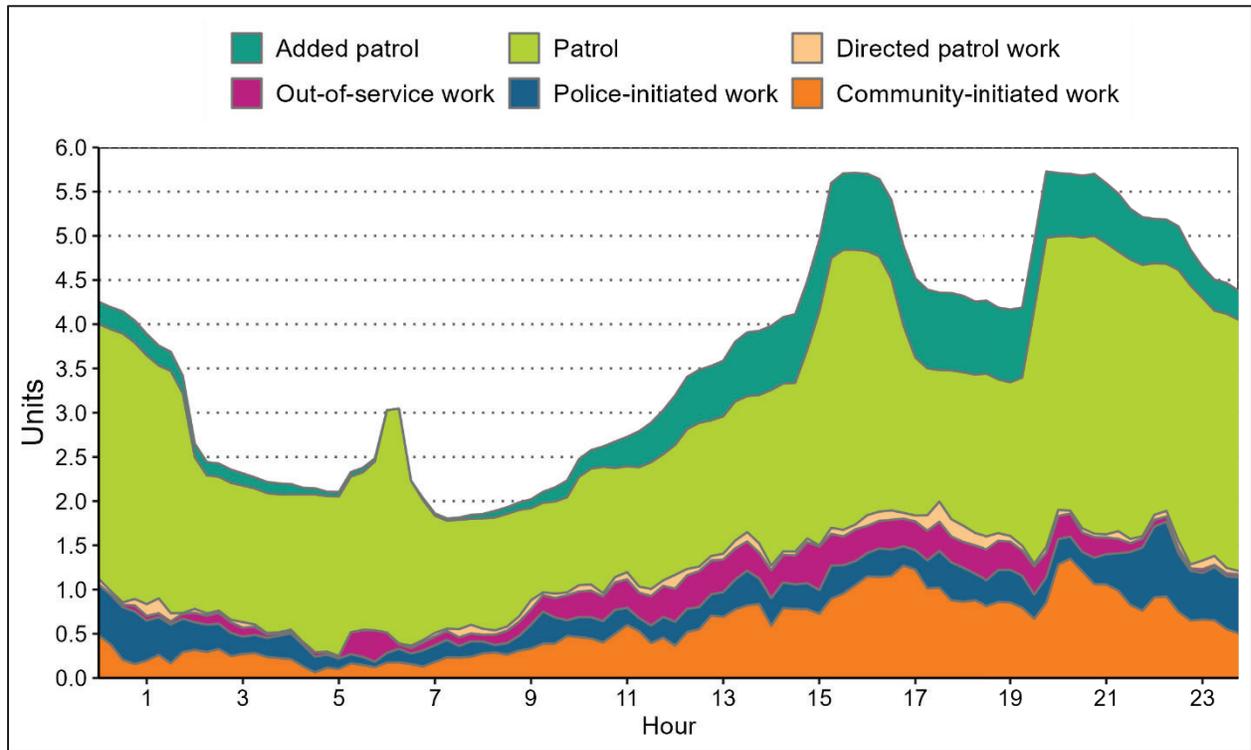


FIGURE 9-21: Deployment and All Workload, Weekends, Winter

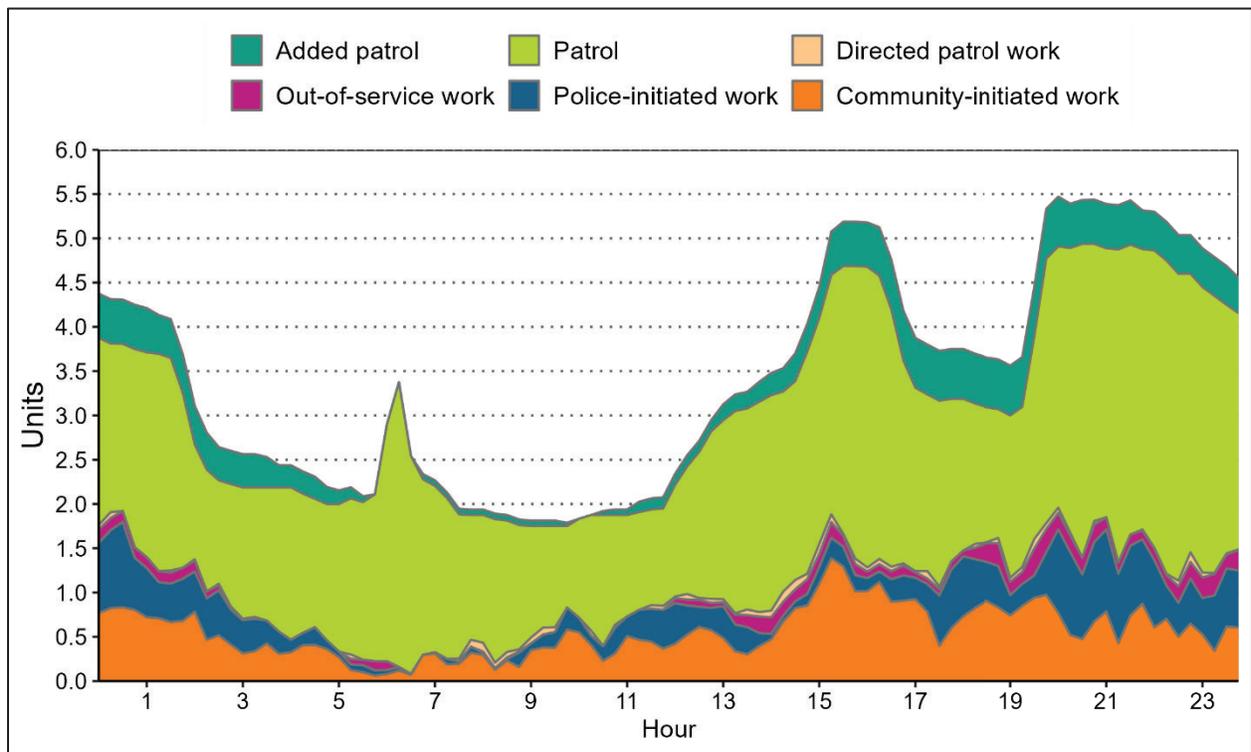


FIGURE 9-22: Deployment and All Workload, Weekdays, Summer

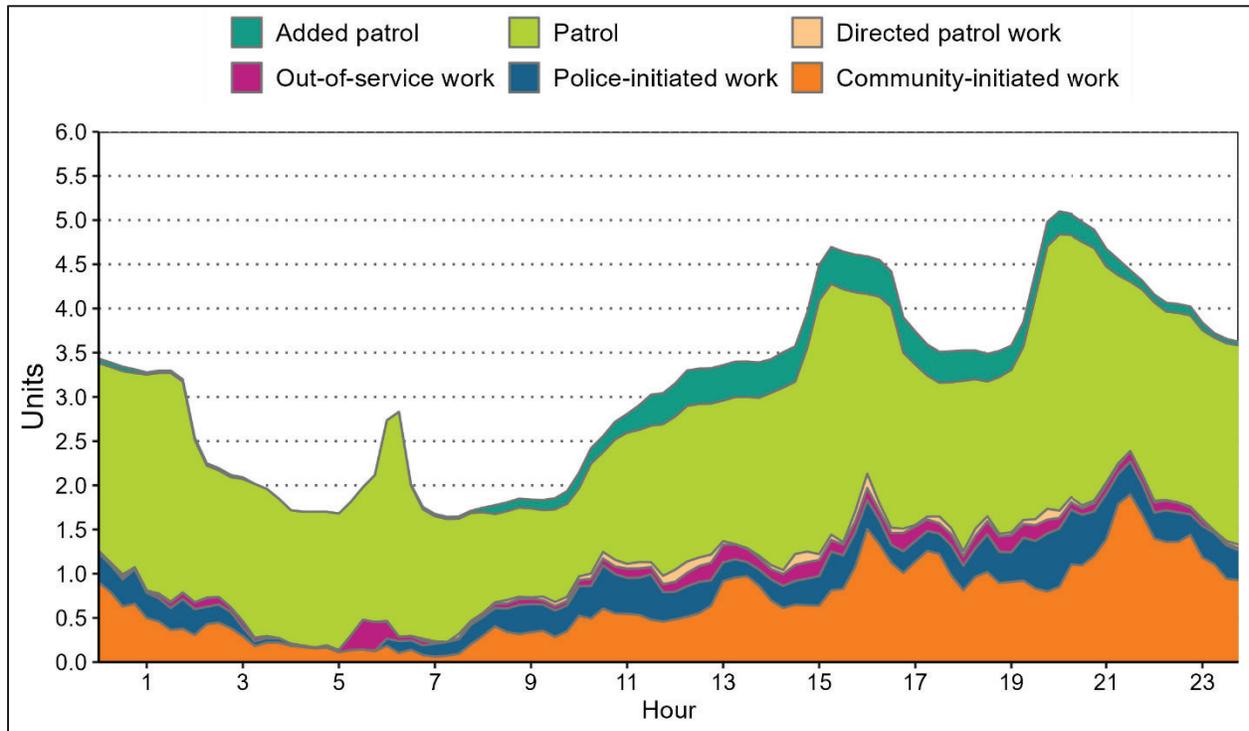
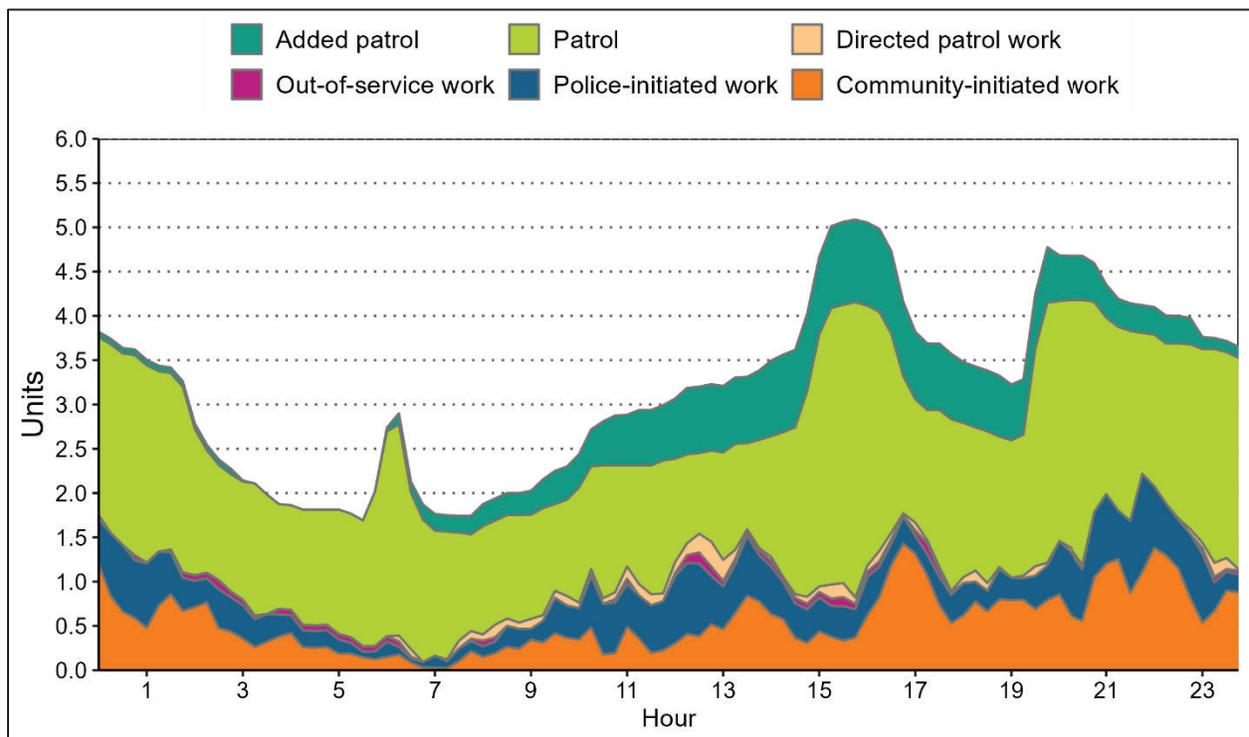


FIGURE 9-23: Deployment and All Workload, Weekends, Summer



Note: Figures 9-19 to 9-22 show deployment along with all workloads from community-initiated calls, police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Winter:

- Community-initiated work:
 - The average community-initiated workload was 0.6 units per hour during the week and 0.6 units per hour on weekends.
 - This was approximately 16 percent of hourly deployment during the week and 16 percent of hourly deployment on weekends.
- All work:
 - The average workload was 1.2 units per hour during the week and 1.0 units per hour on weekends.
 - This was approximately 32 percent of hourly deployment during the week and 30 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:
 - The average community-initiated workload was 0.7 units per hour during the week and 0.6 units per hour on weekends.
 - This was approximately 22 percent of hourly deployment during the week and 18 percent of hourly deployment on weekends.
- All work:
 - The average workload was 1.1 units per hour during the week and 1.0 units per hour on weekends.
 - This was approximately 35 percent of hourly deployment during the week and 33 percent of hourly deployment on weekends.

FIGURE 9-24: Percentage of Workload, Weekdays, Winter

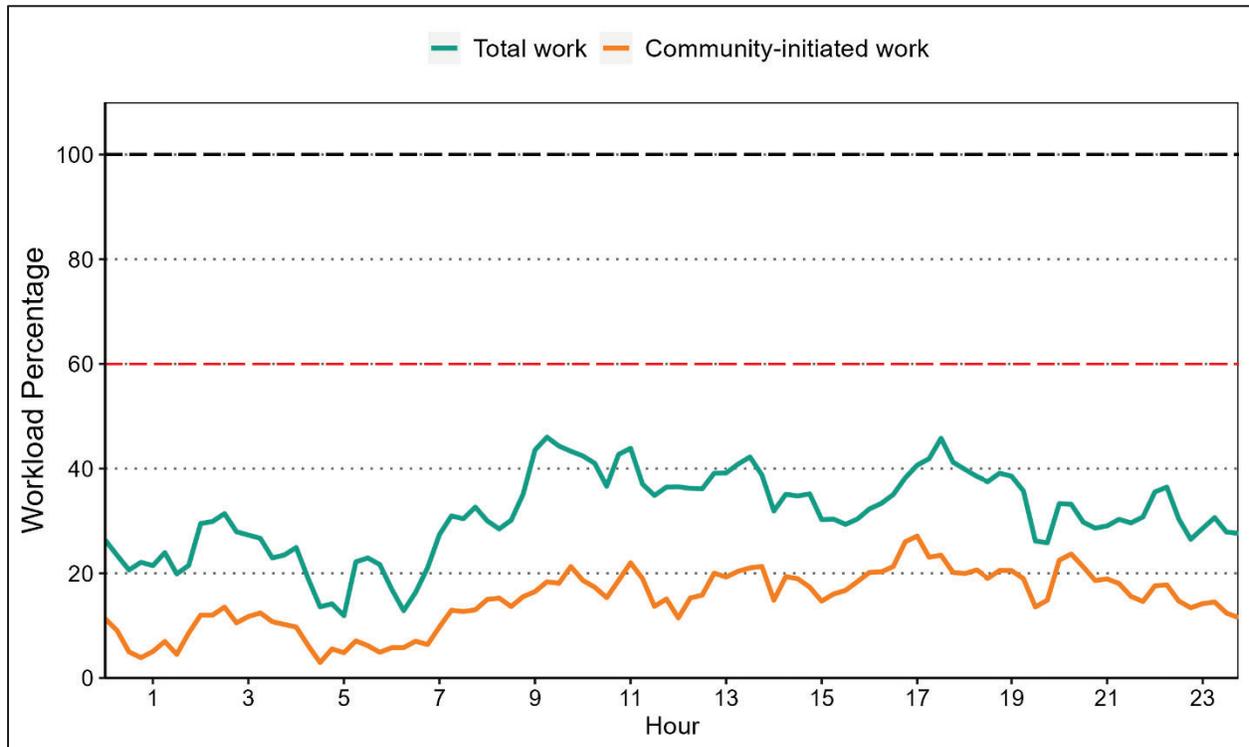


FIGURE 9-25: Percentage of Workload, Weekends, Winter

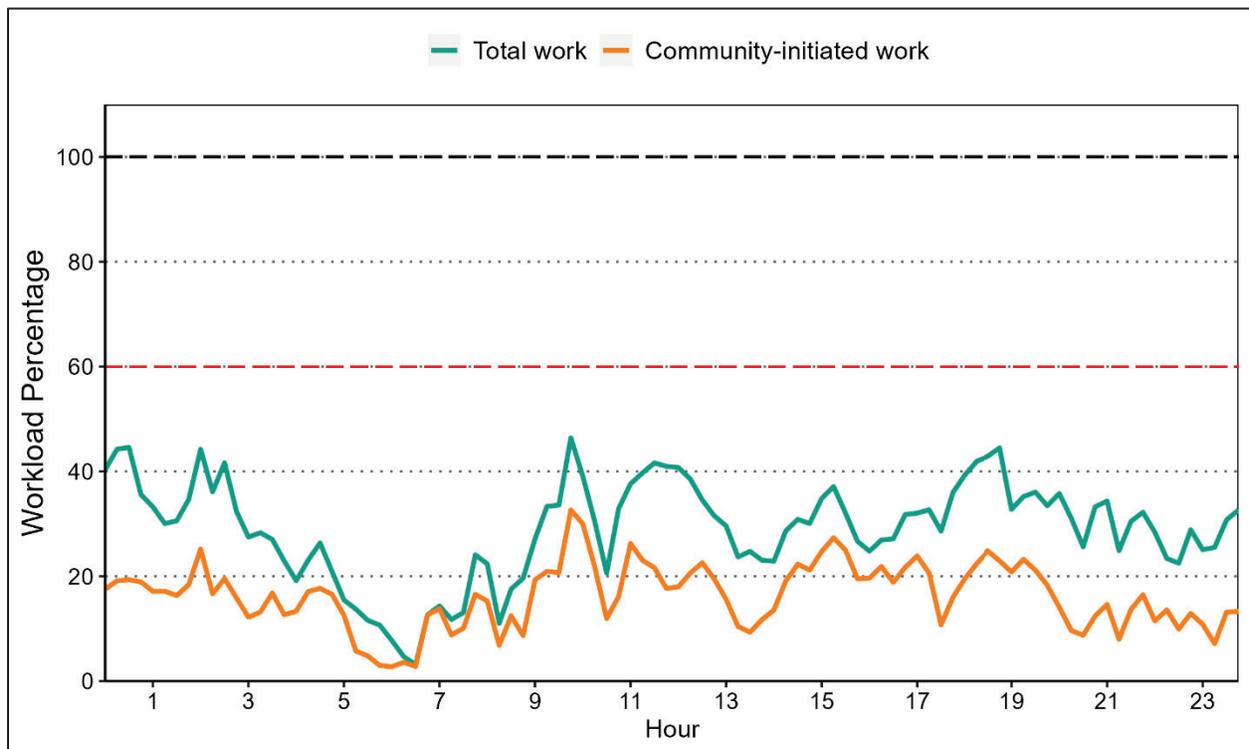


FIGURE 9-26: Percentage of Workload, Weekdays, Summer

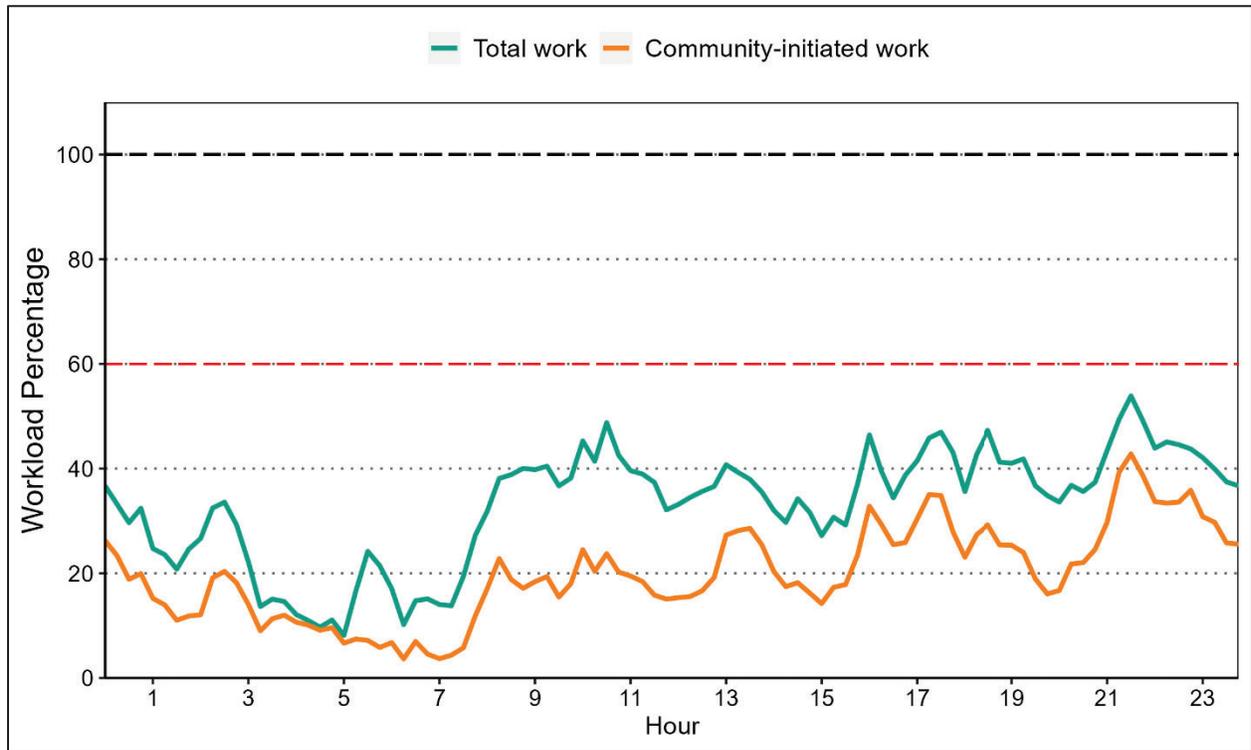
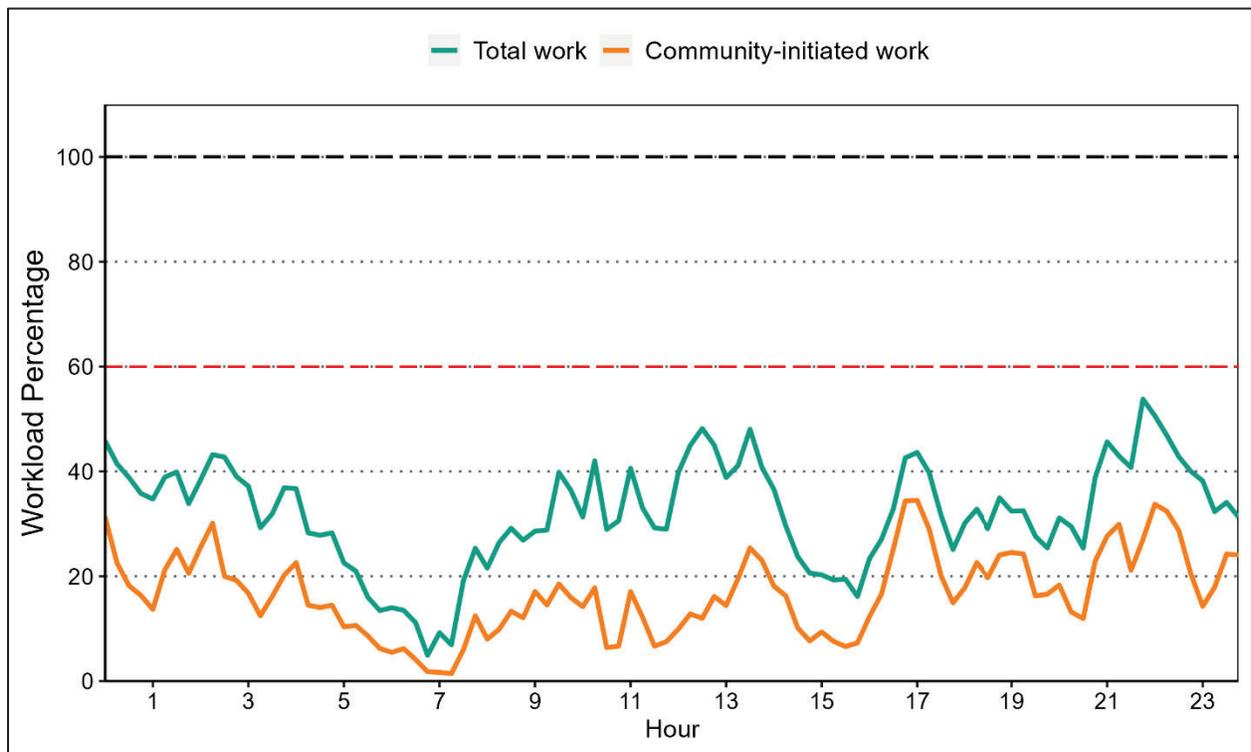


FIGURE 9-27: Percentage of Workload, Weekends, Summer



Observations:

Winter:

- Community-initiated work:
 - During the week, the workload reached a maximum of 27 percent of deployment between 5:00 p.m. and 5:15 p.m.
 - On weekends, the workload reached a maximum of 33 percent of deployment between 9:45 a.m. and 10:00 a.m.
- All work:
 - During the week, the workload reached a maximum of 46 percent of deployment between 9:15 a.m. and 9:30 a.m. and between 5:30 p.m. and 5:45 p.m.
 - On weekends, the workload reached a maximum of 46 percent of deployment between 9:45 a.m. and 10:00 a.m.

Summer:

- Community-initiated work:
 - During the week, the workload reached a maximum of 43 percent of deployment between 9:30 p.m. and 9:45 p.m.
 - On weekends, the workload reached a maximum of 34 percent of deployment between 4:45 p.m. and 5:15 p.m. and between 10:00 p.m. and 10:15 p.m.
- All work:
 - During the week, the workload reached a maximum of 54 percent of deployment between 9:30 p.m. and 9:45 p.m.
 - On weekends, the workload reached a maximum of 54 percent of deployment between 9:45 p.m. and 10:00 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing time and travel time. Dispatch processing time is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

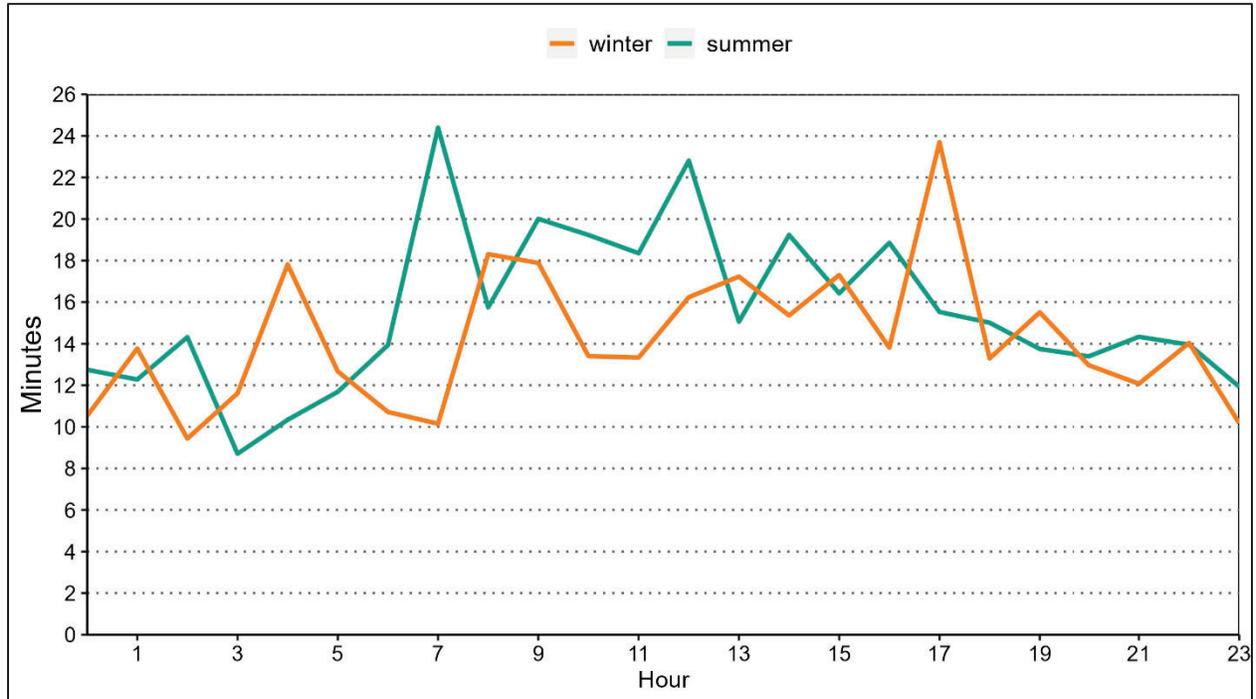
We begin the discussion with statistics that include all calls combined. We started with 2,481 calls for winter and 2,020 calls for summer. We limited our analysis to community-initiated calls, which amounted to 840 calls for winter and 996 calls for summer. Also, we removed calls lacking a recorded arriving unit, calls outside Eagle, and calls at headquarters. We were left with 474 calls in winter and 634 calls in summer for our analysis. For the entire year, we began with 15,425 calls and limited our analysis to 6,261 community-initiated calls. With similar exclusions, we were left with 3,716 calls.

Our analysis examines the difference in response to all calls by time of day (in one-hour increments) and compares the summer and winter periods. We then present a brief analysis of response time based on priority.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 9-28: Average Response Time by Time of Day, Winter and Summer



Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 23.7 minutes.
- In winter, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 9.4 minutes.
- In summer, the longest response times were between 7:00 a.m. and 8:00 a.m., with an average of 24.4 minutes.
- In summer, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 8.7 minutes.

FIGURE 9-29: Average Response Time by Category, Winter

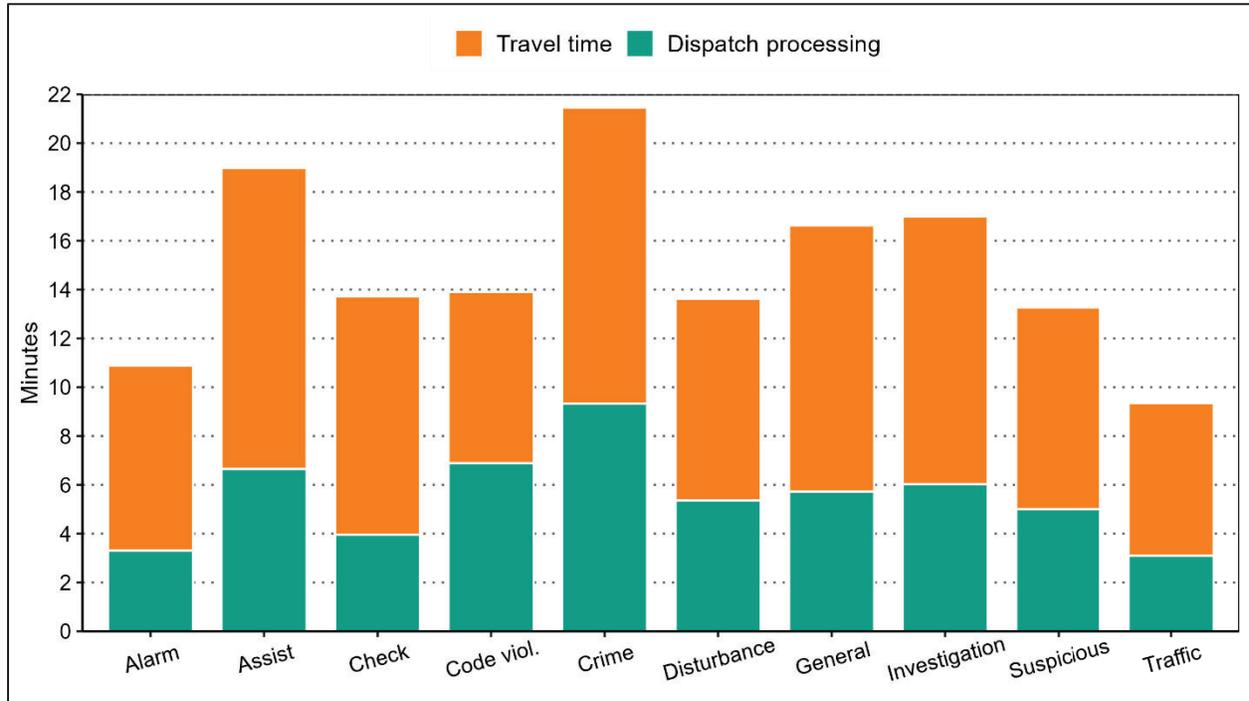


FIGURE 9-30: Average Response Time by Category, Summer

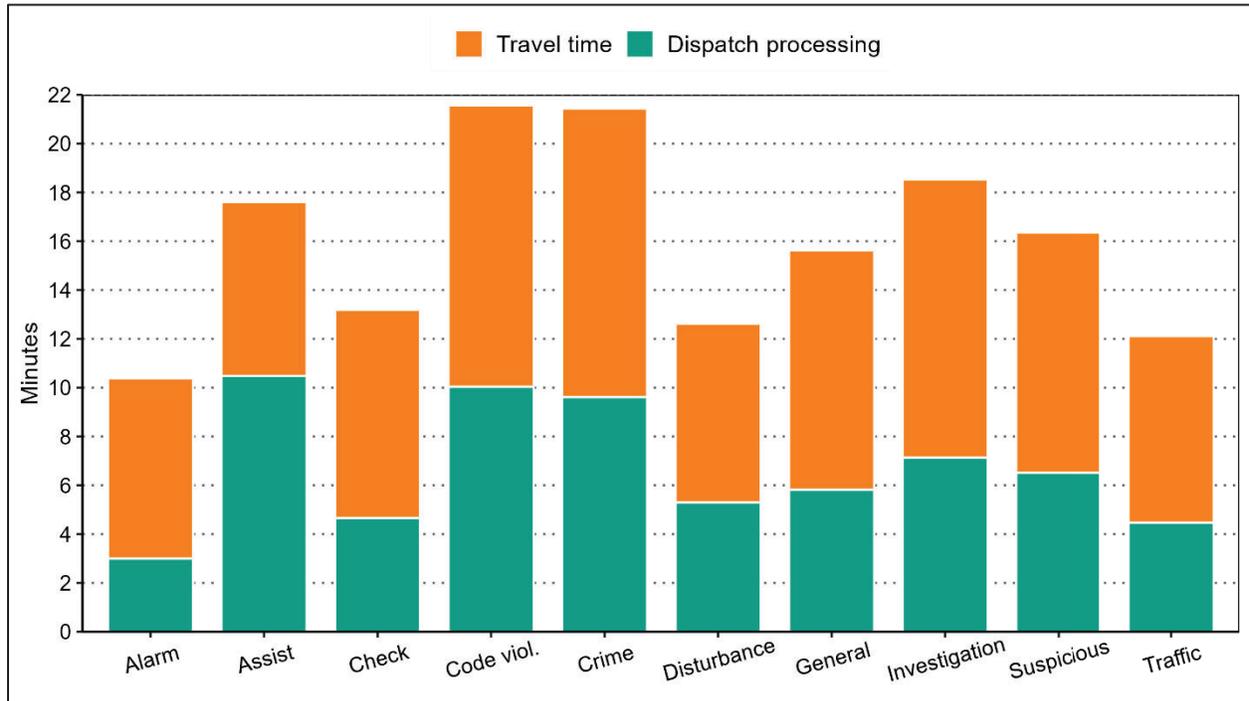


TABLE 9-22: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	2.8	6.1	8.8	42	4.4	7.9	12.3	58
Alarm	3.3	7.6	10.9	53	3.0	7.4	10.4	50
Animal	4.2	12.8	17.0	7	3.6	9.3	12.9	6
Assist citizen	7.0	13.7	20.7	18	11.1	8.2	19.3	22
Assist other agency	5.6	8.8	14.5	7	9.6	5.6	15.2	16
Check	4.0	9.8	13.7	30	4.7	8.5	13.2	46
Civil matters	9.4	13.1	22.5	5	6.9	9.5	16.4	8
Code violation	6.9	7.0	13.9	8	10.0	11.5	21.6	16
Crime against persons	10.4	13.6	24.0	40	9.7	12.0	21.7	72
Crime against property	9.2	10.7	19.8	36	10.1	10.9	21.1	46
Crime against society	3.4	11.0	14.4	6	7.0	14.2	21.3	11
Disturbance	5.4	8.3	13.6	14	5.3	7.3	12.6	24
Investigation: Follow-up	6.9	19.1	26.0	2	7.0	18.9	25.8	11
Investigation: Juvenile	5.3	9.5	14.8	20	6.4	10.2	16.6	26
Investigation: Other	6.9	11.9	18.8	14	8.8	7.5	16.2	13
Mental health	5.6	10.8	16.5	58	5.2	8.5	13.7	67
Miscellaneous	5.2	7.6	12.8	6	7.7	13.7	21.4	24
Suspicious incident	5.0	8.3	13.3	60	6.5	9.8	16.4	64
Traffic enforcement	3.4	6.4	9.8	48	4.5	7.4	11.9	54
Total Average	5.5	9.4	14.8	474	6.6	9.5	16.1	634

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time was as short as 9 minutes (for traffic-related calls) and as long as 21 minutes (for crimes).
- In summer, the average response time was as short as 10 minutes (for alarms) and as long as 22 minutes (for code violations).
- The average response time for crimes was 21 minutes in winter and summer.

TABLE 9-23: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	4.7	12.4	15.2	7.7	16.8	25.1
Alarm	5.6	13.8	18.2	4.5	13.7	18.6
Animal	7.0	18.4	23.8	5.0	13.4	17.2
Assist citizen	17.8	42.3	46.0	29.6	16.7	38.8
Assist other agency	9.9	16.0	23.9	30.1	8.2	36.7
Check	6.4	16.7	22.4	8.9	16.7	25.0
Civil matters	21.1	25.6	39.5	25.5	27.5	59.1
Code violation	12.2	9.9	20.2	25.1	25.6	34.5
Crime against persons	43.0	48.9	67.8	68.5	49.2	121.6
Crime against property	24.7	19.3	36.7	36.5	20.9	58.6
Crime against society	5.6	54.2	59.0	11.5	25.5	31.3
Disturbance	10.9	18.4	23.4	7.1	9.5	24.5
Investigation: Follow-up	8.8	26.0	34.7	16.0	46.0	70.3
Investigation: Juvenile	8.6	15.2	35.2	15.1	21.9	43.5
Investigation: Other	12.1	37.6	45.8	17.3	13.4	26.3
Mental health	10.1	20.8	29.1	9.3	15.6	23.7
Miscellaneous	10.0	18.2	25.6	23.2	33.2	46.9
Suspicious incident	8.2	17.6	21.9	16.4	17.5	32.9
Traffic enforcement	5.4	12.8	17.4	8.3	14.6	20.5
Total Average	11.7	19.6	32.7	17.9	20.1	38.3

Note: A 90th percentile value of 32.7 minutes means that 90 percent of all calls are responded to in fewer than 32.7 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 17 minutes (for traffic-related calls) and as long as 61 minutes (for crimes).
- In summer, the 90th percentile value for response time was as short as 19 minutes (for alarms) and as long as 90 minutes (for crimes).

High-Priority Calls

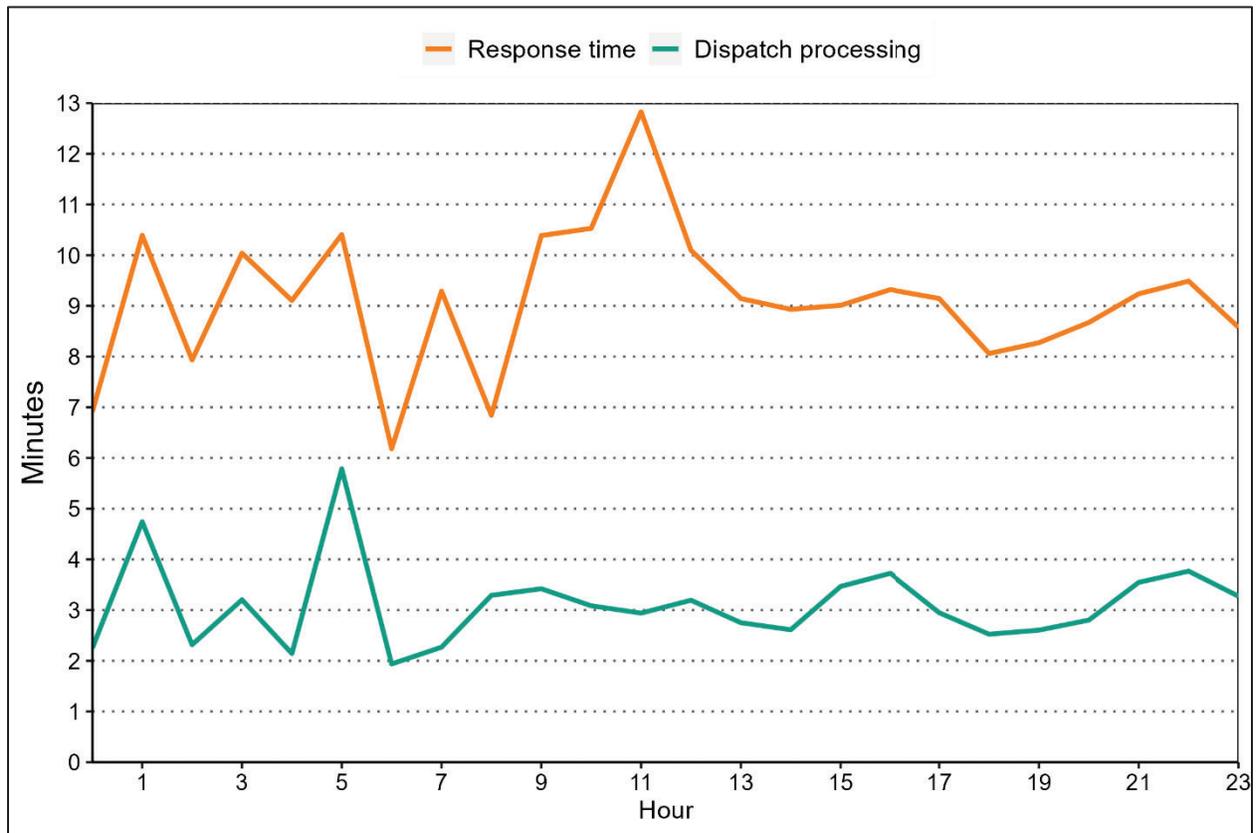
The department assigned priorities to calls with priorities “P2P - Higher Priority” and “P3 – Emergency” as the highest priorities. The following table shows average response times by priority. Also, we identified the majority of injury accidents based on their call descriptions, “50PI- Injury Crash,” to see if these provided an alternate measure for emergency calls.

TABLE 9-24: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
P3 - Emergency	2.3	3.8	6.0	112	9.1
P2P - Higher Priority	3.3	6.5	9.8	466	16.1
P2 - High Priority	4.2	8.2	12.4	2,197	22.2
P1P - Moderate Priority	8.4	12.4	20.9	117	45.2
P1 - Low Priority	10.8	13.7	24.5	822	82.3
P0 - No Priority	2.5	2.7	5.2	2	6.8
Total	5.6	9.2	14.8	3,716	33.0
Injury accident	1.6	3.1	4.7	63	7.2

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 9-31: Average Response Time and Dispatch Processing Times for High-priority Calls, by Hour



Observations:

- High-priority calls (P3 and P2P) had an average response time of 9.1 minutes, lower than the overall average of 14.8 minutes for all calls.
- The average dispatch processing time was 3.1 minutes for high-priority calls, compared to 5.6 minutes overall.
- The average response time for injury accidents was 4.7 minutes, with a dispatch processing of 1.6 minutes.
- For high-priority calls, the longest response times were between 11:00 a.m. and 12:00 p.m., with an average of 12.8 minutes.
- For high-priority calls, the shortest response times were between 6:00 a.m. and 7:00 a.m., with an average of 6.2 minutes.

CODE ENFORCEMENT

Between January 1, 2024, and December 31, 2024, the dispatch center recorded 2,527 events that involved code enforcement units. After excluding zero time on scene events and directed patrol activities, 2,474 calls were included in the analysis.

Code enforcement units worked on 239 days during the study period, described as follows:

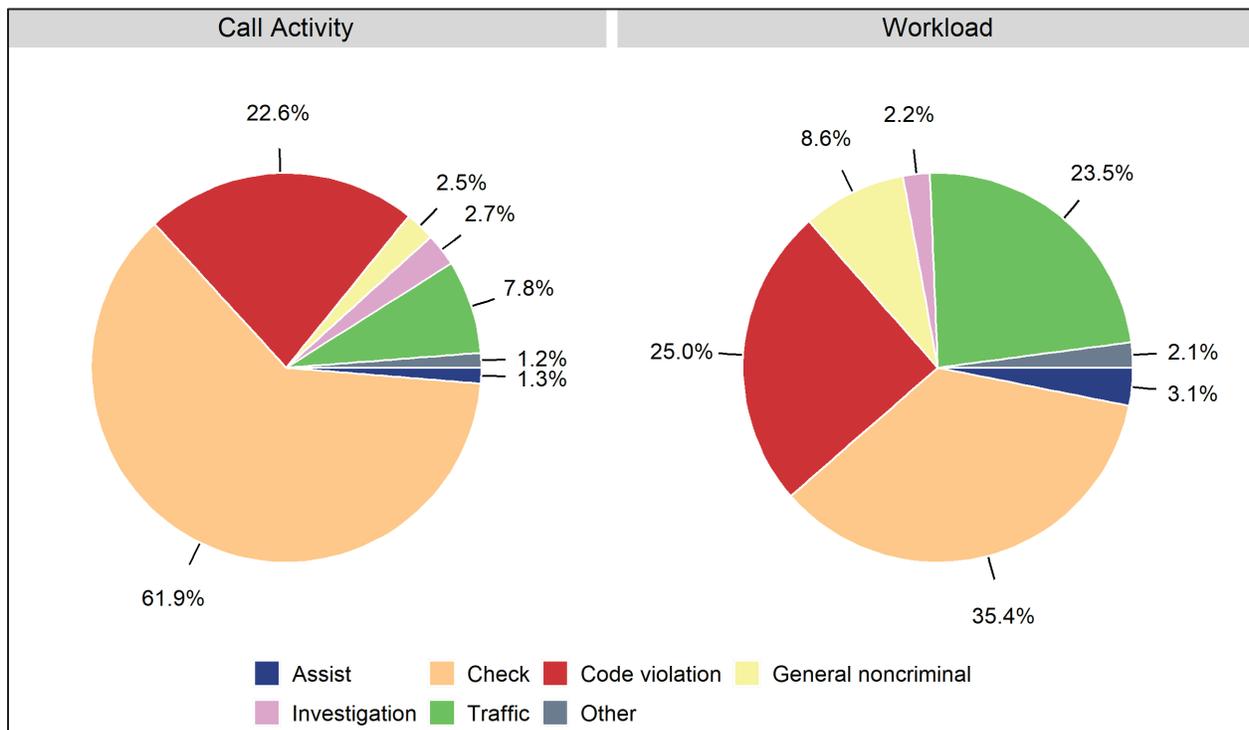
- There were 224 weekdays, 8 Saturdays, and 7 Sundays.
- Calls per day are measured by actual days worked in each month.

TABLE 9-25: Events, Calls, and Workload by Category, Code Enforcement Units

Category	Events	Calls	Work Hours
Accident	71	70	76.1
Animal	4	4	4.6
Assist citizen	24	24	9.9
Assist other agency	8	8	7.6
Check	1532	1532	197.2
Civil matters	1	1	0.3
Code violation	560	559	138.9
Crime against persons	1	1	0.2
Crime against property	8	8	4.8
Directed patrol	48	0	NA
Disturbance	9	9	1.4
Investigation: Follow-up	51	50	5.4
Investigation: Juvenile	3	2	1.5
Investigation: Other	16	16	5.5
Mental health	11	11	3.1
Miscellaneous	37	36	38.4
Pedestrian stop	9	9	1.4
Suspicious incident	12	12	5.3
Traffic enforcement	120	120	54.9
Traffic stop	2	2	0.1
Total	2,527	2,474	556.6

Note: Events include all recorded calls involving a code enforcement unit. When calculating the number of calls with each call category, we removed 6 events with zero time on scene and 47 directed patrol activities.

FIGURE 9-32: Percentage Calls and Work Hours by Category, Code Enforcement Units



Note: The "other" category includes crimes, disturbances, and suspicious incidents. Each of these makes up less than one percent of the total calls.

Observations:

- There was an average of 10.6 events per day.
 - 0.2 percent of the events had zero time on scene.
 - 86 percent of all events were police-initiated.
 - 14 percent of all events were community-initiated.
- The code enforcement units averaged 10.4 calls and 2.3 hours of workload per day, based on the total number of calls and work hours divided by the number of days worked.
- The top three categories accounted for 92 percent of calls and 84 percent of workload:
 - 62 percent of calls and 35 percent of workload were checks.
 - 23 percent of calls and 25 percent of workload were code violations.
 - 8 percent of calls and 24 percent of workload were traffic-related.

FIGURE 9-33: Calls per Day by Initiator and Month, Code Enforcement Units

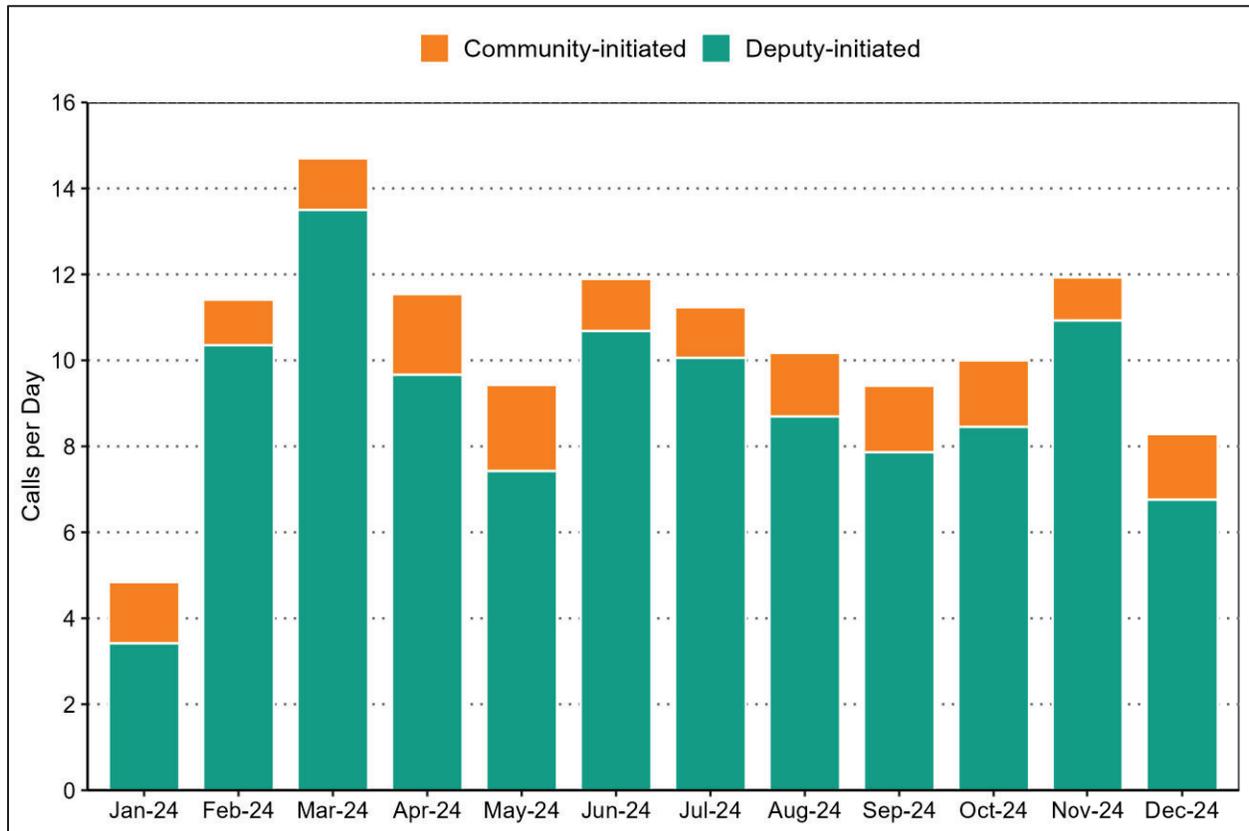


TABLE 9-26: Calls per Day by Initiator and Months, Code Enforcement Units

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	1.4	1.1	1.2	1.9	2.0	1.2	1.2	1.5	1.5	1.5	1.0	1.5
Police	3.4	10.4	13.5	9.7	7.4	10.7	10.1	8.7	7.9	8.5	10.9	6.8
Total	4.8	11.4	14.7	11.5	9.4	11.9	11.2	10.2	9.4	10.0	11.9	8.3
Days in Month	19	17	20	24	21	19	17	23	22	22	14	21

Observations:

- The number of calls per day was lowest in January.
- The number of calls per day was highest in March.
- The months with the most calls had 204 percent more calls than the months with the fewest calls.
- March had the most police-initiated calls, with 295 percent more than January, which had the fewest.
- May had the most other-initiated calls, with 100 percent more than November, which had the fewest.

SCHOOL RESOURCE OFFICERS

Between January 1, 2024, and December 31, 2024, the dispatch center recorded 482 events that involved school resource officers (SRO). After excluding zero time on scene events and directed patrol activities, 435 calls were included in the analysis.

SRO units worked on 164 days during the study period, described as follows:

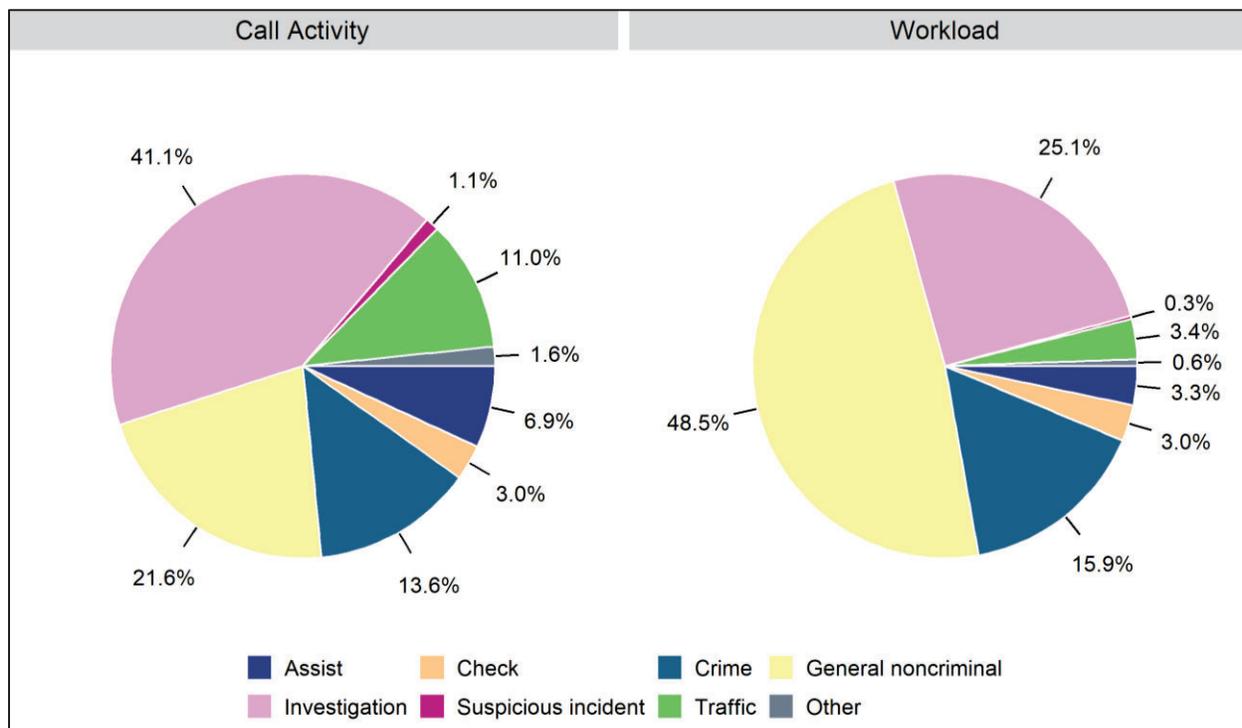
- There were 156 weekdays, 6 Saturdays, and 2 Sundays.
- Calls per day are measured by actual days worked in each month.

TABLE 9-27: Events, Calls, and Workload by Category, SRO Units

Category	Events	Calls	Work Hours
Accident	20	19	10.2
Alarm	1	1	0.5
Assist citizen	27	27	15.7
Assist other agency	3	3	1.8
Check	15	13	16.2
Code violation	3	3	1.3
Crime against persons	33	33	53.8
Crime against property	13	13	10.1
Crime against society	13	13	20.6
Directed patrol	37	0	NA
Disturbance	3	3	1.1
Investigation: Follow-up	55	54	42.0
Investigation: Juvenile	124	122	89.0
Investigation: Other	3	3	2.6
Mental health	37	36	49.1
Miscellaneous	58	57	208.3
Pedestrian stop	1	1	0.4
Suspicious incident	5	5	1.4
Traffic enforcement	18	16	4.3
Traffic stop	13	13	3.4
Total	482	435	532.0

Note: Events include all recorded calls involving an SRO unit. When calculating the number of calls with each call category, we removed 10 events with zero time on scene and 37 directed patrol activities.

FIGURE 9-34: Percentage Calls and Work Hours by Category, SRO Units



Note: The "other" category includes alarms, code violations, and disturbances. Each of these makes up less than one percent of the total calls.

Observations:

- There was an average of 2.9 events per day.
 - 2 percent of the events had zero time on scene.
 - 91 percent of all events were police-initiated.
 - 7 percent of all events were community-initiated.
- The SRO units averaged 2.7 calls and 3.2 hours of workload per day, based on the total number of calls and work hours divided by the number of days worked.
- The top four categories accounted for 87 percent of calls and 93 percent of workload:
 - 41 percent of calls and 25 percent of workload were investigations.
 - 22 percent of calls and 48 percent of workload were general noncriminal.
 - 14 percent of calls and 16 percent of workload were crimes.
 - 11 percent of calls and 3 percent of workload were traffic-related.

FIGURE 9-35: Calls per Day by Initiator and Month, SRO Units

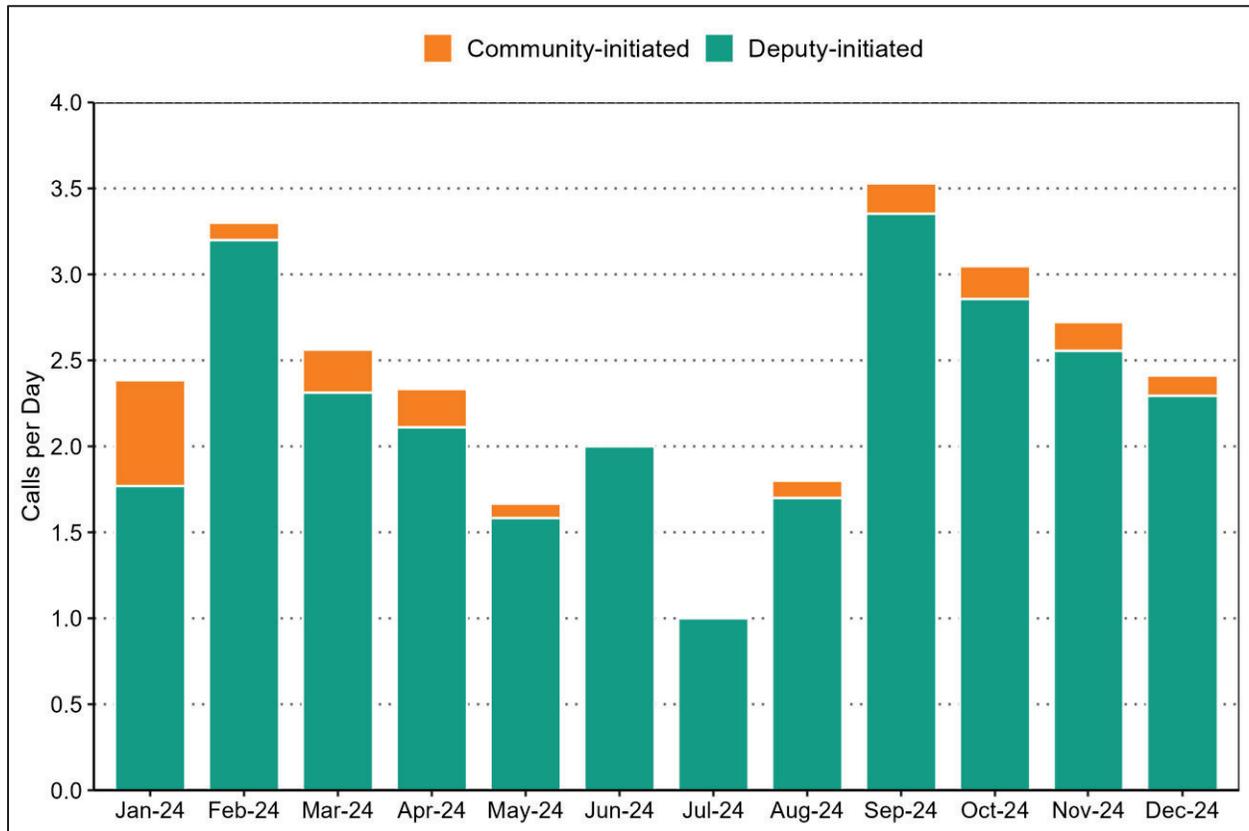


TABLE 9-28: Calls per Day by Initiator and Months, SRO Units

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	0.6	0.1	0.2	0.2	0.1	NA	NA	0.1	0.2	0.2	0.2	0.1
Police	1.8	3.2	2.3	2.1	1.6	2.0	1.0	1.7	3.4	2.9	2.6	2.3
Total	2.4	3.3	2.6	2.3	1.7	2.0	1.0	1.8	3.5	3.0	2.7	2.4
Days in Month	13	20	16	18	12	1	1	10	17	21	18	17

Observations:

- The number of calls per day was lowest in July.
- The number of calls per day was highest in September.
- The months with the most calls had 253 percent more calls than the months with the fewest calls.
- September had the most police-initiated calls, with 235 percent more than July, which had the fewest.
- January had the most other-initiated calls, with 638 percent more than May, which had the fewest.

TRAFFIC UNITS

Between January 1, 2024, and December 31, 2024, the dispatch center recorded 2,980 events that involved traffic units. After excluding zero time on scene events and directed patrol activities, 2,123 calls were included in the analysis.

Traffic units worked on 251 days during the study period, described as follows:

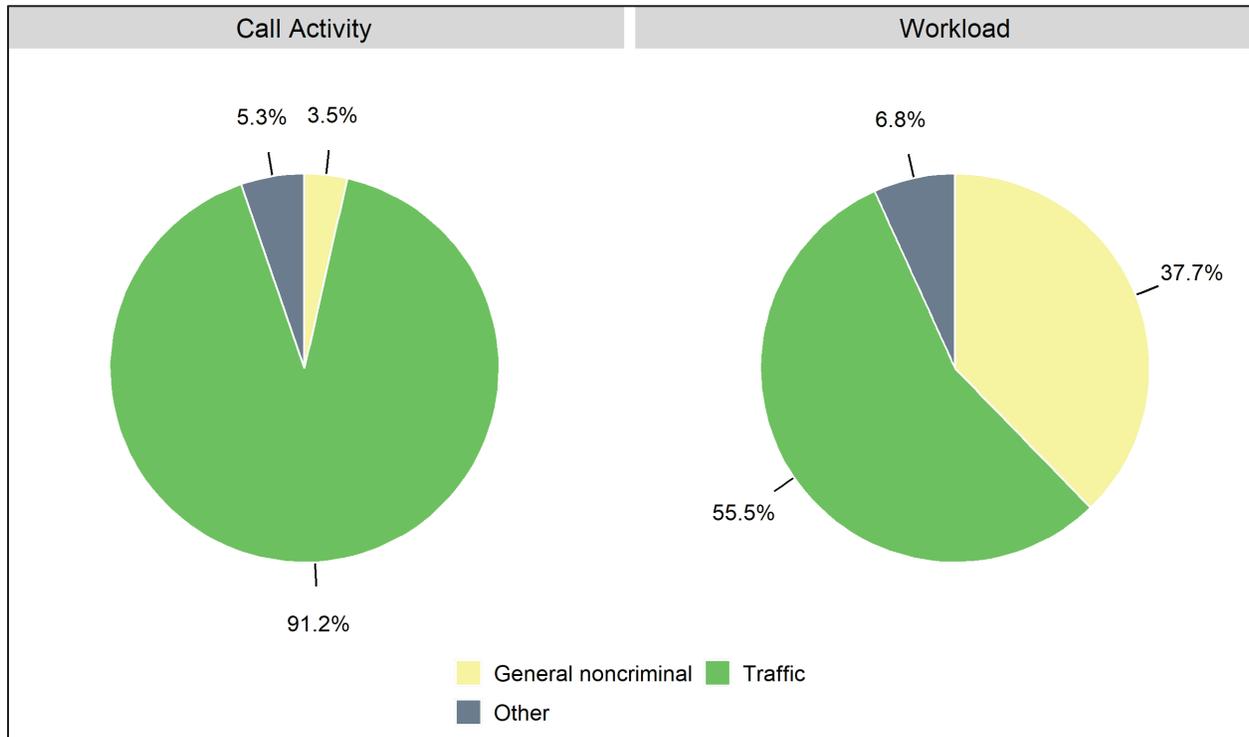
- There were 184 weekdays, 33 Saturdays, and 34 Sundays.
- Calls per day are measured by actual days worked in each month.

TABLE 9-29: Events, Calls, and Workload by Category, Traffic Units

Category	Events	Calls	Work Hours
Accident	217	214	156.8
Alarm	12	12	3.7
Animal	2	2	0.2
Assist citizen	14	13	2.8
Assist other agency	6	6	2.0
Check	14	11	6.0
Code violation	14	13	2.4
Crime against persons	9	9	12.4
Crime against property	7	7	3.1
Crime against society	2	2	0.3
Directed patrol	553	NA	NA
Disturbance	5	5	1.4
Investigation: Follow-up	14	13	9.7
Investigation: Juvenile	2	2	0.1
Investigation: Other	6	6	0.9
Mental health	16	14	4.6
Miscellaneous	54	53	265.0
Pedestrian stop	7	6	3.0
Suspicious incident	13	13	4.4
Traffic enforcement	182	173	51.4
Traffic stop	1,831	1,549	192.7
Total	2,980	2,123	722.6

Note: Events include all recorded calls involving a traffic unit. When calculating the number of calls with each call category, we removed 304 events with zero time on scene and 553 directed patrol activities.

FIGURE 9-36: Percentage Calls and Work Hours by Category, Traffic Units



Note: The "other" category includes alarm, assist, check, code violation, crime, disturbance, investigation, and suspicious incident. Each of these makes up less than one percent of the total calls.

Observations:

- There was an average of 11.9 events per day.
 - 10 percent of the events had zero time on scene.
 - 77 percent of all events were police-initiated.
 - 13 percent of all events were community-initiated.
- The traffic units averaged 8.5 calls and 2.9 hours of workload per day, based on the total number of calls and work hours divided by the number of days worked.
- 91 percent of calls and 55 percent of workload were traffic-related.
- 4 percent of calls and 38 percent of workload were general noncriminal calls.

FIGURE 9-37: Calls per Day by Initiator and Month, Traffic Units

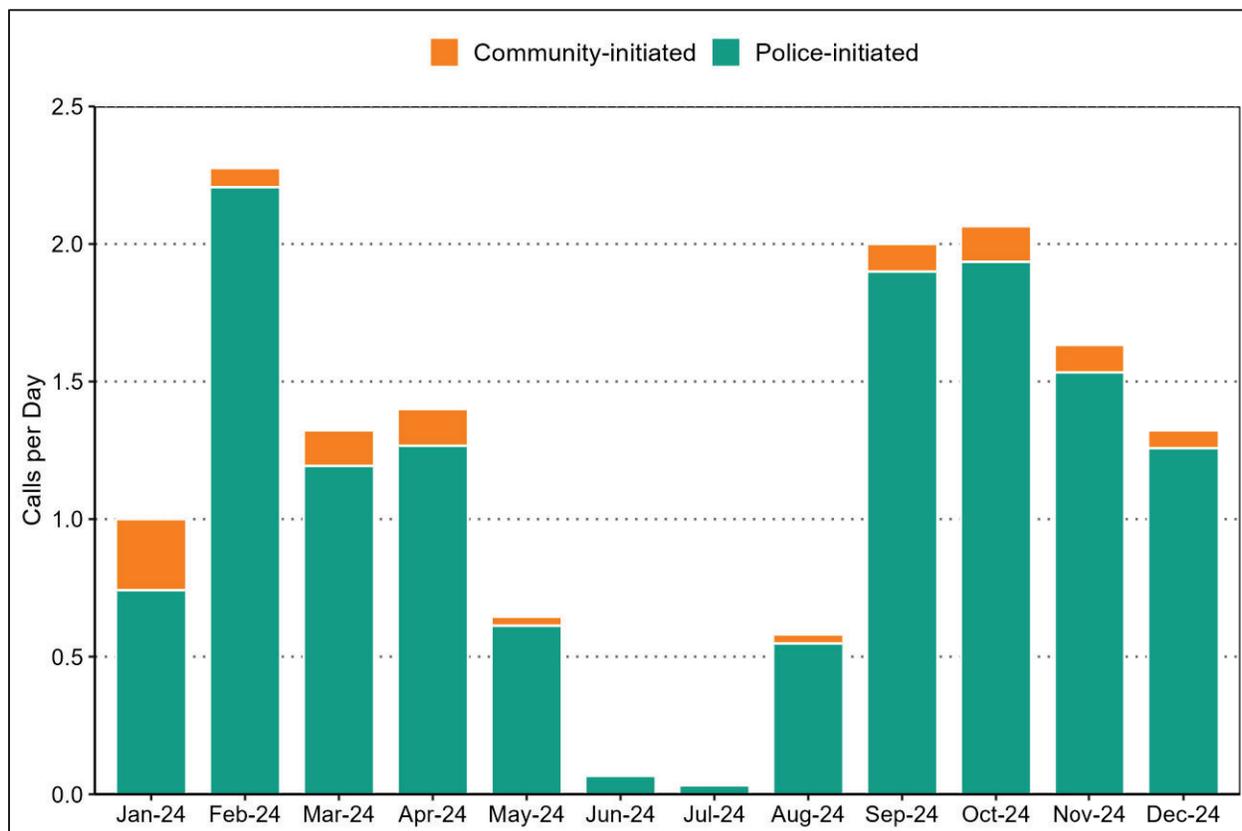


TABLE 9-30: Calls per Day by Initiator and Months, Traffic Units

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	1.8	1.4	0.9	1.4	1.5	1.4	1.1	1.5	2.1	1.4	1.9	1.6
Police	5.1	9.0	10.2	8.5	8.1	7.7	7.9	8.1	5.8	5.6	4.8	4.2
Total	6.9	10.3	11.1	9.9	9.6	9.1	9.0	9.6	7.9	6.9	6.6	5.8
Days in Month	28	24	20	19	17	14	18	29	18	14	24	24

Observations:

- The number of calls per day was lowest in December.
- The number of calls per day was highest in March.
- The months with the most calls had 90 percent more calls than the months with the fewest calls.
- March had the most police-initiated calls, with 141 percent more than December, which had the fewest.
- September had the most other-initiated calls, with 122 percent more than March, which had the fewest.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2024, to December 31, 2024, were classified into the following categories.

TABLE 9-31: Call Descriptions by Category

Call Description	Table Category	Figure Category		
ALMATM-ATM Alarm	Alarm	Alarm		
ALMAUD-Audible Alarm				
ALMCOM-Alarm Commercial Burg				
ALMDUR-Duress Alarm				
ALMHU-Hold Up Alarm				
ALMPANIC-Panic Alarm				
ALMRES- Alarm Residential Burg				
ALMSCHOOL-PD Assist Alarm				
ALMVEH-Vehicle Alarm				
ADV-Advised	Assist citizen			
CAST-Assist Citizen				
LOCKOUT-Lockout				
ASSIST-Assist Agency	Assist other agency	Assist		
EMS2-Assist EMS Code 2				
EMS3-Assist EMS Code 3				
FIRE2-Assist Fire Code 2				
FIRE3-Assist Fire Code 3				
OAST-Officer Assist				
PAST-Misd Prob Assist				
PNPCK-Prob and Parole Check				
TRANS-Transport				
WATRESCP-Water Rescue				
911-Welfare Check 911 Hang Up			Check	Check
99CK-Check for Wanted Subject				
BARCK-Bar Check				
CHKSUBJ - Check Subject				
CHKVEH - Check Vehicle				
CONSTCK-Construct Site Sec Chk				
FLOOD-Check For Flooding				
PROPCK-Property Check				
SCHOOL-School Security Check				
SECK-Security Check				
SLEEPER-Check For A Sleeper				
WS-Warrant Service				
AV-Abandoned Vehicle	Code violation	Code violation		
ENFORCE-Code Enforcement				
ILLBURN-Illegal Burning				

Call Description	Table Category	Figure Category
ILLCAMP-Illegal Camping		
ILLDIRT-Illegal Dirt Bike		
ILLDUMP-Illegal Dumping		
ILLHUNT-Illegal Hunters		
ILLPK-Illegal Parking		
ILLSOL-Illegal Solicitor		
LITTER-Littering		
PARKS-Park Violation		
ACCSHOOT-Accidental Shooting	Crime against persons	Crime
ADW-Assault With Deadly Weapon		
AR-Armed Robbery		
ARMSUBJ-Armed Subject		
ASSLTR-Assault Report		
BATTJ-Battery Just Occurred		
BATTP-Battery In Progress		
BATTR-Battery Report		
CHILDABU-Child Abuse		
CHILDABUR-Child Abuse Report		
CUSTINF-Custodial Interference		
DOMBATTR-Domestic Batt Rpt		
DOMESTIC-Domestic Dispute		
DOMTHREAT-Dom Viol Threat		
ENTICE-Child Entice Just Occ		
ENTICER-Child Entice Report		
EXPOSE-Indecent Exposure		
EXTORT-Extortion		
FAMFITE-Fam Fite Non Domestic		
FITE-Fight		
FITEINJ-Fite With Injury		
FITESIT-Fight Situation		
FITEWPN-Fight With Weapon		
HARR-Harassment Report		
ICAC-Internet Crimes Children		
KIDNAP-Kidnapping		
LEWDCON-Lewd Conduct		
MANGUN-Man With A Gun		
NCVIOLJ- No Con Order Viol J O		
NCVIOLP-No Con Order Viol Prog		
NCVIOLR-No Con Order Viol Rpt		
PO-Protection Order Service		
POVIOLJ-Prot Order Viol JO		
POVIOLP-Prot Order Viol Prog		

Call Description	Table Category	Figure Category		
POVIOLR-Prot Order Viol Rpt				
RAPER-Rape Report				
SEXASLT-Sexual Assault Report				
SHOOT-Shooting Victim				
STABBING-Stabbing				
STALKR-Stalking Report				
THREAT-Threat Report				
BURG-In Progress/Just Occurred			Crime against property	
BURGR-Burglary Report				
COPPER-Copper Activation				
FRAUD-In Progress/Just Occurre				
FRAUDR-Fraud Report				
GRAFFITI-Graffiti				
SHOPLIFTER-Shoplifter				
STOLVEH-Stolen Veh Grand Theft				
SUBJLV-Subj Ref To Leave				
SUBJPAY-Subj Ref To Pay				
THEFT-In Prog/Just Occurred				
THEFTID-Identity Theft				
THEFTR-Theft Report				
TRESPAS-Trespassing				
VAND-In Progress/Just Occurred				
VANDR-Vandalism Report				
VBURG-In Progress/Just Occurre				
VBURGR-Veh Burg Rpt				
4X4-Illegal Off Roothing	Crime against society			
ANIMALABU-Animal Abuse				
BOMBTHR-BombThreat				
EXPLOSION-Check For Explosion				
FW-Illegal Fireworks				
ILLSHOOT-Illegal Shooting				
NARC-Narcotics Violation				
VICE-Vice Or Prostitution				
BEAT-Beat Foot Patrol	Directed patrol	Directed patrol		
BIKEPAT-Bicycle Patrol				
CPOL-Community Policing				
DP-Directed Patrol				
SURV-Surveillance				
XPAT-Extra Patrol				
HOUSE-Nuisance Problem House	Disturbance	Disturbance		
LDPARTY-Loud Party				
NOISE-Noise Complaint				

Call Description	Table Category	Figure Category
PROBDK-Problem With DK Subj		
PROBSUB-Problem With Subject		
ANIMAL-Loose Dead Injured	Animal	General noncriminal
DOGPROB-Aggressive Dog		
CIVILSIT-Civil Situation	Civil matters	
ATTSUI2-Att Suicide Priority 2	Mental health	
ATTSUI3-Att Suicide Priority 3		
CITFU - CIT Follow Up		
CRISIS-Crisis		
DISORCK-Check for Disoriented		
DISORFND-Found Disor Subj		
MENTALH-Mental Hold		
SUICSUBJ-Suicidal Subject		
WELFCK-Welfare Check	Miscellaneous	
DELMMSG-Deliver Emerg Msg		
HAZSIT-Hazardous Situation		
HELP-Officer Needs Help		
LINES-Lines Down		
LOCKDOWN - School Lock Down		
LOCKDRILL - School Lock Drill		
NEIGH-Neighbor Problems		
OFFAPP-Officer Appreciation		
OFFCOMP-Officer Complaint		
OVERDUE-Motorist Or Subject		
PHOTO-Photo Request		
RESPOND-Resp As Text Advises		
SA-Special Assignment		
VIN-VIN Inspection		
BIKE-Bicyclist Stop		Pedestrian stop
CS-Citizen Stop		
SOF-Subject On Foot		
FU-Follow Up	Investigation - follow up	Investigation
SUPINFO-Supplemental Info		
JUVBEY-Juv Beyond Control	Investigation - juvenile	
JUVPROB-Juvenile Problem		
JUVPTY-Juvenile Party		
RETRW-Returned Runaway		
RW-Runaway Report		
RWCK-Check For A Runaway		
TOBVIOL-Tobacco violation		
YRA-Youth Rehab Act		
CDEBLUE - CodeBlue Law	Investigation - other	

Call Description	Table Category	Figure Category		
DOA-Unattended Death				
FISH-Fish And Game Viol				
FNDCHILD-Found Child				
HANGING-Hanging				
K9-Request For A K9 Unit				
LFP- Found Property				
MISCHILD-Missing Child				
MISPER-Missing Person				
MISVA-Miss Vulnerable Adult				
RECOVPR-Recovered Property				
RECOVVEH-Recovered Vehicle				
FP-Subject Pursuit			Suspicious incident	Suspicious incident
PROWLER-Prowler				
PROWRES-Prowler in Residence				
PROWVEH-Vehicle Prowler				
SHOTFIR-Shots Fired				
SHOTHRD-Check For Shots Heard				
SS-Suspicious Subject				
SUBJDOR-Subj At The Door				
SUSPCIR-Susp Circumstances				
SUSPPKG-Susp Package				
SV-Susp Vehicle				
UNKNOWN-Unknown Problem	Accident			
50DK-Crash DK Driver Involved				
50PD-Crash Non Injury				
50PDL-Crash Lane Blockage				
50PI-Injury Crash				
50PP-Crash Private Property				
57FOL-Hit and Run Follow				
57J-Hit And Run Just Occurred				
57PI-Hit And Run Injury				
57R-Hit And Run Report				
46-Stalled Vehicle			Traffic enforcement	Traffic
55ATL-DK Driver Not Followed				
55CK-DK Driver Area Check				
55FOL-DK Driver Being Followed				
DKTRAF-DK Subject in Traffic				
DRAG-Drag Racers				
RAGE-Road Rage				
RECKATL-ATL Reckless Driver				
RECKCK-Chk For Reck Driver				
SIGMALF-Signal Malfunction				

Call Description	Table Category	Figure Category
SLIDE-Slide Off		
SPEEDVH-Speeding Vehicle		
TP-Traffic Pursuit		
TRAFCOM-Traffic Complaint		
TRAFCON-Traffic Control		
TRAFHAZ-Traffic Hazard		
VEHBLK-Vehicle Blocking Drive		
WRONG-Wrong Way Driver		
TS-Traffic Stop	Traffic stop	

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Ada County Sheriff's Office. The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2014 through 2023, along with clearance rates for 2022 and 2023. *Crime rates are expressed as incidents per 100,000 population.*

TABLE 9-32: Reported Crime Rates in 2022 and 2023, by City

Municipality	State	2022				2023			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Caldwell	ID	66,940	444	1,307	1,751	68,731	400	752	1,152
Coeur D'Alene	ID	57,061	308	1,016	1,325	57,653	298	1,041	1,339
Idaho Falls	ID	68,162	348	1,372	1,719	68,662	312	1,405	1,717
Lewiston	ID	34,711	181	2,639	2,820	35,230	125	1,280	1,405
Meridian	ID	132,522	140	631	771	135,239	165	495	660
Moscow	ID	26,240	91	1,288	1,380	26,625	15	1,465	1,480
Nampa	ID	111,501	352	1,267	1,619	116,116	365	853	1,219
Pocatello	ID	57,914	411	1,349	1,760	58,390	360	1,394	1,754
Post Falls	ID	46,306	194	1,047	1,242	46,927	136	908	1,044
Rexburg	ID	35,711	95	423	518	40,992	54	285	339
Twin Falls	ID	54,648	445	1,451	1,896	55,447	393	1,540	1,933
Ada County SO	ID	137,877	220	404	624	138,487	186	348	534
Idaho		1,939,033	241	927	1,168	1,964,726	234	809	1,044
National		333,287,557	377	1,974	2,351	334,914,895	364	1,917	2,281

FIGURE 9-38: Reported Ada County SO Violent and Property Crime Rates, by Year

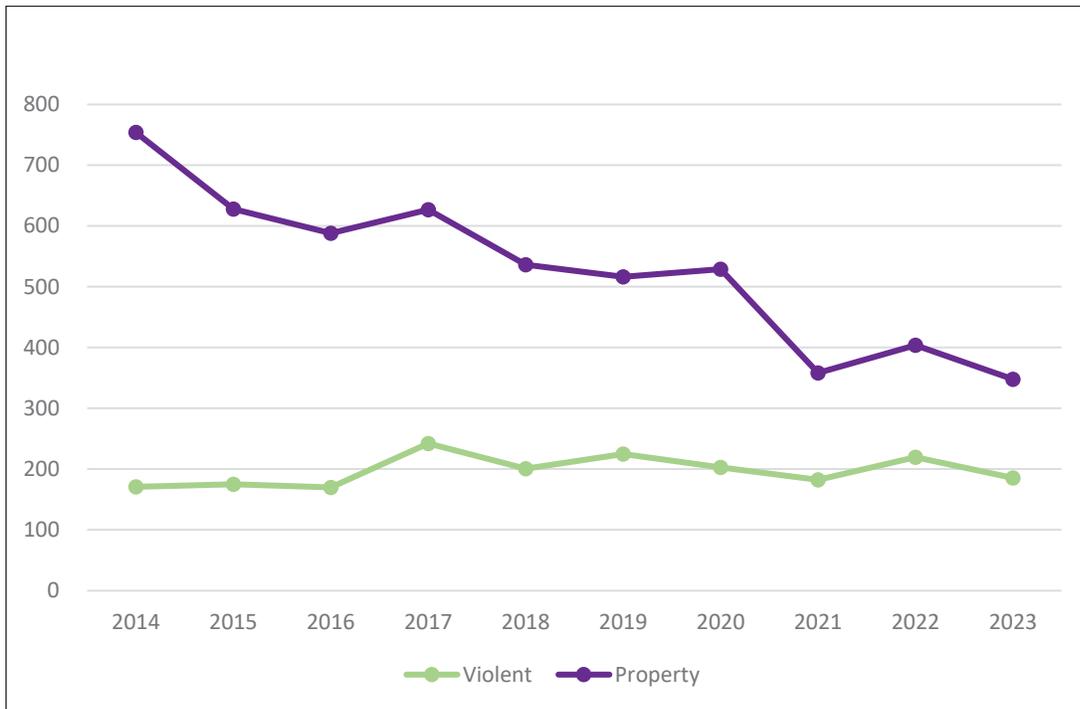


FIGURE 9-39: Reported Ada County SO and State Crime Rates, by Year

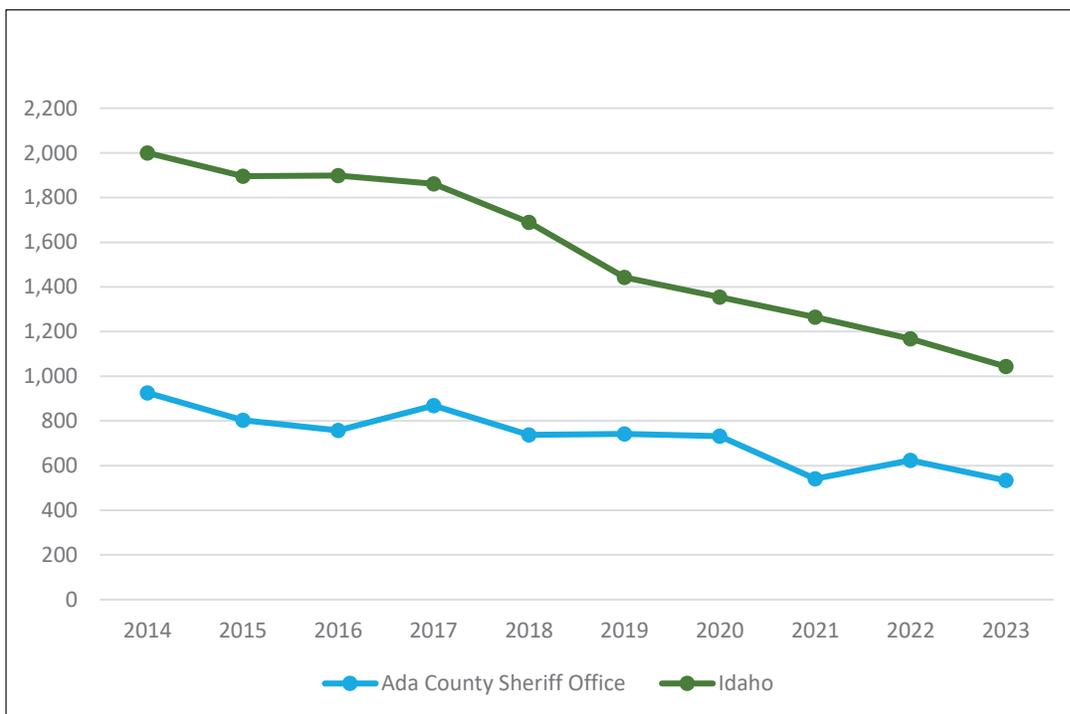


TABLE 9-33: Reported Ada County SO, Idaho, and National Crime Rates, by Year

Year	Ada County SO			Idaho			National					
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2014	112,129	171	754	926	1,691,496	202	1,798	2,000	318,857,056	364	2,589	2,953
2015	114,391	175	628	803	1,712,771	209	1,686	1,895	321,418,820	372	2,481	2,854
2016	119,096	170	588	757	1,741,411	221	1,679	1,899	323,127,513	387	2,459	2,846
2017	120,131	242	627	869	1,716,943	226	1,635	1,862	325,719,178	377	2,361	2,738
2018	125,623	201	537	737	1,754,208	227	1,461	1,689	327,167,434	371	2,245	2,616
2019	128,136	225	517	741	1,787,065	224	1,220	1,443	328,239,355	364	2,132	2,497
2020	133,676	203	529	732	1,826,913	243	1,112	1,354	329,484,123	386	1,967	2,353
2021	147,581	182	358	541	1,798,888	254	1,010	1,264	331,894,354	361	1,793	2,154
2022	137,877	220	404	624	1,939,033	241	927	1,168	333,287,557	377	1,974	2,351
2023	138,487	186	348	534	1,964,726	234	809	1,044	334,914,895	364	1,917	2,281

TABLE 9-34: Reported Ada County SO, Idaho, and National Crime Clearance Rates, 2022

Crime	Ada County SO			Idaho			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	1	0	0%	57	37	65%	23,444	12,234	52%
Rape	76	58	76%	1,018	373	37%	215,596	55,724	26%
Robbery	11	7	64%	161	77	48%	219,922	51,407	23%
Aggravated Assault	215	182	85%	3,588	2,367	66%	875,041	364,263	42%
Burglary	105	17	16%	3,200	656	21%	868,775	114,010	13%
Larceny	415	135	33%	13,317	2,893	22%	4,472,197	558,137	12%
Vehicle Theft	37	12	32%	1,791	337	19%	916,999	86,019	9%

TABLE 9-35: Reported Ada County SO, Idaho, and National Crime Clearance Rates, 2023

Crime	Ada County SO			Idaho			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	2	2	100%	50	41	82%	20,703	11,822	57%
Rape*	57	76	100%	843	473	56%	198,687	53,118	27%
Robbery	6	1	17%	186	99	53%	214,935	59,473	28%
Aggravated Assault	192	159	83%	3,499	2,537	73%	845,782	390,525	46%
Burglary	96	24	25%	2,750	692	25%	796,483	114,725	14%
Larceny	344	103	30%	11,586	3,110	27%	4,254,880	639,552	15%
Vehicle Theft	42	17	40%	1,494	373	25%	1,031,839	85,045	8%

Note: *There were more reported clearances for rape incidents than calls in 2023.

APPENDIX C: CALLS EXCLUDED FROM THE STUDY

According to records obtained from the CAD system, the Eagle Police Department was associated with 28,618 calls from January 1, 2024, through December 31, 2024. 19,491 events were recorded with at least one patrol unit (Table 9-1). In other words, 9,127 calls were excluded from our analysis.

- 27 calls were described as "TEST-Test Call."
- 2,345 calls had no unit assigned.
- 843 calls were recorded with non-EPD unit IDs.
- 5,909 calls were assigned to the department's non-patrol units.
- 3 calls had recorded patrol units but lacked adequate unit statuses or timestamps.

TABLE 9-36: Excluded Call Summary

Exclusion Reason	Count	Percentage
Removed by description	27	0%
No dispatched units	2,345	26%
Only non-EPD units were recorded	843	9%
Only nonpatrol units recorded	5,909	65%
Inaccurate unit time stamps	3	0%
Total	9,127	100%

The following table shows the descriptions of calls without units.

TABLE 9-37: Calls Without Units, By Description

Call Type Description	Count	Cumulative Percentage
NA	1,310	56%
911-Welfare Check 911 Hang Up	416	74%
TOW-Private Property Tow	52	76%
ADV-Advised	36	77%
CAST-Assist Citizen	31	79%
50PD-Crash Non Injury	29	80%
WELFCK-Welfare Check	28	81%
REPO-Repo	27	82%
ALMRES- Alarm Residential Burg	26	83%
ANIMAL-Loose Dead Injured	25	84%
Other*	365	100%
Total	2,345	100%

Note: *These 365 calls include an additional 102 different call descriptions. Within this group, the most frequent type accounts for less than 1 percent of the total 2,345 calls.

TABLE 9-38: Calls Without Units, By Cancel Reason

Call Cancel Reason	Count	Cumulative Percentage
CANP - Cancel/Clear	1,063	45%
TESTP - Test Call Only	609	71%
ADVP - Advised Call	542	94%
NA	131	100%
Total	2,345	100%

843 calls were recorded without EPD units. The following table summarizes the most frequent call descriptions.

TABLE 9-39: Calls with Only Non-EPD Units, By Description

Call Type Description	Count	Cumulative Percentage
CIVIL-Civil Duties	151	18%
RECKATL-ATL Reckless Driver	139	34%
55ATL-DK Driver Not Followed	55	41%
FU-Follow Up	46	46%
CAST-Assist Citizen	45	52%
TS-Traffic Stop	45	57%
PNPCK-Probation and Parole Check	37	61%
CITFU-CIT Follow Up	21	64%
ANIMAL-Loose Dead Injured	20	66%
SA-Special Assignment	16	68%
SIGMALF-Signal Malfunction	16	70%
CRISIS-Crisis	14	72%
TRAFHAZ-Traffic Hazard	14	73%
ENFORCE-Code Enforcement	13	75%
SURV-Surveillance	13	77%
WELFCK-Welfare Check	12	78%
HAZSIT-Hazardous Situation	9	79%
SV-Susp Vehicle	9	80%
ANIMALABU-Animal Abuse	8	81%
TRAFCOM-Traffic Complaint	8	82%
Other*	152	100%
Total	843	100%

Note: *These 152 calls include an additional 61 different call descriptions. Within this group, the most frequent type accounts for less than 1 percent of the total 843 calls.

The 843 calls with a responding non-EPD unit included 901 responding units (responses). The following table summarizes the responding units grouped by unit department. The column "unit count" indicates the number of distinct units of each type included in this count.

TABLE 9-40: Calls with Only Non-EPD Units, By Unit Department

Unit Department	Responses	Unit Count	Percentage
ACSO	798	92	89%
Non-ACSO	103	78	11%
Total	901	170	100%

5,909 calls were handled by nonpatrol units only. Table 9-41 summarizes the most frequent call descriptions. Table 9-42 focuses on the types of nonpatrol units that responded to these calls.

TABLE 9-41: Calls with Only Nonpatrol Units, By Description

Call Type Description	Count	Cumulative Percentage
TS-Traffic Stop	1,798	30%
SECK-Security Check	937	46%
DP-Directed Patrol	559	56%
CONSTCK-Construct Site Sec Chk	530	65%
ILLPK-Illegal Parking	228	69%
FU-Follow Up	227	72%
ENFORCE-Code Enforcement	181	75%
SCHOOL-School Security Check	175	78%
CAST-Assist Citizen	120	80%
AV-Abandoned Vehicle	118	82%
JUVPROB-Juvenile Problem	82	84%
SA-Special Assignment	81	85%
FRAUDR-Fraud Report	73	86%
46-Stalled Vehicle	66	88%
Other*	734	100%
Total	5,909	100%

Note: *These 734 calls include an additional 106 different call descriptions. Within this group, the most frequent type accounts for less than 1 percent of the total 5,909 calls.

The 5,909 calls with a responding nonpatrol unit included 6,068 responding units (responses). The following table summarizes the responding units grouped by unit type. The column “unit count” indicates the number of distinct units of each type included in this count.

TABLE 9-42: Calls with Only Nonpatrol Units, By Unit Type

Unit Type	Responses	Unit Count	Cumulative Percentage
Traffic	2,607	2	43%
Code Enforcement	2,444	2	83%
SRO	416	3	90%
Detective	302	6	95%
Admin Sergeant	274	1	100%
EAGSUB	22	1	100%
Captain	3	1	100%
Total	6,068	16	100%

END



CITY OF HAYDEN, LAW ENFORCEMENT STRATEGIC PLANNING PROPOSAL

JANUARY 21, 2026

HAYDEN, IDAHO

MATRIX
CONSULTING GROUP



Abbi Sanchez, City Clerk
City of Hayden
8930 N. Government Way
Hayden, Idaho 83835

Matrix Consulting Group is pleased to submit our proposal to conduct an evaluation of law enforcement services in Hayden and evaluate the feasibility of a standalone police department in the City of Hayden. In this proposal, we will describe how our firm, the proposed project team, and our approach to the study.

ABOUT MATRIX

We founded Matrix Consulting Group two decades ago to provide comprehensive consulting services to local governments, blending subject matter expertise, technical capabilities, and real-world experience to help our clients achieve their goals and enact change.

Since our founding, we have grown to 32 full-time employees and 7 part-time consultants. We are national in scope, having conducted over 2,000 studies in 46 states (plus 3 Canadian provinces). While we are domestically incorporated in California, we are licensed to conduct business in Idaho.

OUR EXPERIENCE

We offer a wide range of services to law enforcement agencies throughout the United States and Canada. We have completed over 400 police studies in Idaho and across the country. Selected police staffing, management, and operations studies conducted in the past five years include:

Austin, TX	Kyle, TX	Raleigh, NC (2x)
Boise, ID	Los Angeles, CA	Reno, NV
Columbus, OH	Madison, WI	Salt Lake City, UT
DeKalb County, GA	Miami Beach, FL (3x)	San Francisco, CA
Fort Worth, TX	Orange County, FL	San Jose, CA
Fountain Hills, AZ	Osceola County, FL	St. Louis, MO
Highland Beach, FL	Phoenix, AZ	Syracuse, NY
Jacksonville, FL	Piedmont, CA	Tacoma, WA (3x)
Kansas City, MO	Prince George's County, MD	Wichita, KS

Our previous work includes many studies evaluating the feasibility of creating new policing agencies or evaluating the effectiveness of contracting entities with sheriff's offices, including studies for:

Citrus Heights, CA
College Park, MD
Cooper City, FL
Fountain Hills, AZ
Kenmore, WA

Laguna Hills, CA
Lancaster, CA
La Quinta, CA
Lynwood, CA
Orange County, CA

Palmdale, CA
Patterson, CA
Rancho Cordova, CA
Riverside County, CA
San Clemente, CA

OUR TEAM

Our team brings together former law enforcement leaders and career policing analysts, working together on each project as a collaborative group. This hybrid approach results in a team that maximizes both our experience and capabilities, working collaboratively on all of our projects.



RICHARD BRADY
Chairman of the Board

With 45 years of police analytical experience, he has worked with more than 350 police agencies around the country and in Canada. He will serve as the project manager.



JOHN SCRUGGS
Senior Manager

Senior Manager with over 26 years of law enforcement experience and has worked on over 100 police studies with Matrix in lead analyst and project manager roles.



IAN BRADY
Senior Vice President

Leads our law enforcement consulting practice, having completed over 180 studies in his 14 years with the firm. Principal developer of deployment and statistical models, as well as GIS analysis.



PHILIP BERRY
Manager

Experienced analyst and data analytics specialist for law enforcement and criminal justice agencies, having completed over 35 police studies with Matrix.



TIM DONOHOE
Senior Consultant

Over 26 years of experience in local and international law enforcement, having previously served as a Commander in the Reno Police Department.

We are partnering with the DLR Group to assist with public outreach, cost estimation, and the evaluation of initial square footage and space-planning needs.

Matrix Consulting Group possesses the experience, team, and approach necessary for a successful project, as evidenced by the high rate of successful implementation from our studies. Our strengths are underscored by the following points:



Fact-based approach, emphasizing input for successful implementation.



A senior team that has worked together on over 400+ studies for law enforcement agencies.



Unparalleled analytics and statistical modeling capabilities.



Extensive communication and review at each step of the project.

We appreciate the opportunity to submit this proposal on this important project for the City of Hayden. If you have any questions, please do not hesitate to contact me either at the letterhead address, by the phone number listed at the bottom of the page, or by email at rbrady@matrixcg.net. As Chairman of the Board of Directors, I am authorized to sign this proposal and make representations on the firm's behalf.

A handwritten signature in blue ink, appearing to read 'R. Brady'.

RICHARD P. BRADY

Chairman of the Board
Matrix Consulting Group, Ltd.

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STATEMENT OF UNDERSTANDING/APPROACH

STATEMENT OF UNDERSTANDING

The City of Hayden has contracted for law enforcement services with the Kootenai County Sheriff's Office (KCSO) for several decades under an incrementally evolving cost methodology. In 2022, the approval of a levy to expand dedicated staffing resources significantly increased the City's expenditures in providing law enforcement services. These challenges have been compounded by additional cost increases, such as vehicle costs and overall labor costs.

In response to FY26 budget processes, the County replaced the historical cost model with a new cost-for-service model that nearly doubles the City's expenditures on police services. Given the substantial realignment of costs, the City is seeking an independent and objective analysis to examine the feasibility of conducting a municipal police department.

At this critical juncture for the City, this study will provide a comprehensive evaluation of the City's options for law enforcement services, and their associated costs – both now and projected into the future.

PROJECT APPROACH

The following outlines our proposed task plan to conduct the project.

TASK 1: PROJECT INITIATION AND INITIAL INTERVIEWS

The project team will begin the study by developing an initial understanding of contract services, the history of these services, and by better understanding the context and factors leading to this study. The team will meet with internal and external stakeholders using a combination of interviews that are designed to help us learn about the City of Hayden and contract service provision, the City's goals, the unique factors of the service environment, and to obtain views on issues relevant to the project. This process includes the following interviews:

- Conduct a kickoff meeting with the project review committee, including a review of project objectives, approach, interim deliverables, and schedule.
- Interviews with the City Administrator, Public Safety Commission, and other municipal officials, management team, and elected officials as desired.
- Extensive research and interviews directed toward understanding the City of Hayden's (and Kootenai County's) specific codes, regulations, and protocols.
- Developing our understanding of the geography of Hayden and future growth implications, including:
 - Anticipated major transportation improvements (e.g., the Huetter Road upgrade).

- Role of transportation networks in service delivery and challenges, such as Highway 95.
- Anticipated growth and development, including impacts to population and service needs.
- City-owned boat launch and impact on law enforcement service demand and need for specialized services.
- Meet with the KCSO to develop contacts for interviews, data collection, and to develop an initial understanding of contract services and their history.
- Conduct one-on-one interviews with KCSO personnel regarding contract service provision to the City.
- Meet with KCSO budget and finance staff, as well as their counterparts in the City, to better understand the contract charging methodology.
- Meet with representatives of the community of Hayden to understand their stake in police services in the City and issues associated with it. As part of this, we will reach out to the various security services to initiate our understanding of their roles and services.
- Other interviews with key stakeholders, as identified throughout this process.

The project team will also begin collecting various documents, including departmental goals, vision and objectives statements, as well as other organizational materials and budgetary documents. In preparation for the kickoff meeting, the project team will develop a comprehensive list of data needed to conduct the study, as well as a week-by-week schedule for project completion.

TASK RESULT

Based on the results of these interviews and initial data collection, we will prepare an issues list that will provide the basis for subsequent analytical steps. The project team will also finalize the project work plan and project deliverable schedule.

TASK 2: PROFILE AND CURRENT STATE ASSESSMENT

Having developed an initial understanding of KCSO service delivery to the City, contract charging methodology, and issues surrounding the study, the project team will summarize and evaluate the factual basis gathered from this process. Review of this document by KCSO and the City will solidify this understanding and ensure that the factual basis of assumptions developed later in the study are correct.

Initial issues that have been identified as part of the initial fact-finding effort will be examined further in this task with the data collected, and the project team will comprehensively review the services provided by the KCSO. This includes analysis and findings regarding every aspect of contract police services:

- Documentation and analysis of the services provided by the KCSO, including:
 - Patrol coverage, response times, proactivity, and staffing capacity.
 - Investigative capacity and responsiveness.

- Community support and engagement.
- Gaps in service provision and staffing that must be met, including for administrative and support functions.
- The assessment of contract service delivery will be based on comparisons to service commitments, best practices in law enforcement, and the project team’s experience with other contract service clients.
- Analysis of KCSO costing and cost allocation methodologies, including:
 - Practices for attributing costs.
 - Methodology for charging overhead and administrative costs.
 - Analysis of whether costs for countywide services are included.
 - Review of overtime usage and credits for vacancies.
 - Cost allocation for regionalized services, such as specialized units.
 - Allocation of capital costs and debt service.

Findings developed from this analysis will inform comparisons developed in the final report between the service levels and cost-effectiveness of existing KCSO contract services versus those of a municipal policing agency.

The draft document will be reviewed with the project team, with corrections and revisions being made thereafter. This meeting will also provide an opportunity to discuss initial observations and findings, coordinate any remaining data collection needs, and discuss the next steps of the project.

TASK RESULT

The project team will develop a descriptive profile and review of current contract costs and services provided by KCSO. The interim deliverable and its findings will be reviewed with the project steering committee.

TASK 3: COMMUNITY OUTREACH APPROACH

Note: This task includes the requested information contained in the outlined “Outreach Approach” section.

Feedback and input from the community are essential to developing how a new agency would be organized, staffed, and provide services to the community. We propose two methods for engaging the community:

- In-person **town hall meetings** to directly meet with the community on key issues with KCSO services and explore potential alternatives.

- A **public survey** that will give community members the opportunity to provide their perspective and input on all issues relevant to the study.

The project team will conduct three City hall-style meetings to directly engage stakeholders on a wide range of topics, including:

SERVICE LEVELS

How responsive is KCSO to community needs? Are response times to calls for service adequate?

ENGAGEMENT AND COMMUNICATION

Does the community feel that KCSO engages and communicates effectively? What could be improved in an alternative service delivery system?

COMMUNITY PRIORITIES

Are the issues KCSO focuses on aligned with the community's priorities? What public safety priorities would the community want an alternative service delivery approach to focus on?

To maximize input, we could conduct one community meeting on a weekday evening and another on a Saturday morning, with the third on either depending on the City's preference.

The input gained from these meetings will be summarized in an interim deliverable, which identifies opportunities to incorporate the community's priorities into the assumptions for the new service delivery analysis.

TASK RESULT

The project team will conduct three community meetings to directly engage on issues with current service delivery, as well as priorities and philosophies for the development of a municipal police department or other alternative.



TASK 4: MUNICIPAL POLICE FRAMEWORK AND GAP ANALYSIS

As an initial step in evaluating the feasibility of establishing a municipal police department or other alternative approach, assumptions must be developed to create the framework for agency operations. Principally, this focuses on several key areas: organization, service level targets, and transition timelines.

This task will also identify gaps in current service delivery from these assumptions for optimizing service in any alternative.

In coordination with the City of Hayden to identify priorities, the project team will develop a framework document that outlines key aspects of alternative service delivery, including:

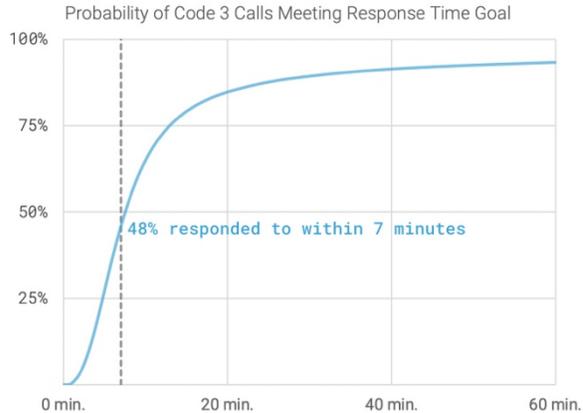
- Core police workloads and service level targets, including:
 - Analysis of calls for service for the past three years.
 - Response time targets and current KCSO performance.
 - Coverage needs across a full 24-7 spectrum.
- Scope of crime prevention education and other community programming.
- Level of investigative services, including assumptions about the role of patrol in case follow-up activities.
- Provision and organization of support and administrative functions.
- Regional support and interagency services.
- Initial implementation timelines, to be refined later in the study.
- Organizational structure of a municipal police department.
- Usage of existing facilities versus construction of new facilities.
- Field deployment levels and practices, as well as target levels for proactive time (staffing capacity) and response time performance.

The following page provides examples of our approaches to analyzing workload, staffing, and deployment needs:

Uncommitted time by hour and weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
2am-6am	43%	56%	61%	61%	60%	57%	47%
6am-10am	44%	34%	34%	33%	34%	34%	40%
10am-2pm	22%	17%	20%	20%	20%	19%	21%
2pm-6pm	32%	27%	29%	29%	28%	27%	31%
6pm-10pm	24%	23%	22%	22%	24%	22%	22%
10pm-2am	21%	34%	36%	37%	34%	30%	20%
Overall	31%	32%	34%	34%	33%	32%	30%

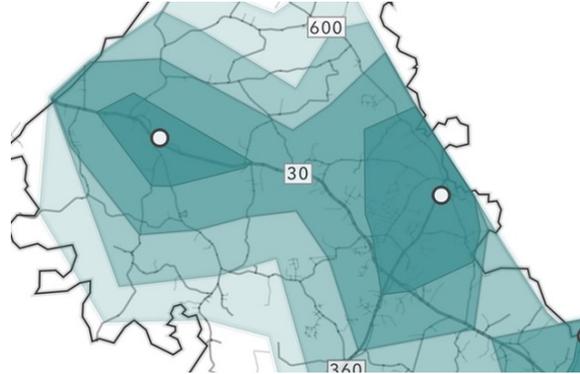
Response time performance overall



Deployment analytics, including special events



Geographic response time coverage



The assumptions document, after review by the project steering committee, will form the foundation of the feasibility analysis.

TASK RESULT

The project team will develop a framework document that outlines the operating assumptions, service level targets, opportunities for regionally shared services in alternative police service delivery systems.

TASK 5: FEASIBILITY AND COST PROJECTIONS

The analytical core of this study is the feasibility and cost analysis, which examines how alternative police services would be staffed and structured, as well as how much they would cost. Using the foundational assumptions and framework developed as part of the previous task, the feasibility and cost analysis includes the following major elements:

STAFFING NEEDS

Using workload data and priorities for proactive policing functions, as well as the input of Hayden stakeholders and community feedback, the project team will assess staffing needs for every function and position within alternative municipal service delivery approaches.

- For example, needs will be analyzed separately for patrol services, investigations, specialized and proactive units, each functional area of administrative services, etc.
- Furthermore, officer safety considerations and work-life balance implications of scheduling alternatives are also critical components to consider.

ORGANIZATIONAL STRUCTURE

Organizational structure and chart of a municipal police department or other alternative, detailing reporting structures and staffing levels in each position and work unit.

ONGOING OPERATIONAL COSTS

Comprehensive evaluation of anticipated expenditures for budgeting purposes, including, for example:

- Personnel expenditures will be developed using the firm’s interactive compensation package modeling tools.
 - The calculations will pull data from comparative cities in the same hiring market to project realistic costs, built up from every compensation category, such as retirement costs and liabilities, incentive pay, step increases, medical, etc.
- Liability insurance.
- Academy contracting and other training needs, as determined by the analysis of framework assumptions.
- Vehicle and equipment replacement plans to account for full lifecycle costs.

START-UP COSTS

All one-time costs involved in the creation of a new municipal police department, including:

- Capital projects, including any facilities needed and detailed estimates for construction.
- Initial purchase of all equipment for personnel, including vehicles, radios, and firearms.
- Information technology needs.
- Furniture and other department equipment and infrastructure.
- One-time bonuses added to compensation packages to quickly hire agency personnel and attract lateral candidates.
- Debt service costs and amortization.

TASK RESULT

The project team will conduct a comprehensive feasibility analysis of establishing a new approach to municipal policing. This task will detail the staffing, organization, operating costs, and startup costs, considering the potential for regionalized services, integration with other City strategies, and anticipated growth impacts.

TASK 6: TRANSITION PLANNING

Based upon the feasibility analysis, which provides a foundation and design for how a new police department or other alternative delivery approach would be staffed, organized, and operated, the project team will create a detailed implementation plan to ensure that it can be accomplished. This includes:

- Timelines for each step of new agency formation, such as:
 - Capital projects
 - Recruitment and hiring processes, including marketing and phasing
 - Policy development
 - Estimated costs for technology services, including estimates for third-party vendor contracts (CAD, RMS, etc.)
- Options for the transition of services to ensure continuity, including for special events and other instances where higher staffing levels must be deployed.
- A model outlining 5-, 10-, and 20-year financial cost projections.

Each step of the transition plan will be detailed with a timeline, the person(s) responsible for implementation, and any barriers that may be foreseen that must be addressed to remain on track.

TASK RESULT

The project team will create a detailed transition plan that outlines timelines and action items building to the initial operation of a police service alternative, including steps to ensure continuity of services throughout the contract transition period.

TASK 7: FINAL REPORT AND PRESENTATION

The study culminates with the development of the final report, which will incorporate each element of the study process to this point, and include:

- **Executive summary**, summarizing the process of the study and its major findings.
- **Profile of and assessment of KCSO contract services**, including independent analysis of contract costs and charges.
- **Outreach to the community**, including a public survey and community meetings to gather input on current KCSO services and potential alternatives.
- **Framework assumptions and gap assessment** for the governance, structure, and other foundational factors involved in the creation of a new municipal police department.

- **Feasibility analysis and cost projections** detailed how a municipal police agency or other alternative would be organized and staffed (current and optimal), its service level targets, and comprehensive cost modeling of personnel compensation, other operating costs, and initial startup costs.
 - The report will also identify priorities in governance, policy development, and other practices to ensure that the department is built around the pillars of community-centric policing philosophy that best serve Hayden.
 - To further our analysis of startup costs, we will work with DLR to analyze square footage needs and potential cost implications.
- **A transition plan** to implement the new agency formation process and ensure continuity of services.

Following revisions to the draft final report, the project team will make presentations to the stakeholders and the Hayden City Council.

TASK RESULT

The project team will develop the draft final report on the study, building upon each deliverable completed in the study to create a cohesive framework for review of the existing contract and the feasibility of forming a municipal police department.



TIMELINE

The table below provides a depiction of the sequencing of tasks and timeline for this project. We propose a six-month timeline to conduct the study, as outlined below:

	1	2	3	4	5	6
Initiation and Interviews						
Profile and Current State						
Community Outreach						
Municipal Framework						
Feasibility and Projections						
Transition Planning						
Final Report						

REFERENCES / PROJECT EXAMPLES

We have combined the references and project examples portion of the requested material in the RFP to demonstrate that our references are for projects similar in nature to the services being requested.

FOUNTAIN HILLS, AZ



Law Enforcement Feasibility and Financial Analysis (2022)

David Trimble
Administrative Services
Director
480-816-5125
dtrimble@fountainhillsaz.gov

Matrix was selected to review Fountain Hill's contract with the Maricopa County Sheriff's Office and examine the feasibility of forming a municipal police department, including its costs, staffing needs, and organization. The analysis demonstrated that the MCSO contract provided more staffing capacity than was needed in patrol and investigations, with recommended reductions able to save \$219,000 annually.

The analysis comprehensively examined all costs of creating and operating a new municipal police department, using Matrix's proprietary interactive new agency formation model. Salary costs were forecasted using detailed projections for compensation package structures and the results of the staffing needs analysis.

The study found that the start-up costs involved in forming a new municipal police agency, including capital expenditures, would total about \$4.3 million. In comparison to the existing MCSO contract, the study showed that the municipal police department option would save approximately \$500,000 per year in operating costs alone.

LA QUINTA, CA



Regional Feasibility and Police Services Studies (2022)

Martha Mendez
Public Safety Manager
760-777-7161
mmendez@laquintaca.gov

Over the past six years, Matrix has conducted a series of studies for La Quinta to review their contract with the Riverside County Sheriff's Department.

In the most recent 2022 study, Matrix was asked to contract for service from the Riverside County Sheriff's Department and analyzed the feasibility of developing a joint contract with Indian Wells, Palm Desert and Rancho Mirage.

The regional feasibility analysis concluded that there are substantial opportunities for savings, while improving service to the participating cities. These savings were largely the result of compensation differences and expansion of shared services among other contracting cities.

Prior to the regional study, the firm conducted four annual operations and contract performance audits of RCSD services for La Quinta.

**RIVERSIDE
COUNTY
CONTRACT CITIES,
CALIFORNIA**



**Joint Law
Enforcement
Feasibility Study**

Rob Johnson
City Manager
San Jacinto
951-487-7330
citymanager@sanjacintoca.gov

Matrix worked with nine cities that contract with the Riverside County Sheriff's Department to conduct a feasibility analysis of replacing those services by forming a regional policing agency under a joint powers authority (JPA).

The project team developed a comprehensive feasibility model to accurately construct how such an agency would be staffed, organized, and governed, while ensuring that service level objectives are reached.

The study forecasted initial and operating costs, while maximizing both the cost efficiencies and shared service opportunities in a regional policing agency.

Examining all aspects of forming a regional policing agency, the study included the development of:

- Detailed allocation methodologies.
- Opportunities for regionalization and shared services.
- Startup and capital costs.
- Detailed compensation structures, based on market rates within the region.
- Staffing and organizational structure needed to run the JPA at the level of each position and unit within the agency.
- Five-year cost and staffing forecasts.
- Estimated operating costs, including overtime usage.

The study concluded that with nine cities participating in the JPA, overall costs would be approximately 10% less than the combined cost of current contracts with the Riverside County Sheriff's Department – even after factoring in more than \$80m in startup costs amortized over a ten-year period.

HILLSBORO, OR



Pre-Occupancy Surveying, Facility Planning and Design, Community Engagement

Jim Coleman
Chief of Police
503- 681-5289
jim.coleman@hillsboro-oregon.gov

Facing evolving demands and spatial limitations, the Hillsboro Police Department sought a new, high-performance headquarters that would enhance public safety, support employees, and encourage stronger community engagement. DLR Group's design prioritizes operational efficiency, resilience, and strong community connections. The headquarters provides modern policing facilities, streamlined operations, and creates a welcoming civic presence that strengthens public trust.

Responding to the natural environment, the building and site design preserve and enhance an adjacent wetland and vegetative corridor while incorporating sustainable infrastructure that aligns with Hillsboro's net-zero energy goals.

Officer wellness is a key driver, with dedicated fitness and decompression spaces, enhanced daylighting, and modern training areas that support recruitment and retention.

Designed for Risk Category IV seismic resilience, the headquarters feature redundant power systems, secure storage for evidence and fleet operations, and advanced technology integration, ensuring it remains operational during emergencies. The 67,400 SF HPD headquarters consolidates multiple divisions into a single, high-performance mass timber facility designed for future growth. DLR Group is providing planning, architecture, interiors, structural engineering, mechanical engineering, electrical engineering, and lighting design services to guide HPD's vision for this transformative project.

PERSONNEL QUALIFICATIONS

INTRODUCTION TO MATRIX CONSULTING GROUP

Matrix Consulting Group was founded over two decades ago to provide detailed organization and management analytical services to local government. Our firm’s history and approach are centered around our service philosophy:

- The only consulting services we provide are to local government. Although law enforcement is our firm's largest single practice area, our projects span a wide range of local government functions.
- We work as a team on our consulting engagements and do not typically use subcontractors. Our law enforcement consulting team comprises career police services consultants and former police managers who are now consultants with the firm.
- Our firm is headquartered in California (San Mateo). We also have offices in Dallas, St. Louis, Portland, South Florida, Charlotte, and Southern California. We currently have 30 full-time and 4 part-time staff.
- We are an independent firm. In 2018, we created a Canadian firm, MCG Consulting Solutions, which is wholly owned by Matrix Consulting Group, to better serve the Canadian market.

We offer a wide range of services to law enforcement agencies throughout the United States and Canada. We have completed over 400 police studies in Idaho and across the country. Selected police staffing, management, and operations studies conducted in the past five years include:

Austin, TX	Kyle, TX	Raleigh, NC (2x)
Boise, ID	Los Angeles, CA	Reno, NV
Columbus, OH	Madison, WI	Salt Lake City, UT
DeKalb County, GA	Miami Beach, FL (3x)	San Francisco, CA
Fort Worth, TX	Orange County, FL	San Jose, CA
Fountain Hills, AZ	Osceola County, FL	St. Louis, MO
Highland Beach, FL	Phoenix, AZ	Syracuse, NY
Jacksonville, FL	Piedmont, CA	Tacoma, WA (3x)
Kansas City, MO	Prince George’s County, MD	Wichita, KS

- Our previous work includes many studies evaluating the feasibility of creating new policing agencies or evaluating the effectiveness of contracting entities with sheriff’s offices, including studies for:

Citrus Heights, CA	Laguna Hills, CA	Palmdale, CA
College Park, MD	Lancaster, CA	Patterson, CA
Cooper City, FL	La Quinta, CA	Rancho Cordova, CA
Fountain Hills, AZ	Lynwood, CA	Riverside County, CA
Kenmore, WA	Orange County, CA	San Clemente, CA

INTRODUCTION TO THE DLR GROUP

We are partnering with the DLR Group to assist with public outreach, cost estimation, and the evaluation of initial square footage and space-planning needs.

Established in 1966, DLR Group has more than 1,800 employees across 37 offices worldwide. DLR Group is an integrated design firm and national leader in next-generation public safety facility planning and design. Their philosophy is that great design, like healthy communities, requires participation and collective collaboration. This philosophy inspires our culture and fuels the work they do throughout the United States and internationally. They are employee-owned, with every employee invested in their clients' success.

They have designed more than 100 public safety facilities across the United States, gaining a thorough knowledge of best practices and operational efficiency. They create innovative, client-centric solutions for police, fire, and emergency communication services. They work closely with stakeholders to combine the invaluable operational knowledge of public safety professionals with our expertise in contemporary design practices, creating facilities that are both highly functional and future-ready. DLR Group emphasizes the importance of building enduring client relationships with public safety providers through collaboration, trust, and shared vision.

DLR Group was named the **#1 Justice Facility Design Firm** by Building Design + Construction in 2024.

Select Public Safety Projects Include:

Aberdeen Police and Public Safety Facility; <i>SD</i>	Nebraska State Patrol Crime Lab Relocation; <i>NE</i>
Ashland Police Station Renovation; <i>OR</i>	Northfield Police and Fire Stations; <i>MN</i>
Auburn Public Safety Facility Plan and Design; <i>WA</i>	Oregon State Police Forensic Crime Lab Adaptive Reuse; <i>OR</i>
Bay Village Police Facility; <i>OH</i>	San Pablo Police HQ & Regional Training Center; <i>CA</i>
Camas Police Facility; <i>WA</i>	Security Police Operations Facility; <i>Offutt AFB, NE</i>
Cheyenne Public Safety Center; <i>WY</i>	Sonoma County Sheriff's HQ, <i>CA</i>
Englewood Police Headquarters; <i>CO</i>	TI Metro Police Headquarters; <i>Las Vegas, NV</i>
Everett Police Department - First Floor Remodel; <i>WA</i>	Tulsa Public Safety Center; <i>OK</i>
La Vista Police Facility; <i>CO</i>	West Valley Community Police Station; <i>CA</i>
Metro Police Dept. HQ Modernization; <i>Washington, D.C</i>	Whatcom County Public Safety Building; <i>WA</i>
Metro Police Department District 7; <i>Washington, D.C.</i>	Will County Public Safety Complex; <i>IL</i>
Moffat County Public Safety Center; <i>CO</i>	Woodbury Public Safety Addition and Remodel; <i>MN</i>

PROJECT TEAM RESUMES

The following pages provide resumes for each project team member, beginning with Richard Brady, our proposed project manager, who would be directly and continually responsible for process and products.



RICHARD BRADY
Chairman of the Board

BIOGRAPHY:

Richard Brady founded Matrix Consulting Group in 2003 and leads our public safety practice, which includes law enforcement and justice studies. He has served as the project manager or lead analyst on hundreds of public safety studies in his 40-year career. His subject matter expertise includes police staffing and deployment, management effectiveness, and governance. Prior to Matrix, he served for over 20 years as a practice leader in two other firms, including Maximus.

EXPERIENCE HIGHLIGHTS:

COLUMBUS, OH: OPERATIONAL REVIEW

Served as project manager for the study, which identified the need for new positions, but more importantly, identified numerous areas which would improve the quality of service and integrity, including:

- Increase training on de-escalation and procedural justice.
- Increase the use of civilians in the field and in administration.
- Numerous recommendations were made in the study in these areas to bridge the disconnect between the department's goals and policies, as well as how these are reinforced by management.

AUSTIN, TX: COMMUNITY POLICING STUDY

Project manager on the study, which was designed to assist the APD recreate its approach to community policing to involve everyone in the department. The study identified opportunities to support community policing in leadership, policies, recruitment, training, and supervision.

LOS ANGELES, CA: BASIC CAR AREA BOUNDARY STUDY

Led a comprehensive study of LAPD field services, community policing programs, and patrol resource allocation strategies. The study recommended improved methods to better equalize service levels and prioritized a community-centered approach to field services.

ROLE ON THIS ENGAGEMENT:

Richard will serve as the project manager and principal contact with the City. He will be involved in all project stages.

RELEVANT CLIENTS:

AL, Birmingham
AZ, Phoenix
CA, Los Angeles
CA, San Jose
CA, Sacramento
CA, San Francisco
FL, Miami Beach
FL, Orange County
KS, Wichita
MB, Winnipeg
MO, Kansas City
NC, Asheville
NV, Las Vegas
MO, Kansas City
NC, Raleigh
NY, Albany
OH, Columbus
OH, Cincinnati
OK, Broken Arrow
OR, Portland
UT, Salt Lake City
TN, Nashville
TX, Austin
TX, Fort Worth
TX, San Antonio
VA, Richmond
VA, Virginia Beach
WA, Tacoma
WI, Milwaukee

YEARS OF EXPERIENCE:

40

EDUCATION:

BA, California State University, East Bay.

PhD, Oxford University, U.K.

PROFESSIONAL ASSOCIATION:

Association of Local Government Auditors

International City-County Management Association



JOHN SCRUGGS
Senior Manager

BIOGRAPHY:

John Scruggs is a Senior Manager with over 27 years of law enforcement experience. He is former Captain with the Portland Police Bureau and has served as an interim Chief for Lower Saucon Township. He contributed to developing multiple internal strategic plans. He is now a lead analyst on our law enforcement, public safety, and criminal justice engagements. His relevant experience includes:

- Completed over 150 studies for law enforcement, public safety, and criminal justice clients.
- Analysis focuses on operational and staffing review, workload analysis, net annual work hour determination, and scheduling.
- Expertise also includes the evaluation of administrative, dispatch, investigations, patrol, records, and property and evidence.
- Has worked on strategic planning for law enforcement and non-profit organizations.

EXPERIENCE HIGHLIGHTS:

PITTSBURG, CA: POLICE DEPARTMENT STRATEGIC PLANS

Served as lead analysts on strategic plans for the department and Police Athletics League (PAL).

NORMAN, OK: Staffing and Facility Needs Assessment

Served as a lead analyst on investigations and technology.

KYLE, TX: Staffing and Facility Needs Assessment

Served as a lead analyst on investigations, technology and facility planning.

ROLE ON THIS ENGAGEMENT:

John will serve as the lead analyst in investigative services.

RELEVANT CLIENTS:

- AZ, Chandler
- AZ, Goodyear
- CA, Federal Reserve
- CA, La Verne
- CA, Richmond
- CA, San Diego Harbor
- CA, San Jose
- CA, Signal Hill
- CT, Bridgeport
- FL, Hallandale Beach
- FL, Osceola County
- ID, Boise
- IL, Rockford
- KS, Park City
- MO, Kansas City
- MO, O'Fallon
- NY, Monroe County
- NY, Syracuse
- OH, Cincinnati
- OK, Ada
- OK, Norman
- OR, Bend
- PA, Pittsburgh
- RI, East Greenwich
- TX, Cedar Hill
- TX, Cedar Park
- TX, Fort Worth
- TX, Kyle
- TX, Texas City
- VA, Virginia Beach
- WI, Milwaukee
- WI, Oshkosh

YEARS OF EXPERIENCE:

- 27 Law Enforcement
- 10 Consulting

EDUCATION:

Master of Public Administration and B.S. in Political Science from Portland State University



PHILIP BERRY
Manager

BIOGRAPHY:

Provides in-depth analysis of relevant topics, as well as providing theoretical background knowledge of criminological principles and spatiotemporal analytics.

Prior to joining Matrix, Philip spent time as a research analyst with the Virginia Criminal Sentencing Commission in Richmond, VA. Philip has also spent time at academic institutions as an instructor throughout the east coast throughout the duration of his graduate-level coursework.

EXPERIENCE HIGHLIGHTS:

FOUNTAIN HILLS, AZ

Led the creation of an interactive model for forecasting the costs of establishing a new police agency, using extensive research on compensation structures, and operating costs to accurately model feasibility.

VIRGINIA CRIMINAL SENTENCING COMMISSION

Led research analyses surrounding the sentencing practices of judges throughout the Commonwealth. Analyses surrounded the effect of changing legislation on prison bed capacity in the state.

CEDAR HILL, TX

Led Matrix project staff regarding patrol resource analysis, internal employee survey methodologies, and external community survey completion.

ROLE ON THIS ENGAGEMENT:

Philp will serve as the lead analyst in administrative services, as well as community survey analysis.

RELEVANT CLIENTS:

- AZ, Fountain Hills
- AZ, Goodyear
- AZ, Phoenix
- CA, Richmond
- CA, Signal Hill
- CA, San Diego Harbor
- FL, Hallandale Beach
- ID, Boise
- NY, Monroe County
- OH, Cincinnati
- OK, Ada
- OK, Broken Arrow
- PA, Pittsburgh
- TX, Cedar Hill
- TX, Fort Worth
- VA, Virginia Beach
- WA, Everett
- WA, Ridgefield
- WI, Madison
- WI, Milwaukee

YEARS OF EXPERIENCE:

6

EDUCATION:

- BA, Lebanon Valley College, Sociology
- MA, Radford University, Criminology
- ABD, University of South Carolina, Criminology

PROFESSIONAL ASSOCIATIONS:

- International Association of Crime Analysts
- American Society of Criminology
- American Criminal Justice Society
- American Sociological Association



IAN BRADY
Senior Vice President

BIOGRAPHY:

Ian Brady is a Senior Vice President with Matrix Consulting Group and co-leads our Police Consulting Practice and our data analytics unit. With over 14 years of consulting experience, he specializes in public safety, and works on all our police, fire, corrections, and emergency communications studies. He is the lead developer on our statistical models and data analytics platforms, including:

- Projection modeling, using geospatial data to forecast community development, and associated impacts to population, service demand, and staffing needs.
- New agency feasibility, financial modeling, and service delivery.
- Deployment schedule configuration and optimization, forecasting impacts to service levels and overtime usage.

EXPERIENCE HIGHLIGHTS:

LOS ANGELES, CA: BASIC CAR AREA BOUNDARY STUDY

- Led a comprehensive field staffing and redistricting study.
- Developed a new patrol beat structure to better align communities and equalize workload, resulting in 202 new patrol areas, up from the 168 that existed previously.
- Recommended new patrol resource allocation strategies to equalize service levels using a data-driven methodology.

SAN FRANCISCO, CA: POLICE DEPARTMENT STAFFING ANALYSIS

- Lead analyst on a comprehensive staffing that was designed to create defensible, workload-based methodologies to determine the staffing needs of all 600+ assignments in the department.
- Developed and designed an interactive analytical tool for SFPD to use in the future to replicate the study’s analysis in its entirety.

ROLE ON THIS ENGAGEMENT:

Ian will serve as the lead analyst in field services, as well as more generally over data analytics. He will be involved in all project stages.

RELEVANT CLIENTS:

- AZ, Phoenix
- AL, Birmingham
- CA, Berkeley
- CA, Los Angeles
- CA, Sacramento
- CA, San Francisco
- CA, San Jose
- CO, Adams County
- FL, Miami Beach
- FL, Orange County
- GA, DeKalb County
- HI, Kauai County
- ID, Boise
- IL, Rockford
- KS, Wichita
- MB, Winnipeg
- MD, Harford County
- MD, Howard County
- MN, Hennepin County
- MO, Kansas City
- MO, St. Louis
- NC, Raleigh
- NJ, Mahwah
- NM, Santa Fe
- NY, Newburgh
- NY, Syracuse
- OH, Columbus
- OH, Cincinnati
- OK, Broken Arrow
- OR, Bend
- OR, Portland
- PA, Pittsburgh
- UT, Salt Lake City
- TX, Austin
- TX, Denton
- TX, Fort Worth
- TX, Travis County
- VA, Virginia Beach
- WA, Tacoma
- WI, Milwaukee

YEARS OF EXPERIENCE:

14

EDUCATION:

BS in Politics, Willamette University



TIM DONOHOE
Senior Consultant

BIOGRAPHY:

Tim Donohoe is a Senior Consultant with over 29 years of experience in local, national, and international law enforcement. A retired Commander from the Reno, NV Police Department and former Mission Advisor for the United States Department of Justice’s International Criminal Investigative Training Assistance Program in the Republic of Armenia.

He played a central role in developing the Reno Police Department’s five-year strategic plan and applied strategic planning methodologies to modernize the Armenian National Police, supporting their transition toward a democratic, community-centered policing model.

He is a graduate of the Police Executive Research Forum’s Senior Management Institute for Policing and a National Institute of Justice Law Enforcement Advancing Data and Science Scholar. He teaches an evidence-based policing course for police leaders through the University of Louisville’s Southern Police Institute, serves as a subject matter expert for the U.S. Department of Justice’s Collaborative Reform Initiative Technical Assistance Center, and is a Marine Corps veteran.

EXPERIENCE HIGHLIGHTS:

ARMENIA: MISSION ADVISOR

- Implemented new admission standards and hiring procedures for National Patrol Police.
- Institutionalized police procedures and instruction.
- Implemented new training requirements and standards.
- Implemented civilian oversight ministry.

VIRGINIA BEACH, VA: POLICE STAFFING AND STRUCTURE ASSESSMENT

- Lead Analyst, Special Operations Division. Assessed current operations, response capabilities, staffing, and resource allocation.

ROLE ON THIS ENGAGEMENT:

Tim will serve as the lead analyst in specialized services, as well as more community input.

RELEVANT CLIENTS:

- AZ, Chandler
- AZ, Goodyear
- CA, Federal Reserve
- CA, La Verne
- CA, Richmond
- CA, San Diego Harbor
- CA, San Jose
- CA, Signal Hill
- CT, Bridgeport
- FL, Osceola County
- ID, Boise
- NY, Monroe County
- NY, Syracuse
- OH, Cincinnati
- OK, Ada
- OR, Bend
- PA, Pittsburg
- RI, East Greenwich
- TX, Cedar Hill
- TX, Cedar Park
- TX, Fort Worth
- TX, Texas City
- VA, Virginia Beach
- WI, Milwaukee

YEARS OF EXPERIENCE:

29

RELEVANT POSITIONS:

- Adjunct Professor, University of Nevada, Reno
- Police Commander, Reno Police Department
- Law Enforcement Advancing Data and Science Scholar, National Institute of Justice

EDUCATION:

- MA, University of Colorado at Denver
- BS, Portland State University



Lori Coppenrath, LEED AP
DLR Group
Public Safety Lead Planner

BIOGRAPHY:

Lori is a DLR Group Justice+Civic planning expert responsible for programming and planning public safety centers, courts, police and sheriff stations, dispatch centers, prisons, jails and facilities support spaces. Lori works with stakeholders early in the design process to define needs and specific operational functions. Her process explores these individually, first to make sure that all user needs are being met, and then holistically to understand working relationships and opportunities to increase operational effectiveness.

EXPERIENCE HIGHLIGHTS:

TUKWILA, WA: TUKWILA JUSTICE CENTER

Lori provided planning and programming services for the new 47,000 SF Tukwila Justice Center. The facility unites police, court, probation, and emergency operation center functions. DLR Group’s design addressed the previous lack of secure entrances, united the police department once divided among four buildings, and optimized the budget with shared conferencing and training spaces.

MARYSVILLE, WA: MARYSVILLE CIVIC CENTER

Lori was the planner for the 101,217 SF Marysville Civic Campus and community-centric complex for courts, jail, police, permit counter, and a one-stop city services shop that required close interaction with City staff and commissioners.

SALEM, OR: SALEM POLICE STATION

Lori provided planning and programming for the new Salem Police Station, a 104,845 SF consolidated 3-story public safety center with crime lab, EOC, community and training spaces. The community-oriented facility includes an efficient, flexible workplace that supports officer and employee wellness and a public plaza.

ROLE ON THIS ENGAGEMENT:

Lori will serve as the lead public safety facility planner for the project.

RELEVANT CLIENTS:

- AZ, Phoenix
- CA, Los Angeles
- CA, San Quentin
- PA, Pittsburgh
- MT, Deer Lodge
- OR, Portland
- OR, Salem
- SD, Pierre
- WA, Everett
- WA, Marysville
- WA, Tacoma
- WA, Seattle
- WA, Vancouver

YEARS OF EXPERIENCE:

29

EDUCATION:

B.A. Psychology, B.A. Philosophy of Religion
Ithaca College

M.A. Criminal Justice
University of Memphis

PROFESSIONAL ASSOCIATION:

LEED Accredited Professional

American Correctional Association

Academy of Criminal Justice Sciences

National Institute of Corrections

International CPTED (Crime Prevention Through Environmental Design)

Association

United States Green Building Council



Jake Davis, AIA
DLR Group
Public Safety Facility Planner

BIOGRAPHY:

Jake is DLR Group’s Public Safety Design Leader, specializing in the programming and design of secure law enforcement and public safety facilities nationwide. With extensive experience spanning all project phases from development through operations, he brings key expertise in creating functional, sustainable environments for public safety agencies. Jake combines vast operational knowledge with a commitment to creating safe, healthy, and sustainable workplaces for those who serve the community.

EXPERIENCE HIGHLIGHTS:

ENGLEWOOD, CO: POLICE HEADQUARTERS

Jake served as the lead public safety planner for a new multi-phased 50,000 SF police operations building. The healthy workplace environment creates a sense of belonging, connection and identity for the department.

SALEM, OR: SALEM POLICE STATION

Jake served as the design leader for the new Salem Police Station, a 104,845 SF consolidated 3-story public safety center with crime lab, EOC, community and training spaces. The community-oriented facility includes an efficient, flexible workplace that supports officer and employee wellness and a public plaza.

HILLSBORO, OR: POLICE HEADQUARTERS

Jake is the lead public safety planner/programmer for a new 67,400 SF two-story police headquarters designed for net-zero readiness. It includes spaces to support employee wellbeing and encourage strong community engagement.

ROLE ON THIS ENGAGEMENT:

Jake will serve as a public safety facility planner.

RELEVANT CLIENTS:

- CA, Berkeley
- CA, Fairfield
- CA, Los Angeles
- CA, San Pablo
- CO, Englewood
- CO, Durango
- DC, Washington
- IL, Chicago
- KS, Wichita
- MN, Northfield
- OK, Tulsa
- OR, Salem
- TN, Nashville
- TX, Plano
- WA, Burien
- WA, Tukwila
- WY, Cheyenne

YEARS OF EXPERIENCE:

32

EDUCATION:

Master of Architecture,
Tulane University

PROFESSIONAL ASSOCIATION:

LEED Accredited
Professional

NCARB Certified #89523

AIA Academy of
Architecture for Justice

Major Cities Chiefs
Association, Sponsor

International Association
of Chiefs of Police,
Member



Helen Ho-Supanich, Ph.D, EDAC
DLR Group
Research and Development / Community
Engagement

BIOGRAPHY:

Helen brings a background in research design, implementation, assessment and presentation to clients who are interested in developing data-based decision-making, weighing facility options against desired outcomes. She is experienced in the creation and delivery of surveys and other forms of stakeholder engagement and communications, appropriately tailored to each stakeholder group. She supports teams with well-honed tools in policy and program design and assessment.

EXPERIENCE HIGHLIGHTS:

NASHVILLE, TN: YOUTH CENTER FOR EMPOWERMENT

Stakeholder and community engagement for a new 270,000 SF campus that reimagines juvenile justice.

HILLSBORO, OR: POLICE STATION

Stakeholder and community engagement for a new 67,400 SF police headquarters. The public safety building provides a modern police facility, streamlined operations, and creates a welcoming civic presence.

PITTSBURGH, PA: ALLEGHENY COUNTY JAIL

Comprehensive stakeholder engagement for a master plan that reimagines an outdated urban jail in downtown Pittsburgh. DLR Group’s facility master plan rethinks use and function with right-sized spaces that prioritize staff and resident wellbeing in therapeutic, normalized environments. The redesign of the intake area prioritizes efficient access to medical and mental health support services.

ROLE ON THIS ENGAGEMENT:

Helen will serve as a public safety facility planner.

RELEVANT CLIENTS:

- AZ, Chandler
- AZ, Goodyear
- CA, Berkeley
- CA, San Quentin
- CO, Jackson County
- DC, Washington
- FL, Gainesville
- GA, Atlanta
- IL, Chicago
- KS, Hays
- MA, Cambridge
- ME, Augusta
- MN, Hennepin County
- MO, Columbia
- PA, Pittsburgh
- TN, Nashville
- TX, Odessa
- VA, Fairfax County

YEARS OF EXPERIENCE:

14

EDUCATION:

- Ph.D.—Communication Studies, University of Michigan
- Bachelor of Science—Communication Studies, Northwestern University

PROFESSIONAL ASSOCIATION:

- Evidence-Based Accreditation and Design Certification (EDAC)
- American Institute of Architects - Associate Member

PRICING QUOTE

This cost proposal is based on the scope of work and the task plan presented. The table below provides our fees for the development of the study, with hours and costs broken down by task and by project team classification level. The cost proposal is outlined as a fixed price, with hourly rates by personnel category outlined below:

	Senior Vice President	Senior Manager	Manager	Senior Consultant	Cost
Initiation and Interviews	14	16	16	16	\$13,160
Profile and Current State	8	8	12	12	\$8,220
Community Outreach	16	14	14	28	\$14,880
Municipal Framework	16	18	36	24	\$18,990
Feasibility and Projections	12	18	30	32	\$18,020
Transition Planning	10	14	14	16	\$11,160
Final Report	12	18	8	20	\$12,250
Total Hours	88	106	130	148	
Hourly Rate	\$300	\$225	\$175	\$160	
Total Time Cost					\$96,680
Expenses					\$3,200
Total Cost					\$99,880

We have reviewed the contract template and have no issues with it.

LAW ENFORCEMENT STRATEGIC PLANNING PROPOSAL

EVALUATION FORM

EVALUATION FACTORS

The City Selection Team will evaluate the proposals based on the factors outlined below, which shall be applied to all eligible, responsive proposals in selecting the successful submitter. The City Team reserves the right to disqualify any proposal for, but not limited to; person or persons it deems as non-responsive and/or non-responsible; a failure to respond to each section; or whose experience does not describe the competencies required. The City Team reserves the right to make such investigations into the qualifications of the proposer as it deems appropriate.

Award of any project may be made without discussion with proposers after responses are received. The City reserves the right to cease contract negotiations if it is determined that the Proposer cannot perform services specified in their response. Proposals will be evaluated on the following factors:

1. Quality of Proposal (20%- 20 Points Possible)

- This criterion will evaluate the understanding of the overall project.
- Proposer's responsiveness to the proposal requirements and guidelines.

2. Technical Capabilities and Specialized Knowledge (30%- 30 Points Possible)

- This criterion involves an evaluation of the technical capabilities and specialized knowledge needed to successfully perform the specified Scope of Services, and a review of the proposing firm's demonstrated previous ability to deliver the work required in a timely and proficient manner.
- Knowledge of public safety principals, policies, funding mechanisms, and tools that will aid in the implementation of the plan (federal, regional, municipal, and other).
- Expertise in performing outreach in coordination with stakeholder groups.
- The consultant's past plan descriptions and references submitted in the proposal.
- Expertise in preparing high quality graphic visual representations of proposed improvements.

3. Professional Qualifications, Knowledge, and Experience (40%- 40 Points Possible)

- This criterion involves an evaluation of the qualifications, knowledge, and experience of the Project Manager and professional staff assigned to this project. It will involve a review of the background, experience, performance records, competence, and integrity of the firm, as well as an assessment of the qualifications of the project team who will be responsible for the performance of the Scope of Services. The overall team capacity, balance, and organization will also be evaluated. This factor will also include an assessment of the availability and ability of the firm (including the Project Manager and key personnel) to perform the Scope of Services in a timely manner. The Proposer’s stated ability to become familiar with codes, regulations, and protocols of the City will also be considered.

4. Costs (10%- 10 Points Possible)

- This criterion will be evaluated based upon the total submitted budget and the effectiveness of incorporating all factors relevant to the creation of the Strategic Plan including anticipated expenditures for proposed public meetings and presentations, meetings with city officials and stakeholders, preparation of the Strategic Plan, and any other expenses.

Summary of Evaluative Points and Scoring

Category	% Overall Score	Maximum Points Possible
Quality of Proposal	20%	20 points
Technical Capabilities and Knowledge	30%	30 Points
Professional Qualifications	40%	40 Points
Costs	10%	10 Points

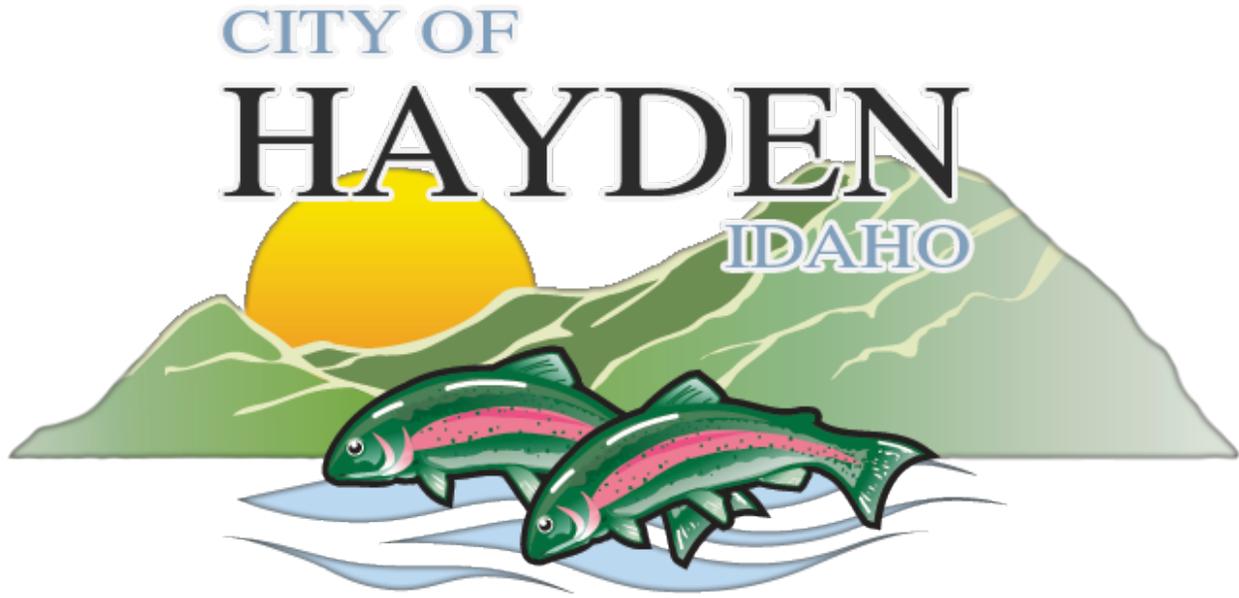
Evaluation Form

Evaluator Name: _____

Date: _____

Team: Matrix	Points Possible	Points Provided
Quality of Proposal	20	
Technical Capabilities and Knowledge	30	
Professional Qualification	40	
Cost	10	
Total Points	100	

Team: CPSM	Points Possible	Points Provided
Quality of Proposal	20	
Technical Capabilities and Knowledge	30	
Professional Qualification	40	
Cost	10	
Total Points	100	



LAW ENFORCEMENT STRATEGIC PLANNING REQUEST FOR PROPOSALS

The City of Hayden is soliciting proposals for qualified firms to develop a comprehensive strategic plan on level of law enforcement services provided by the City.

DUE DATE: January 21, 2026 by 3:00 PM Pacific Standard Time.

POINT OF RECEIPT: City of Hayden
C/O Abbi Sanchez, City Clerk

Physical Address:
8930 N. Government Way
Hayden, Idaho 83835

Requests for information regarding this Request for Proposals should be directed in writing by either letter or e-mail to Lisa Ailport (lailport@haydenid.gov) or Abbi Sanchez at (asanchez@haydenid.gov).

All proposals shall be sealed and list the title of the project as “City Of Hayden, Law Enforcement Strategic Planning Proposal.” Please submit three (3) printed copies and one (1) digital copy in PDF form on a USB or other drive similar of holding such information. A DVD or CD cannot be accepted.

The City of Hayden is accepting sealed proposals for a firm or team of firms to develop a strategic plan for the City of Hayden Law Enforcement needs across the city. The strategic plan will serve as a guide for the city council to build an innovative, efficient and sufficient law enforcement service to our citizens.

Established in 1955, the City of Hayden, Idaho has an estimated population of 18,000. The City estimates a 2045 population of 28,000, which is dramatically down from its previous 2040 population estimates of 35,000. However, Hayden resides within Kootenai county, which has consistently been one of the fastest growing counties in Idaho. According to the Kootenai Metropolitan Planning Organization, Kootenai County is expected to add nearly 100,000 people between 2025 and 2045, while the City of Hayden will add approximately 10,000 people over those 20 years.

The City of Hayden is a Strong Mayor form of government, but has hired a City Administrator to carry out day-to-day operations of the City. The City currently contracts with Kootenai County to administer its law enforcement and has done so for a number of decades. Within the background section of this RFP, you can learn more about the history of law enforcement within the city.

The city currently covers roughly 10 square miles with the north boundary as Boekel Road and the southern boundary being Prairie Road. Along the east side is Hayden Lake, for which a public boat launch is owned and operated by the City. The western edge is marked by Huetter Road, which is currently being planned for a long-term major highway upgrade by the Idaho Transportation Department (ITD). East Hayden and West Hayden are identified as such because a major highway (Highway 95) bisects the city going north and south.

The challenges of growth, system level services by the County and logistical and accountability issues with our current model have created the need for a strategic plan to guide the city council in preparing for the needs of the city over the next 5-10 years. The City Council is very willing to consider adopting innovative ideas and programming in addressing their long-term goals for law enforcement across the city.

The proposals for Law Enforcement Strategic Planning Proposal will be received by the City Clerk Office which is located at 8910 N. Government Way, until Wednesday, January 21, 2026 @ 3:00 PM, PST, at which time only the proposals submitted will be accepted and evaluated internally by a city team put together by the City Administrator. Any proposal received later than the specified time /date will not be accepted or considered.

Before the final selection is made, all evaluation factors will be taken into consideration before awarding a contract for services. City reserves the right to accept or reject any or all proposals.

EVALUATION FACTORS

The City Selection Team will evaluate the proposals based on the factors outlined below, which shall be applied to all eligible, responsive proposals in selecting the successful submitter. The City Team reserves the right to disqualify any proposal for, but not limited to; person or persons it deems as non-responsive and/or non-responsible; a failure to respond to each section; or whose experience does not describe the competencies required. The City Team reserves the right to make such investigations into the qualifications of the proposer as it deems appropriate.

Award of any project may be made without discussion with proposers after responses are received. The City reserves the right to cease contract negotiations if it is determined that the Proposer cannot perform services specified in their response. Proposals will be evaluated on the following factors:

1. Quality of Proposal (20%- 20 Points Possible)

- This criterion will evaluate the understanding of the overall project.
- Proposer's responsiveness to the proposal requirements and guidelines.

2. Technical Capabilities and Specialized Knowledge (30%- 30 Points Possible)

- This criterion involves an evaluation of the technical capabilities and specialized knowledge needed to successfully perform the specified Scope of Services, and a review of the proposing firm's demonstrated previous ability to deliver the work required in a timely and proficient manner.
- Knowledge of public safety principals, policies, funding mechanisms, and tools that will aid in the implementation of the plan (federal, regional, municipal, and other).
- Expertise in performing outreach in coordination with stakeholder groups.
- The consultant's past plan descriptions and references submitted in the proposal.
- Expertise in preparing high quality graphic visual representations of proposed improvements.

3. Professional Qualifications, Knowledge, and Experience (40%- 40 Points Possible)

- This criterion involves an evaluation of the qualifications, knowledge, and experience of the Project Manager and professional staff assigned to this project. It will involve a review of the background, experience, performance

records, competence, and integrity of the firm, as well as an assessment of the qualifications of the project team who will be responsible for the performance of the Scope of Services. The overall team capacity, balance, and organization will also be evaluated. This factor will also include an assessment of the availability and ability of the firm (including the Project Manager and key personnel) to perform the Scope of Services in a timely manner. The Proposer’s stated ability to become familiar with codes, regulations, and protocols of the City will also be considered.

4. Costs (10%- 10 Points Possible)

- This criterion will be evaluated based upon the total submitted budget and the effectiveness of incorporating all factors relevant to the creation of the Strategic Plan including anticipated expenditures for proposed public meetings and presentations, meetings with city officials and stakeholders, preparation of the Strategic Plan, and any other expenses.

Summary of Evaluative Points and Scoring

Category	% Overall Score	Maximum Points Possible
Quality of Proposal	20%	20 points
Technical Capabilities and Knowledge	30%	30 Points
Professional Qualifications	40%	40 Points
Costs	10%	10 Points

INCURRING COSTS: The City shall not be liable for any cost incurred by firms prior to the issuance of a contract. All costs incurred by the proposer associated with RFP preparations and subsequent interviews and/or negotiations, which may or may not lead to execution of an agreement, shall be borne entirely and exclusively by the proposer.

BACKGROUND

The City has for many decades contracted law enforcement services to Kootenai County Sheriff's Office (KCSO). The amount paid to Kootenai County was not necessarily built off a true cost-for-service model, rather it was based on what was paid in the previous fiscal year with increases as requested by the KCSO. In 2022 the City put to the voters a base budget increase to fund additional dedicated deputies due to many factors, but growth of population and officer safety being two prominent reasons.

According to ballot language the levy rate increase was to fund 6 additional officers which would increase the dedicated officers from four to ten. That amount passed and in 2023 the city increased its commitment to the County from \$373,354.00 to \$917,197.00, or a difference of \$543,843.00. As the current contract illustrates, the dedicated deputies included 7 patrol deputies, an SRO, a Detective and a Rover position. Additionally, during the FY24 year, the city purchased two police vehicles at \$80,000 per vehicle.

During the FY25 budget process the city increased the cost of labor an additional \$36,803, making the labor portion to the KCSO \$954,000.00 and provided the cost of two additional vehicles at \$95,000 a vehicle, for a total of 4 vehicles purchased over the two-year period. The County agreed to this and signed the contract for another 12 months of service.

During the FY26 budget building process, the city proposed to the County an increase of \$90,000 to bring the new labor budget to \$1,044,000 and requested a command staff position as part of the terms of the contract. The SRO position was not going to be renewed because the school district opted to pay for the SRO position directly with the KCSO and not through the city. The city sought to augment the SRO position with a command staff level position who would act as a police chief for the city.

Based on the City request, the County opted to move away from the current financial model and presented a truer cost-for-service model. This move took the current, \$954,000 contract to an estimated \$1.8 million for the same level of service (ten deputies). This action has prompted the City Council to evaluate the feasibility of standing up its own department in comparison to staying with the Sheriff's Department.

FOCUS OF STRATEGIC PLAN

The City is seeking proposals from a qualified company or firm that can assist the city in making the decision whether to maintain the current contract with KCSO or to consider other options such as starting up its own Police Department (PD). The consultant shall demonstrate that they are capable of providing a plan that is centered on metric-based and pragmatic decision making that will aid the City Council in determining the best solution for the City and its citizens.

The proposal should include community engagement plan that gives the city leadership and the consultant better understanding of the citizens' desired public safety levels and expectations so that City leadership can address it with its decision-making process. Citizen engagement can include community surveys, listening sessions, interviews, community open houses and more. A successful consultant will be able to demonstrate through past experiences and skill sets of the team that they are able to complete this task as part of the project.

At the conclusion of the contract, the City expects the Consultant to provide summary report of the findings of community engagement, interviews and recommendations by the consultant regarding the tasks of this proposal.

Depending on direction of City Council, the City expects to use information gained from this activity to educate the public about any base budget increases that may be required in the future.

At a minimum the city is seeking the consultant to evaluate the following:

1. Public Survey that explores resident views on public safety in the following ways:
 - a. Desires of residents in relation to public safety
 - b. Desires of residents in law enforcement services and expectations of the County Sheriff's office
 - c. Any other area deemed important by the Public Safety Commission and/or City Council.
2. Using metrics and analytical data sourced from KCSO the consultant would provide recommendations for minimum number of sworn officers both in a patrol function and as investigative follow-up detectives as well as support staffing needed to address the following within the City of Hayden:
 - a. Calls for Service in the past 3 years
 - b. Adequate response times as set forth by the City Public Safety Commission
 - c. Maintaining a 24-hour coverage
 - d. Recommendations for staffing adequate management of the department (ie. Recommended organizational chart based off staffing recommendations).
 - e. Officer safety and adequate work-life balance
3. Cost of Service comparison between KCSO and the City's own Police Department.
4. Salary recommendations for the recommended positions based on regional compensation to create a competitive compensation plan
5. Initial Capital outlays for standing up a city department to include facility needs and estimated square footage as well as total rolling stock.

6. Annual estimations for funding Operations, Maintenance and capital replacement to include annual increases for information technology services through third party vendors.
7. Any other item determined to be important by the City, the consultant and/or the Public Safety Commission.

Proposal format:

The format requirements were developed to aid submitters in their RFP development. They also provide a structured format so reviewers can systematically evaluate several proposals. These directions apply to all proposals submitted.

The purpose of the RFP is to demonstrate the technical capabilities, professional qualifications, past project experiences, and knowledge within this industry and evaluate the price submitted for the preparation of this Strategic Plan. Proposer's proposal must address all the points outlined herein as required, in the following order.

1. Transmittal Letter: A transmittal letter must be submitted which shall include:
 - The RFP subject.
 - Name of the firm or lead firm of a team responding, including mailing address, e-mail address, telephone number, and names of contact person.
 - A brief profile of the firm or team, outlining the history, philosophy, and target market of the firm or team.
 - The signature of the person authorized to make representations on behalf of the submitting firm or team.
2. Statement of Understanding and Project Approach Outline: The submitter shall prepare a statement of understanding of the scope of work as well as a project approach narrative that reflects the tasks outlined in the Focus section of this RFP.
3. Outreach Approach: The submitter shall prepare a statement of their approach and philosophy to stakeholder outreach, including any creative approaches used.
4. References: A minimum of three (3) separate references from past projects of similar nature completed must be provided. The references shall:
 - Provide demonstrations of success on similar projects, including a brief project description and a contact name and address for reference.
 - Preference will be given towards projects completed within the past five years.

5. Personnel Qualifications: Proposer is required to provide a description of the proposed project team, staff qualifications, experience and credentials:
 - A brief description of the firm or team, organization structure and location of the firm or each member of the team.
 - A qualification summary containing a description of the firm or team's qualifications and the resumes of all the personnel to be employed on this project. If submitting as a team, provide a history of the team's history working together on similar projects.
 - The name and relevant experience of the project manager who will have direct and continued responsibility for the project. This person will be the City's contact on all matters dealing with the project and will handle all day-to-day activities from project initiation to completion.

6. Project Examples: Proposer is required to provide a description of related projects of similar scope.
 - Plans in comparable cities and towns are preferred.
 - Examples should show examples of public and private cooperation.

7. Pricing Quote: Proposer is required to provide a detailed budget outlining the cost to be charged to the City of Hayden for the preparation of the Strategic Plan. This budget should include but not be limited to:
 - Public Meetings and Presentations
 - Travel
 - Meetings with City Officials and Stakeholders
 - Preparation of the Strategic Plan
 - Printing expenses

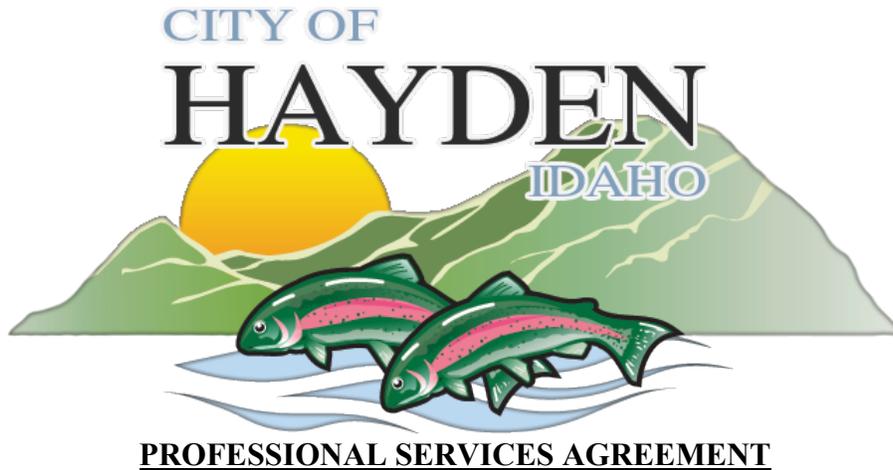
INSTRUCTIONS FOR PROPOSERS:

The City expects the selected consultant will need to enter into a contract agreement with the city using the attached contract template. Any issues with the contractor and the template need to be discussed before action is taken by the city council to accept the proposers proposal.

Any questions regarding the is RFP are requested to contact Lisa Ailport, City Administrator at lailport@haydenid.gov regarding concerns. Please be advised and that any answer provided may also be provided to other submitters, if that question requires additional information pertaining to development of the proposal by proposers.

ACCEPTANCE OR REJECTION OF BIDS

The City of Hayden reserves the right to accept or reject any/or all bids when such rejection is in the best interest of the City of Hayden to reject Proposers who has not met the prerequisites on the bid proposal, or who has previously failed to perform properly or complete on time contracts of a similar nature; and to reject proposers who is, in the opinion of the City of Hayden, are not in a position to perform the contract. The City of Hayden reserves the right to waive irregularities and to reject any and all bids.



AGREEMENT made between The City of Hayden Governmental Entity, a political subdivision of the state of Idaho, herein "ENTITY" and, _____, herein "CONSULTANT".

The parties agree as follows:

1. SCOPE OF WORK: ENTITY engages CONSULTANT to perform the work associated [insert work description].
2. PAYMENT: ENTITY agrees to pay CONSULTANT for their services rendered under this Agreement at the attached rates per hour, as dictated by the Hayden City Council and communicated to the CONSULTANT. The parties agree that CONSULTANT will invoice ENTITY for payment under this Agreement for services rendered herein.
3. RIGHT OF CONTROL: CONSULTANT has no obligation to work any particular hours or days or any particular number of hours or days. CONSULTANT agrees, however, that his other contracts or services shall not interfere with the performance of his services under this Agreement.
4. INDEPENDENT CONSULTANT RELATIONSHIP: CONSULTANT is an independent CONSULTANT and is not an employee, servant, agent, partner, or joint venturer of ENTITY. ENTITY shall determine the work to be done by CONSULTANT, but CONSULTANT shall determine the legal means by which it accomplishes the work specified by ENTITY.
5. FEDERAL, STATE, AND LOCAL PAYROLL TAXES: Neither federal, state or local income taxes, nor payroll taxes of any kind shall be withheld and paid by ENTITY on behalf of CONSULTANT or the employees of CONSULTANT. CONSULTANT shall not be treated as an employee with respect to the services performed hereunder for federal or state tax purposes. CONSULTANT understands that CONSULTANT is responsible to pay, according to law, CONSULTANT's income tax. CONSULTANT further understands that CONSULTANT may be liable for self-employment (Social Security) tax to be paid by CONSULTANT according to law.
6. LICENSES AND LAW: CONSULTANT represents that he possess the skill and experience necessary and all licenses required to perform the services under this agreement.

CONSULTANT further agrees to comply with all applicable laws in the performance of the services hereunder.

7. FRINGE BENEFITS: Because CONSULTANT is engaged in its own independently established business, CONSULTANT is not eligible for, and shall not participate in, any employee pension, health, or other fringe benefit plans of ENTITY.

8. WORKER'S COMPENSATION: CONSULTANT shall maintain in full force and effect worker's compensation for CONSULTANT and any agents, employees, and staff that the CONSULTANT may employ, and provide proof to ENTITY of such coverage or shall provide proof that such worker's compensation insurance is not required under the circumstances.

9. EQUIPMENT, TOOLS, MATERIALS OR SUPPLIES: CONSULTANT shall supply, at CONSULTANT's sole expense, all equipment, tools, materials and/or supplies to accomplish the services to be provided herein.

10. EFFECTIVE DATE: This contract will run from the date at which it is signed by both parties until such time as the services are deemed no longer needed by the Mayor and Council or contract fulfillment is reached.

11. WARRANTY: CONSULTANT warrants that all materials and goods supplied under this Agreement shall be of good merchantable quality and that all services will be performed in a good workmanlike manner. CONSULTANT acknowledges that it will be liable for any breach of this warranty.

12. INDEMNIFICATION: CONSULTANT agrees to indemnify, defend, and hold harmless ENTITY, and its officers, agents and employees, from and against any and all claims, losses, actions, or judgments for damages or injury to persons or property arising out of or in connection with the act and/or any performances or activities of CONSULTANT, CONSULTANT's agents, employees, or representatives under this Agreement.

13. WAIVER OF CLAIMS: CONSULTANT, by signature of this document does hereby waive any rights to any and all claims, losses, actions, and judgments for damages or injury to persons or property arising out of or in connection with the acts up to \$1,000,000 against the ENTITY.

14. NONWAIVER: Failure of either party to exercise any of the rights under this Agreement, or breach thereof, shall not be deemed to be a waiver of such right or a waiver of any subsequent breach.

15. CHOICE OF LAW: Any dispute under this Agreement, or related to this Agreement, shall be decided in accordance with the laws of the state of Idaho.

16. ENTIRE AGREEMENT: This is the entire Agreement of the parties and can only be modified or amended in writing by the parties.

17. SEVERABILITY: If any part of this Agreement is held unenforceable, the remaining portions of the Agreement will nevertheless remain in full force and effect.

18. CERTIFICATION CONCERNING BOYCOTT OF ISRAEL: Pursuant to Idaho Code section 67-2346, if payments under the Contract exceed one hundred thousand dollars (\$100,000)

and CONSULTANT employs ten (10) or more persons, CONSULTANT certifies that it is not currently engaged in, and will not for the duration of the Contract engage in, a boycott of goods or services from Israel or territories under its control. The terms in this section defined in Idaho Code section 67-2346 shall have the meaning defined therein.

19. ATTORNEY FEES: Reasonable attorney fees shall be awarded to the prevailing party in any action to enforce this Agreement or to declare forfeiture or termination of this Agreement.

20. Certification that Company is Not Currently Owned or Operated by the Government of China. Pursuant to Idaho Code section 67-2359, CONSULTANT certifies that the company is not currently owned or operated by the government of China and will not for the duration of the contract be owned or operated by the government of China. The terms defined in Idaho Code section 67-2359 shall be the meaning defined therein.

DATED this _____ day of _____, 2023.

ENTITY:

CONSULTANT:

Mayor

By _____

Owner

ATTEST:

City Clerk

Form and content approved by Fonda Jovick, as attorney for the City of Hayden.

3. ADJOURNMENT **ACTION ITEM**