

**AGENDA OF THE CITY COUNCIL MEETING
FOR THE CITY OF HAYDEN, KOOTENAI COUNTY, IDAHO**

Tuesday, March 10, 2026

Regular Meeting: 5:00 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. **PROCLAMATION**
 - A. 2026 Arbor Day Proclamation



Memo

To: Hayden City Council
From: Suzanne Cano, Recreation and Community Events Director
Date: March 10, 2026
Re: 2026 Arbor Day Proclamation

Agenda Item

2026 Arbor Day Proclamation

Summary and Impact

The Arbor Day Proclamation is an important document each year, as it is necessary to help with possible grant funding for the Arbor Day event and also is required for the Tree City USA certification for Hayden.

The Annual Arbor Day event has become a well-known, fun event and involves 350-550 students along with parents and teachers from Hayden elementary schools each year. It is comprised of 15-20 learning centers with volunteers from the community, City commissions and staff who teach students about trees, planting, history, wind, soil, water, light, etc. Each year, the Arbor Day representative who attends the City's Arbor Day celebration is impressed with the organization and attendance of the Hayden Arbor Day program.

Having the signed Arbor Day Proclamation gives the City the possibility of receiving a \$350 Arbor Day grant for seedlings given out during the City's annual Arbor Day event. Also, the expenses incurred to conduct the Arbor Day event go towards the \$2.00 per capita requirement to be certified as a Tree City USA by the Arbor Day Foundation.

Fiscal Impact/Budget Funding Source

Although there is no cost for the proclamation itself, as stated above, it is a necessary piece for the Arbor Day event and Tree City USA. The City has budgeted \$1,500 for Arbor Day expenses under GL#110-721-58001 cc1161 and \$1,000 for sponsorships to help offset costs under GL#110-750-41201 cc1161. Sponsorships along with the grant mostly cover the hard costs for this program, which was approved in the FY2026 budget.

Attachment

2026 Arbor Day Proclamation



2026 Arbor Day Proclamation



Bring Life to Your Community!

- Whereas,* In 1872, J. Sterling Morton proposed to the Nebraska Board of Agriculture that a special day be set aside for the planting of trees, and
- Whereas,* the holiday, called Arbor Day, was first observed with the planting of more than a million trees in Nebraska, and
- Whereas,* Arbor Day is now observed throughout the nation and the world, and
- Whereas,* trees can reduce the erosion of our precious topsoil by wind and water, lower our heating and cooling costs, moderate the temperature, clean the air, produce oxygen and provide habitat for wildlife, and
- Whereas,* trees are a renewable resource giving up paper, wood for our homes, fuel for our fires and countless other wood products, and
- Whereas,* trees in our city increase property values, enhance the economic vitality of business areas, and beautify our community, and
- Whereas,* trees, wherever they are planted, are a source of joy and spiritual renewal.

*NOW THEREFORE, I, Alan Davis, Mayor of Hayden, Idaho, along with the Hayden City Council do hereby proclaim Wednesday, May 13, 2026, as **Arbor Day** in the City of Hayden; and I urge all citizens to celebrate Arbor Day and to support efforts to protect our trees and woodlands, and*

Further, I urge all citizens to plant and care for trees to gladden the heart and promote the well-being of this and future generations.

Dated this _____ day of _____ in the year 2026.

Mayor _____

Attest:

Abbi Sanchez, City Clerk

2. **CONSENT CALENDAR** *All items on the Consent Calendar are Action Items*
 - A. Approval of 2026 Skyhawks Sports Academy LLC Contractual Services Agreement



Memo

To: Mayor and Hayden City Council

From: Suzanne Cano, Recreation and Community Events Director

Date: March 2, 2026

Agenda Item: Approval of 2026 Skyhawks Sports Academy LLC Contractual Services Agreement

Agenda Item Location

Consent Calendar

Recommended Action or Motion

Staff recommends approval of the 2026 Skyhawks Sports Academy LLC Contractual Services Agreement.

Functional Impact of Authorizing

Approving the agreement allows the City of Hayden to offer fairly-priced summer sports camps for youth ages 3-12 in and around the Hayden community, as well as continue to offer a variety of special interest programs.

Functional Impact of Not Authorizing

If not approved, the amount of special interest programs offered through the City would be reduced, and a reasonably-priced option for youth sports camps would be taken away. Also, there are families who use these sports camps for childcare through the summer months, so not approving would have a negative effect on their options for childcare.

Fiscal Impact

As approved in the FY 2026 budget, the City receives 20% of all registration fees. This money helps offset the cost of advertising, staff time and office supplies.

Budget Funding Source/Transfer Request

Revenues:

Skyhawks Camps, GL# 110-740-44799

Expenses:

Advertising, GL# 110-711-55501

Regular FT Staff Salaries, GL# 110-711-51101

Office Supplies, GL# 110-711-56101

Attachment

2026 Skyhawks Sports Academy LLC Contractual Services Agreement

2026 Skyhawks Sports Academy LLC Confirmation of Services

CITY OF HAYDEN CONTRACTUAL SERVICES AGREEMENT

This agreement is entered into between the city of Hayden, a political subdivision of the state of Idaho, hereinafter "City," and the Skyhawks Sports Academy LLC, a Washington corporation authorized to do business in the state of Idaho, 1826 E. Sprague Avenue, Spokane, WA 99202, (800) 804-3509, hereinafter "Contractor."

The Contractor shall provide the following sports camps during the term of this agreement:

Baseball, Basketball, Beginning Golf, Cheerleading, Flag Football, Mini-Hawk (Soccer, Baseball, and Basketball), Multi-Sport (may include Baseball, Basketball, Capture the Flag, Dodgeball, Flag Football, Flag Rugby, Soccer, Ultimate Frisbee, Volleyball), Soccer, Outdoor Volleyball. Some full-day camps also have a supervised open-swim session in the afternoon. The Contractor will commence providing summer sports camps from June-August 2026, each camp lasting five (5) days, unless otherwise noted. Contractor may provide other mutually agreed-upon camps throughout the duration of this contract.

The City and Contractor will mutually agree upon dates, times, location, fees, etc. for all programs provided by Contractor. The duration of this agreement shall be February 1-December 31, 2026. All equipment required for the camps will be provided by the Contractor. Contractor and City will be responsible for collecting the camp registration fees. The City agrees to provide information regarding the camps on the City of Hayden website as well as at the Hayden City Hall offices, as well as through the Spring and Summer activities guides, PeachJar, emails, Facebook, etc.

Contractor understands it is their responsibility to provide the agreed services, which may include setup of the program, opening up of the building (if applicable), and putting out equipment as needed.

While the program is underway, Contractor will ensure the safety of the participants, that all city and Recreation & Community Events Department policies and procedures are not violated, and that each participant is able to participate an equal amount of time and only registered participants be in attendance. Contractor will report participation and be responsible for their security of the facility and equipment (if applicable), immediately report damage and/or injuries to the City and ensure that the facility is left in the condition it was found.

Contractor agrees to take full responsibility in organizing, teaching and preparing written records for the above program. Contractor also understands that they will be required to prepare an outline for the class. These written records will be provided to the Hayden Recreation & Community Events Department.

Contractor agrees and understands that Contractor is conducting the classes listed above solely as an independent contractor and not as an employee of the City.

Contractor understands that no withholding for Social Security or federal or state income tax will be taken from monies paid to contractor by the City. Contractor is responsible for salary, insurance and workman's compensation for any individual operating on behalf of, or as an employee of the Contractor. Contractor understands that annual payments to Contractor from the City of \$600 or more will be reported to the Internal Revenue Service. It is Contractor's responsibility to satisfy any taxes due by Contractor in an appropriate amount.

Contractor assumes all risk and hazards of the conduct of the program. In case of injury to Contractor or Contractor's agents, Contractor waives all claims or legal actions, financial or otherwise, against the City, its elected officials, employees, sponsors, agents or volunteers connected with the program, unless injury is caused by the sole negligence of the City.

Insurance: Contractor agrees to obtain and keep in force during its acts under this agreement a comprehensive general liability insurance policy in the minimum amount of \$1,000,000 which shall name and protect Contractor, all Contractor's employees, City and its officers, agents and employees, from and against any and all claims, losses, actions, and judgments for damages or injury to persons or property arising out of or in connection with the Contractor's acts. Contractor shall provide proof of liability coverage as set forth above to City prior to commencing its performance as herein provided and require insurer to notify City ten (10) days prior to cancellation of said policy.

Nondiscrimination: No person shall be discriminated against in the providing of the services herein under and the Contractor shall not refuse to serve or hire any person because of such person's race, creed, sex, color, or national origin. Also, the Contractor will in no manner discriminate against any person because of such person's race, creed, sex, color, or national origin in the performance of this Agreement. Any such discrimination shall be deemed a violation of this Agreement and shall render this Agreement subject to forfeiture.

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 employs ten (10) or more persons, Contractor 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.

Certification that Company is Not Currently Owned or Operated by the Government of China. Pursuant to Idaho Code section 67-2359, Contractor 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.

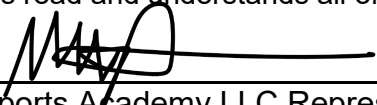
Contractor agrees to conduct the program in a proper manner and to defend the City and its agents against any claim because of damages to property or personal injury arising out of the agreed instructional services, which may be occasioned by any willful or negligent act or omission of the Contractor, or any of Contractor's agents, servants, employees, or subcontractors, except to the extent such injury is caused by the negligent or willful misconduct of the City and its agents.

Compensation to the City of Hayden for the above services shall be: 20% of the monies paid for registration for the program, Contractor shall receive the remainder of the monies as compensation.

If Contractor is unable to be at the assigned facility at the agreed time, Contractor will notify the program supervisor at the following phone number: (208) 209-1080.

Either party may cancel this Agreement at any time, with or without cause, upon ten (10) days written notice to the other party and specifying the date of termination. Termination of this Agreement by any party shall also terminate the obligation or liabilities of the parties, except that the obligations and liabilities incurred prior to the terminate date shall be honored.

Contractor has read and understands all of the above terms and agrees to abide by them.



Skyhawks Sports Academy LLC Representative's Signature

Matt Perham

Skyhawks Sports Academy LLC Representative's Printed Name

Date: 2-27-26

Alan Davis, Mayor

Date: _____

ATTEST:

Abbi Sanchez, City Clerk

Confirmation of Services (COS)



Skyhawks Sports
Confirmation of Services
Partner Agreement

Hayden Recreation & Community Events

Contact Information: Suzie Cano

Contact Phone: 208-209-1080

Contact Email: scano@haydenid.gov

Organization Address:
8930 N. Government Way
Hayden, ID 83835

Skyhawks Contact:
Kelsey McCarthy | kmccarthy@skyhawks.com | 949-767-7305

Skyhawks Corporate Offices: 800-804-3509

Additional Skyhawks Contact:
Kelsey McCarthy | kmccarthy@skyhawks.com | 949-767-7305, Lilly Funk | lfunk@skyhawks.com | 800-804-3509

--

Organization Disclaimers:

If applicable, below is the additional requested liability statement and/or disclaimer that customers will agree to at checkout on the Skyhawks registration platform.

--

Season Program Summary:

The following table outlines registration methods, confirmed programs, commission payouts and program schedules for all programs occurring in the season.

Title	Dates	Times	Min / Available	Age Range	Course #	Advertised Price
Beginning Golf	6/8/2026 - 6/12/2026	09:00 AM - 12:00 PM	8 / 30	6yr to 12yr	SSA68402	\$165.00



Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Multi-Sport Camp (Capture the Flag, Dodgeball & Ultimate Frisbee)	6/8/2026 - 6/12/2026	09:00 AM - 12:00 PM	8 / 30	6yr to 12yr	SSA68563	\$165.00
--	----------------------	---------------------	--------	-------------	----------	----------

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Multi-Sport Camp (Soccer & Volleyball)	6/15/2026 - 6/18/2026	09:00 AM - 12:00 PM	8 / 30	6yr to 12yr	SSA68577	\$132.00
---	-----------------------	---------------------	--------	-------------	----------	----------

Schedule Type: Monday - Thursday

Schedule Description: No program on June 19th in observance of Juneteenth

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$132.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Multi-Sport / Swim Combo Camp (Soccer & Volleyball)	6/15/2026 - 6/18/2026	09:00 AM - 03:00 PM	8 / 30	6yr to 12yr	SSA68578	\$160.00
--	-----------------------	---------------------	--------	-------------	----------	----------

Schedule Type: Monday - Thursday

Schedule Description: No camp on June 19th in observance of Juneteenth

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$160.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Mini-Hawk Camp (Baseball, Basketball & Soccer)	6/22/2026 - 6/26/2026	09:00 AM - 12:00 PM	8 / 18	4yr to 7yr	SSA68519	\$165.00
---	-----------------------	---------------------	--------	------------	----------	----------

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Baseball / Swim Combo Camp 6/22/2026 - 6/26/2026 09:00 AM - 03:00 PM 8 / 30 6yr to 12yr SSA68330 \$200.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$200.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Baseball Camp 6/22/2026 - 6/26/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA68338 \$165.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Multi-Sport / Swim Combo Camp (Soccer, Ultimate Frisbee & Flag Rugby) 6/29/2026 - 7/2/2026 09:00 AM - 03:00 PM 8 / 30 6yr to 12yr SSA68627 \$160.00

Schedule Type: Monday - Thursday

Schedule Description: No camp on Friday

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$160.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Multi-Sport Camp (Soccer, Ultimate Frisbee & Flag Rugby) 6/29/2026 - 7/2/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA68667 \$132.00

Schedule Type: Monday - Thursday

Schedule Description: No camp on Friday

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$132.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Cheerleading / Swim Combo Camp 7/6/2026 - 7/10/2026 09:00 AM - 03:00 PM 8 / 30 6yr to 12yr SSA68426 \$200.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$200.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Cheerleading Camp 7/6/2026 - 7/10/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA68448 \$165.00

Schedule Type: Weekdays

Base Price & Fees Breakdown

Location Details:
 Finucane Park
 Prairie Avenue and 4th Street
 Hayden, ID 83835

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations



Flag Football / Swim Combo Camp 7/6/2026 - 7/10/2026 09:00 AM - 03:00 PM 8 / 30 6yr to 12yr SSA68454 \$200.00

Schedule Type: Weekdays

Location Details:
 Finucane Park
 Prairie Avenue and 4th Street
 Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$200.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Flag Football Camp 7/6/2026 - 7/10/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA68465 \$165.00

Schedule Type: Weekdays

Location Details:
 Finucane Park
 Prairie Avenue and 4th Street
 Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Soccer / Swim Combo Camp 7/13/2026 - 7/17/2026 09:00 AM - 03:00 PM 8 / 30 6yr to 12yr SSA68365 \$200.00

Schedule Type: Weekdays

Location Details:
 Finucane Park
 Prairie Avenue and 4th Street
 Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$200.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Soccer Camp 7/13/2026 - 7/17/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA68372 \$165.00

Schedule Type: Weekdays

Location Details:
 Finucane Park
 Prairie Avenue and 4th Street
 Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Mini-Hawk Camp (Baseball, Basketball & Soccer) 7/20/2026 - 7/24/2026 09:00 AM - 12:00 PM 8 / 18 4yr to 7yr SSA68522 \$165.00

Schedule Type: Weekdays

Location Details:
 Finucane Park
 Prairie Avenue and 4th Street
 Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Volleyball / Swim Combo Camp 7/20/2026 - 7/24/2026 09:00 AM - 03:00 PM 8 / 30 6yr to 12yr SSA68628 \$200.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$200.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Volleyball Camp 7/20/2026 - 7/24/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA68645 \$165.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Basketball Camp 7/27/2026 - 7/31/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA77473 \$132.00

Schedule Type: Weekdays

Schedule Description: No class Tues 7/28 due to court conflict

Location Details:

McIntire Family Park
8930 N Government Way
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$132.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Multi-Sport / Swim Combo Camp (Baseball, Flag Football & Soccer) 7/27/2026 - 7/31/2026 09:00 AM - 03:00 PM 8 / 30 6yr to 12yr SSA68534 \$200.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$200.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Multi-Sport Camp (Baseball, Flag Football & Soccer) 7/27/2026 - 7/31/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA68555 \$165.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Flag Football Camp 8/3/2026 - 8/7/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA68473 \$165.00

Schedule Type: Weekdays

Location Details:

Finucane Park

Base Price & Fees Breakdown

Prairie Avenue and 4th Street
Hayden, ID 83835

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations



Flag Football / Swim Combo Camp 8/3/2026 - 8/7/2026 09:00 AM - 03:00 PM 8 / 30 6yr to 12yr SSA68457 \$200.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$200.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Outdoor Volleyball / Swim Combo Camp 8/3/2026 - 8/7/2026 09:00 AM - 03:00 PM 8 / 30 6yr to 12yr SSA68582 \$200.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$200.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Outdoor Volleyball Camp 8/3/2026 - 8/7/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA68588 \$165.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Beginning Golf 8/10/2026 - 8/14/2026 09:00 AM - 12:00 PM 8 / 30 6yr to 12yr SSA68403 \$165.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$165.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations

Beginning Golf / Swim Combo Camp 8/10/2026 - 8/14/2026 09:00 AM - 03:00 PM 8 / 30 6yr to 12yr SSA68404 \$200.00

Schedule Type: Weekdays

Location Details:

Finucane Park
Prairie Avenue and 4th Street
Hayden, ID 83835

Base Price & Fees Breakdown

Item	Amount	Commission
Base Price	\$200.00	20% Percentage amount per participant Payout to Organization

Registration Method: Both Skyhawks Sports and Organization take registrations



--

Acknowledgement:

By agreeing to this Confirmation of Services partner agreement, I am acknowledging the following:

- *I have reviewed and agree with the registration methods, confirmed programs, commission payouts and program schedules outlined above.
- *My organization will effectively list and highlight Skyhawks as an official partner on any website page or other material, digital or print, where vendor partners are listed.
- *If available, my organization will publish all of the above programs with accurate details on our in-house registration system, whether registrations are accepted or forwarded to Skyhawks.
- *If applicable, my organization will publish the above programs and highlight Skyhawks as an official partner in any digital or print activity guides.
- *If provided and available, my organization will supply print fliers and/or posters in any front office lobbies or events where potential customers may visit.
- *Our marketing department or individual from our organization will make best efforts to use the resources provided by Skyhawks to promote and highlight the above programs in social media posts, email campaigns, text message campaigns and any other available marketing efforts that reach the target customer database.
- *In the event our organization is responsible for taking registrations, our team will either grant Skyhawks access to an online portal to download rosters or agree to timely email-based roster updates on the following schedule or other schedule to be determined. Skyhawks requires an Excel format roster for easier transfer of roster data into our system. As a baseline requirement, Skyhawks requires roster updates 30 days out, 15 days out, 7 days out and day before program start dates. During the summer camp season, my organization may be asked to provide complete roster updates twice per week to ensure accurate future counts and past program invoicing on the Skyhawks side.

Acknowledgement: Please type your name below and click the "Confirm" button to acknowledge all details and terms outlined in this Confirmation of Services partner agreement.



Signed electronically by: **Suzanne Cano** On **2/24/2026 11:20:25 AM** at **199.231.117.10**.



B. Approval of 2026 We Care Wellness Center LLC Contractual Services Agreement



Memo

To: Mayor and Hayden City Council

From: Suzanne Cano, Recreation and Community Events Director

Date: March 2, 2026

Agenda Item: Approval of 2026 We Care Wellness Center Contractual Services Agreement

Agenda Item Location

Consent Calendar

Recommended Action or Motion

Staff recommends approval of the 2026 We Care Wellness Center Contractual Services Agreement.

Functional Impact of Authorizing

Approving the agreement allows the City of Hayden to offer reasonably priced exercise and fitness classes for children ages 5-10 and adults 55+ to the community. As well, it allows the City the ability to offer a variety of special interest programs.

Functional Impact of Not Authorizing

If not approved, the amount of special interest programs offered through the City would be reduced, and a reasonably-priced option for introductory fitness and exercise classes wouldn't be available.

Fiscal Impact

Revenues would be receipted into the FY2026 budget Fitness GL account. The City receives 30% of all registration fees paid for this program. This revenue helps offset the cost of advertising, staff time, and if any, office supplies.

Budget Funding Source/Transfer Request

Revenues:

Fitness, GL# 110-740-44797

Expenses:

Advertising, GL# 110-711-55501

Regular FT Staff Salaries, GL# 110-711-51101

Office Supplies, GL# 110-711-56101

Attachment

2026 We Care Wellness Center Contractual Services Agreement

**HAYDEN RECREATION & COMMUNITY EVENTS DEPARTMENT
CONTRACTUAL SERVICES AGREEMENT**

This agreement of instruction between the city of Hayden, Idaho (City) and We Care Wellness Center LLC, c/o Kyle Rutley, (Contractor) whose address is 827 W. Prairie Avenue, Hayden, ID 83835, 208-699-3873.

The Contractor will provide instruction for the following program: Kids Fitness Classes Ages 5-10, Built to Last Classes Ages 55+, as well as any other mutually agreed upon programs

Location: We Care Wellness Center, 827 W. Prairie Avenue, Hayden

Kids Fitness Classes: Minimum Enrollment: <u>3</u>	Maximum Enrollment: <u>20</u>
Built to Last Classes: Minimum Enrollment: <u>2</u>	Maximum Enrollment: <u>12</u>

The City and Contractor will mutually agree upon dates, times, location, fees, etc. The duration of this agreement shall be March 1-December 31, 2026. This agreement will be terminated if the minimum enrollment is not received. All items required for the program are to be provided by the Contractor. The City of Hayden will be responsible for the collection of all program registration fees. The City agrees to provide information regarding the program on the City of Hayden website, as well as at the Hayden City Hall offices and other materials as it deems necessary.

Contractor understands it is their responsibility to provide the agreed services, which may include setup of the program, opening up of the building (if applicable), and putting out equipment as needed.

While the program is underway, Contractor will ensure the safety of the participants, that all City and Recreation & Community Events Department policies and procedures are not violated, and that each participant is able to participate an equal amount of time and only registered participants be in attendance. Contractor will report participation and be responsible for their security of the facility and equipment (if applicable), immediately report damage and/or injuries to the City and ensure that the facility is left in the condition it was found.

Contractor agrees to take full responsibility in organizing, teaching and preparing written records for the above program. Contractor also understands that they will be required to prepare an outline for the class. These written records will be provided to the Hayden Recreation & Community Events Department.

Contractor agrees and understands that Contractor is conducting the classes listed above solely as an independent contractor and not as an employee of the City.

Contractor understands that no withholding for Social Security or federal or state income tax will be taken from monies paid to contractor by the City. Contractor is responsible for salary, insurance and workman's compensation for any individual operating on behalf of, or as an employee of the Contractor. Contractor understands that annual payments to Contractor from the City of \$600 or more will be reported to the Internal Revenue Service. It is Contractor's responsibility to satisfy any taxes due by Contractor in an appropriate amount.

Contractor assumes all risk and hazards of the conduct of the program. In case of injury to Contractor or Contractor's agents, Contractor waives all claims or legal actions, financial or otherwise, against the City, its elected officials, employees, sponsors, agents or volunteers connected with the program, unless in jury is caused by the sole negligence of the City.

Insurance: Contractor agrees to obtain and keep in force during its acts under this agreement a comprehensive general liability insurance policy in the minimum amount of \$1,000,000 which shall name and protect Contractor, all Contractor's employees, City and its officers, agents and employees, from and against any and all claims, losses, actions, and judgments for damages or injury to persons or property arising out of or in connection with the Contractor's acts. Contractor shall provide proof of liability coverage as set forth above to City prior to

commencing its performance as herein provided and require insurer to notify City ten (10) days prior to cancellation of said policy.

Nondiscrimination: No person shall be discriminated against in the providing of the services herein under and the Contractor shall not refuse to serve or hire any person because of such person's race, creed, sex, color, or national origin. Also, the Contractor will in no manner discriminate against any person because of such person's race, creed, sex, color, or national origin in the performance of this Agreement. Any such discrimination shall be deemed a violation of this Agreement and shall render this Agreement subject to forfeiture.

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 employs ten (10) or more persons, Contractor 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.

Certification that Company is Not Currently Owned or Operated by the Government of China. Pursuant to Idaho Code section 67-2359, Contractor 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.

Contractor agrees to conduct the program in a proper manner and to defend the City and its agents against any claim because of damages to property or personal injury arising out of the agreed instructional services, which may be occasioned by any willful or negligent act or omission of the Contractor, or any of Contractor' agents, servants, employees, or subcontractors, except to the extent such injury is caused by the negligent or willful misconduct of the City and its agents.

Compensation to the City of Hayden for the above services shall be: 30% of the monies paid for registration for the program, Contractor shall receive the remainder of the monies as compensation.

If Contractor is unable to be at the assigned facility at the agreed time, Contractor will notify the program supervisor at the following phone number: (208) 209-1080.

Either party may cancel this Agreement at any time, with or without cause, upon ten (10) days written notice to the other party and specifying the date of termination. Termination of this Agreement by any party shall also terminate the obligation or liabilities of the parties, except that the obligations and liabilities incurred prior to the terminate date shall be honored.

Contractor has read and understands all of the above terms and agrees to abide by them.

Kyle Rutley

CONTRACTOR'S SIGNATURE

Date: 02/25/2026

MAYOR

Date: _____

ATTEST:

Abbi Sanchez, City Clerk

C. Approval of Hiller Fire Monitoring Agreement for Public Works Facility Alarm System



Memo

To: Mayor and Hayden City Council

From: Alan Soderling, P.E., Public Works Director

Date: 3-3-2026

Agenda Item: Approval of Hiller Fire Monitoring Agreement for Public Works Facility

Agenda Item Location

Consent Calendar

Recommended Action or Motion

City Staff recommends the approval and authorization of the mayor to sign the quote from Hiller Fire, not to exceed without prior authorization, for \$588 per year.

Summary

This is a quote from Hiller Fire to manage our fire system and perform monitoring services for us along with the current agreement for City Hall. The new fire alarm system that has now been installed at the public works facility needs to have a monitoring system along with it the same as city hall.

Fiscal Impact

This scope of work and agreement is included in the FY2026 budget; therefore, this has no fiscal impact on the FY2026 budget.

Budget Funding Source / Transfer Request

GL Code #110-811-54301-3221 – Building Maintenance and Repair

Attachment

Attached below is the Hiller Fire Monitoring Agreement.



From

Hiller Spokane

10311 East Montgomery Drive
Spokane Valley WA 99206
509-290-5447
hillerfire.com
WA CONT: DFIREF*805OS,
WA ELEC: DFIREF*809N7, WA
LIC: 604643802, ID CONT:
FPSC-154, ID PW: 049359

Quote No.

2164160

Type Sales
Prepared By Angie Stamps
Created On 03/02/2026
Valid Until 04/30/2026

Quote For

CITY OF HAYDEN

PUBLIC WORKS FACILITY
11341 N RAMSEY RD
HAYDEN ID 83835-9821

Description of Work

FIRE ALARM MONITORING AGREEMENT

SUBSCRIBER ADDRESSES:

11341 N Ramsey Rd
Hayden Id
83835

HILLER WILL PROVIDE THE SERVICES LISTED BELOW:

Services:

PROGRAM MONITORING INFORMATION INTO ON-SITE FIRE ALARM PANEL **Y**
PROGRAM MONITORING INFORMATION INTO ON-SITE SECURITY ALARM PANEL **N**
CENTRAL STATION MONITORING SERVICES PROVIDED:

Commercial Fire Alarm

TIMER TEST FREQUENCY: **Daily, Monthly**

OPEN / CLOSING REPORTS: **Y/N**

Frequency: **Daily, Weekly, Monthly**

SYSTEM REPORTS: **Y/N**

Frequency: **Daily, Weekly, Monthly**

COMMUNICATOR TYPE TO BE MONITORED

Primary Cellular Communicator

THE CONTRACT DATE BEGINS AT THE TIME HILLER ACTIVELY BEGINS MONITORING THE SYSTEM AND THE FULL ANNUAL AGREED AMOUNT WILL BE INVOICED AT THAT TIME UNLESS OTHERWISE SPECIFIED.

TO CUSTOMER:

- I understand the reliability of the internet transmission of alarm signals is dependent on the availability of local and wide area networks outside the control of Hiller
- I understand that a cellular communicator will aid in the transmission of alarm signals in the event the primary communication line (telephone or internet if used) is out of service for any reason
- I understand that a cellular communicator is the sole source for transmission of alarm signals to the central station
- I understand the reliability of the radio transmission of alarm signals is dependent on the availability of local and wide area networks outside the control of Hiller

- I understand that with the introduction of new technologies, phone companies are not supporting the maintenance of the copper phone lines and the reliability of those phone lines is out of the control of Hiller
- Provide and maintain (2) separate phone lines. One dedicated to the exclusive use of the Fire Alarm Panel. **Note: This is not required for cellular, radio, or IP communicators used as Sole Path.**

Services to be completed

[Alarm Monitoring] Location - Building

Annual monitoring of the fire alarm on site.

Estimated Completion: 03/01/2026 to 03/31/2026

Code	Parts, Labor, and Items	Quantity	Unit Price	Total
33FAMAATAXMPT	FIRE ALARM MONITORING AGREEMENT ANNUAL BILLING T-EXEMPT	1	\$588.00	\$588.00
			GRAND TOTAL	\$588.00

Terms and Conditions

Approval indicates acceptance of Hiller's Terms and Conditions found here <https://hillerfire.com/terms-and-conditions-monitoring-1/>

By my signature below, I authorize work to begin and agree to pay the Grand Total according to the terms and conditions of this agreement.

Name: _____ Date: _____

Signature: _____

D. Approval of James Construction Proposal for Stoddard Garage Minor Improvements



Memo

To: Mayor and Hayden City Council

From: Alan Soderling, P.E., Public Works Director

Date: 3-3-2026

Agenda Item: James Construction Proposal for Stoddard Garage

Agenda Item Location

Consent Calendar

Recommended Action or Motion

City Staff recommends the approval and authorization of the Mayor to sign the James Construction Proposal, not to exceed without prior authorization, \$3,450.

Functional Impact of Authorizing

This proposal is to perform some general contractor work for our Stoddard Garage building at Stoddard Park. The building needs the windows replaced because of the old aluminum windows deterioration. The garage doors are also getting some maintenance work done to help with the weather sealant around the doors.

Functional Impact of Not Authorizing

If this is not approved, then the minor improvements to the Stoddard Garage will not be made.

Fiscal Impact

This scope of work is included in the FY2026 budget as a maintenance item for the structure. Therefore, it has no fiscal impact on the FY2026 budget.

Budget Funding Source / Transfer Request

GL Code #110-541-54300 – Buildings and Grounds

Attachment

Attached below is the James Construction Proposal.



**JAMES CONSTRUCTION
L L C**

Invoice

DATE: April 3, 2025
Invoice 4325
FOR: Containment
Building

City Of Hayden / Kevin

DESCRIPTION	AMOUNT
Parks & Rec. Building at Stoddard	
Windows 3Ea.	1,200.00
Labor	1,200.00
Door seals Garage doors 2Ea.	200.00
Labor	400.00
Subtotal	3,000.00
OH&P	450.00
TOTAL	\$ 3,450.00

If you have any questions concerning this Estimate, contact Troy James at 208-661-2495 or usatj@aol.com

THANK YOU FOR YOUR BUSINESS!

E. Approval of Request to Advertise the 2026 Chip Seal Project



Memo

To: Mayor and Hayden City Council

From: Alan Soderling, Public Works Director

Date: 3-3-2026

Agenda Item: Request to Advertise for 2026 Chip Seal Project

Agenda Item Location

Consent Calendar

Recommended Action or Motion

Staff recommend the approval and authorization of the mayor to advertise for the 2026 Chip Seal Project.

Functional Impact of Authorizing

This year's chip seal project is ready to be advertised and put out for bid. We have approximately 19 lane miles as part of this year's chip seal. We will be putting 1/2" chips down on some of our main roads this year including, but not limited to, Wyoming Ave, Lacey Ave, Miles Ave, Dakota Ave, Hayden Ave, and Warren St.

Functional Impact of Not Authorizing

If this is not approved, then the city will not perform our annual chip seal project that is required to keep up on the maintenance of city roadways.

Fiscal Impact

This project is included in the FY2026 budget. We won't know the impact of the project until we receive bids for the project.

Budget Funding Source

GL 110-532-54304 – Road and Parking Lot Maintenance

Attachments

2026 Chip Seal Advertisement for Bid.

**ADVERTISEMENT FOR BIDS
2026 CHIP SEAL PROJECT
FOR THE
CITY OF HAYDEN, IDAHO**

Sealed BIDS for the **City of Hayden, Idaho** will be received by the City at 8930 N. Government Way, Hayden, ID 83835, no later than **2:00 P.M., PDT, April 3rd, 2026**, and will be opened in City Hall. Anyone may attend.

A bid must be delivered to the City Clerk in the manner required by the Bidding Information.

The SCOPE of the project consists of chip seal on the following roadways.

- **1/2" SINGLE CHIP**
 - BASE BID
 - Hayden Ave from HWY 95 to Carrington Ave
 - Reed Road from Hayden Ave to North Dead End
 - Miles Ave from Highway 95 to Ramsey Road
 - Lacey Ave from Highway 95 to Ramsey Road
 - Dakota Ave from Highway 95 to Ramsey Road
 - Wyoming Ave from Highway 95 to Dakota Ave
 - ALTERNATE BID
 - Warren St from Wyoming to Lancaster Road
 - Sparks Ave (Commercial Subdivision)
 - Fryeburg Ave (Commercial Subdivision)

Plans and Specifications, bid forms, forms of agreement, etc., may be obtained by general contractors, sub-contractors and suppliers by emailing your request to clerk@haydenid.gov. Complete bidding documents for this project are available in electronic form. Questions regarding this project should be directed to Dan Hall at (208) 209-1085 or dhall@haydenid.gov.

A Public Works Contractor License for the State of Idaho is required to bid on this work. All bids shall contain one of the following forms of Bidders security in an amount equal to 5% of the total Bid amount: a) Bidder's Bond executed by a surety company qualified to conduct business in the State of Idaho; b) Certified Check payable to the City; c) Cashier's Check payable to the City; or d) Cash.

The City, in accordance with Title VI of the Civil Rights Act of 1964 (42 US. C.§§ 2000d to 2000d-4) and the Regulations, notifies all bidders that it will ensure that all business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, sex, or national origin. Prevailing wages are NOT required for this project. The City reserves the right to reject any or all bids.

Date: March 13, 2026

Abbi Sanchez
City Clerk

*Publish: March 20th and 27th, 2026

F. Approval of Fleet Agreement with Dirty Birdy Car Wash



Memo

To: Mayor and Hayden City Council

From: Ty Kovatch, Deputy Public Works Director

Date: 3-3-2026

Agenda Item: Dirty Birdy Car Wash – Fleet Partner Service Agreement for Admin Vehicles

Agenda Item Location

Consent Item

Recommended Action or Motion

City Staff recommends the approval and authorization for the mayor to sign the Dirty Birdy Car Wash – Fleet/Auto Partner Service Agreement for Admin Vehicles in the amount of, not to exceed without prior authorization, \$21 per vehicle per month for 8 city vehicles.

Functional Impact of Authorizing

The city has spent the last few years acquiring new trucks to replace our older fleet trucks. This agreement is to help the city maintain those vehicles by allowing us to wash and clean out our trucks on a regular basis. It will save the admin team time by being able to swing in and wash the truck on an as-needed basis. If a truck does not go through the car wash within a given month, then we do not get charged for that month. We have 8 vehicles on the list that will be authorized to use the car wash.

Functional Impact of Not Authorizing

If this agreement is not authorized, then we won't be able to use the Dirty Birdy Car Wash for our admin trucks.

Fiscal Impact

This agreement would fall under each equipment and vehicle maintenance budget on the list, therefore does not have a fiscal impact on the FY2026 budget.

Budget Funding Source / Transfer Request

110-512-54009 2004 Chevy Silverado 1500 R&M
110-512-54040 2023 GMC Sierra 1500 Pro R&M
110-350-54092 2020 Chevy Silverado 1500 DBLCab R&M
110-712-54095 2020 Ford Ranger R&M
110-350-54096 2006 GMC 1500 Extended Cab
110-512-54205 2025 GMC Sierra 1500 PRO #205
210-241-54207 2026 GMC Sierra 1500 PRO #207
110-350-54208 2025 GMC Sierra 1500 #208

Attachment

Dirty Birdy Car Wash – Fleet/Auto Partner Service Agreement



Dirty Birdy Car Wash – Fleet/Auto Partner Service Agreement

This Fleet/Partner "Aerie" Service Agreement ("Agreement") is entered into as of _____, by and between:

Dirty Birdy Car Wash

9930 N Kirkpatrick Street

Hayden, ID 83835

Phone: 208-505-9992

Email: dirtybirdycarwash@icloud.com

AND

Fleet Client

Company Name: City of Hayden

Authorized Contact: Dan Hall

Address: 8930 N Government Way

Phone: 208-772-4411

Email: dhall@haydenid.gov

What Sets Us Apart



Free High-Powered Vacuum Stations

After your wash, visit one of our 19 stations to detail your vehicle to your heart's delight!



Complimentary at each Station

Glass cleaner, interior cleaner, microfiber towels at each vacuum station.



Free Air Hose Dryers

Perfect for blasting water out of mirrors, grills, and trim.



Air Fresheners

handed out at the entrance!



License Plate Recognition

Fast, touch-free access for annual members



Fleet/Auto Partner Eligibility

- Client vehicles must be listed on the approved fleet list submitted to Dirty Birdy. Only listed vehicles will receive fleet pricing and benefits. Reporting will be provided for redemption based billing Auto Partners, and custom tickets will be provided at no additional cost.

Fleet/Auto Partner Pricing

- The Client agrees to the following pricing structure: Vehicles must be on the same package for single billing. Redemption based partners will be provided with a report of redeemed washes and billed per wash.
- Sparkling Osprey

Prices per car per month for fleet



Payment Terms

- Invoicing: Monthly by the 15th of the following month
- Payment Due: Within 30 days of invoice
- Accepted Methods: Credit card, ACH, or check
- Late payments may incur a service fee of 5% of the outstanding balance

Redemption based billing – price per wash



Term & Termination

- This Agreement shall begin on the Effective Date and remain in effect for one year, automatically renewing unless terminated by either party with 30 days' written notice.
- Dirty Birdy reserves the right to suspend service for non-payment or policy violations.



Liability & Damage Waiver

- Client agrees to release Dirty Birdy Car Wash from liability for minor wear or damage consistent with automated washing. Claims must be submitted within 48 hours of any incident.

Confidentiality

- Pricing and terms are confidential and may not be shared with third parties without written consent.

Entire Agreement

- This document represents the entire agreement between the parties. Amendments must be in writing and signed by both parties.

Authorized Signatures

Dirty Birdy Car Wash

Name: Shawn Green

Signature: Shawn Green

Date: _____

Fleet Client

Company Name: _____

Authorized Representative: _____

Signature: _____

Date: _____

Vehicle #	License Plate #
9	C21755
40	C02318
92	C21953
95	C21965
96	C14274
205	C03982
207	C04707
208	C04708

G. Appointment of Steve Griffiths to Development Impact Fee Advisory Committee



Memorandum for Record

To: City Council
From: Mayor Alan Davis
CC: Shawn Langenderfer, Deputy City Clerk
Date: March 10, 2026
Re: Nomination of Individual for Development Impact Fee Advisory Committee

Purpose.

To nominate an individual to serve on the City of Hayden Development Impact Fee Advisory Committee.

General.

The following individuals are selected to serve on the Development Impact Fee Advisory Committee:

Mr. Steven Griffitts Hayden, Idaho 83835
Term of Appointment: March 10, 2026 – December 31, 2027

H. Approval of Striping Agreement with Specialized Pavement Markings



Memo

To: Mayor and Hayden City Council

From: Alan Soderling, Public Works Director

Date: 3-3-2026

Agenda Item: Independent Contractor Agreement with Specialized Pavement Marking, LLC

Agenda Item Location

Consent Calendar

Recommended Action or Motion

Staff recommends the approval and authorization of the mayor to sign the Independent Contractor Agreement with Specialized Pavement Marking for \$38,873.02.

Functional Impact of Authorizing

This contract is to perform our annual street striping throughout the city. This year we are buying the paint and beads from the striping company instead of buying materials from a separate vendor. This helps the contractor with handling the paint and being more efficient with their striping process, as well as helping us by not having to store any excess paint over the winter into the next season.

Functional Impact of Not Authorizing

If this is not approved, then the upkeep on our city street striping would fall behind and make it more difficult for us to maintain our pavement markings.

Fiscal Impact

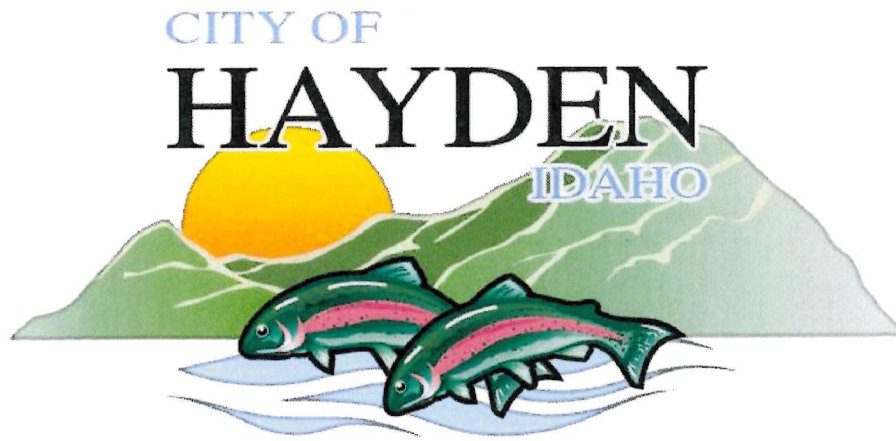
This agreement is included in the FY2026 budget. We have budgeted \$52,000 for our roadway striping; therefore, this has no fiscal impact on the FY2026 budget.

Budget Funding Source

GL 110-532-54313 – Roadway Striping

Attachments

Independent Contractors Agreement with Specialized Pavement Markings, LLC.



INDEPENDENT CONTRACTOR AGREEMENT

AGREEMENT made between the CITY OF HAYDEN, a political subdivision of the state of Idaho, herein "ENTITY" and SPECIALIZED PAVEMENT MARKING, LLC, 2311 E Main Ave Spokane, WA 99202, herein "CONTRACTOR",

THE PARTIES AGREE AS FOLLOWS:

1. **CONTRACT:** ENTITY hereby employs CONTRACTOR as an independent contractor to provide striping of the City's streets as directed by Public Works Director. Materials (i.e. paint, beads) costs are included. CONTRACTOR agrees to provide all equipment required for the project. CITY agrees to provide materials per Attachment 1.

CONTRACTOR agrees to provide all materials and services for the project(s) in accordance with the attached written specifications and quotes.

2. **TIME OF PERFORMANCE AND TERMINATION:** Parties agree that CONTRACTOR shall complete the project by July 1, 2026. If additional striping is requested, or striping delays because of preventative maintenance are needed by the city, a mutually agreed completion date for that work will be identified. In any event, completion shall be within 21 days of chip seal completion.

3. **COMPENSATION:** ENTITY agrees to pay CONTRACTOR as per Attachment 1 in an amount not to exceed \$38,873.02 without prior approval by Council.

4. **INDEPENDENT CONTRACTOR:** The parties agree that CONTRACTOR is the independent contractor of ENTITY and in no way an employee or agent of ENTITY and is not entitled to workers compensation or any benefit of employment with the ENTITY. ENTITY shall have no control over the performance of this Agreement by CONTRACTOR or its employees, except to specify the time and place of performance, and the results to be achieved. ENTITY shall have no responsibility for security or protection of CONTRACTOR'S supplies or equipment. CONTRACTOR agrees to pay and be responsible for all taxes due from the compensation received under this contract.

5. **WARRANTY:** CONTRACTOR 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. CONTRACTOR acknowledges that it will be liable for any breach of this warranty.

6. **INDEMNIFICATION:** CONTRACTOR 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 to the extent such is caused by the negligent acts and/or any performances or activities of CONTRACTOR, CONTRACTOR'S agents, employees, or representative under this agreement.

7. **INSURANCE:** CONTRACTOR agrees to obtain and keep in force during its acts under this agreement a comprehensive general liability insurance policy in the minimum amount of \$1,000,000 which shall name and protect CONTRACTOR, all CONTRACTOR'S employees, ENTITY and its officers, agents and employees, from and against any and all claims, losses, actions, and judgments for damages or injury to persons or property caused in whole or in part by, or in connection with, the CONTRACTOR'S acts. CONTRACTOR shall provide proof of liability coverage as set forth above to ENTITY prior to commencing its performance as herein provided, and require insurer to notify ENTITY ten (10) days prior to cancellation of said policy.

8. **WORKER'S COMPENSATION:** CONTRACTOR shall maintain in full force and effect worker's compensation for CONTRACTOR and any agents, employees, and staff that the CONTRACTOR may employ, and provide proof to ENTITY of such coverage or that such worker's compensation insurance is not required under the circumstances.

9. **COMPLIANCE WITH LAWS:** CONTRACTOR agrees to comply with all federal, state, city, and local laws, rules and regulations.

10. **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 Contractor employs ten (10) or more persons, Contractor 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.

11. **ENTIRE AGREEMENT:** This is the entire agreement of the parties and can only be modified or amended in writing by the parties.

12. **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.

13. **Certification that Company is Not Currently Owned or Operated by the Government of China.** Pursuant to Idaho Code section 67-2359, Contractor 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 Feb, 2026.

ENTITY:
CITY OF HAYDEN

CONTRACTOR:
SPECIALIZED PAVEMENT MARKING, LLC.

By: _____
Mayor

By: Eric M. Craig Eric Craig
Eric M. Craig (Feb 12, 2026 14:30:54 PST)
Its: Branch Manager

ATTEST:

Clerk

WITNESS:






City of Hayden Street Striping 2026 Subcontract

Final Audit Report

2026-02-12

Created:	2026-02-12
By:	Sue Grant (sue.grant@spmnw.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAAaSpvgj50kP1FYy-_qUK1KDNAeLI8rRu

"City of Hayden Street Striping 2026 Subcontract" History

-  Document created by Sue Grant (sue.grant@spmnw.com)
2026-02-12 - 10:20:59 PM GMT
-  Document emailed to eric.craig@spmnw.com for signature
2026-02-12 - 10:21:19 PM GMT
-  Email viewed by eric.craig@spmnw.com
2026-02-12 - 10:30:19 PM GMT
-  Signer eric.craig@spmnw.com entered name at signing as Eric M. Craig
2026-02-12 - 10:30:52 PM GMT
-  Document e-signed by Eric M. Craig (eric.craig@spmnw.com)
Signature Date: 2026-02-12 - 10:30:54 PM GMT - Time Source: server
-  Agreement completed.
2026-02-12 - 10:30:54 PM GMT



- I. Approval of Welch Comer's Honeysuckle Avenue and Ramsey Road Roundabout Bidding Services Agreement



Memo

To: Mayor and Hayden City Council

From: Dulci Kau, PE, City Engineer

Date: 3/3/26

Agenda Item: Approval of Welch Comer's Honeysuckle Avenue and Ramsey Road Roundabout Bidding Services Agreement

Agenda Item Location

Consent

Background and Recommended Action or Motion

The City has acquired the necessary right-of-way and easements for the Honeysuckle Avenue and Ramsey Road roundabout project that is identified in the adopted Transportation Master Plan. With the design and acquisition processes complete, the next step is to administer the project bidding and award. Welch Comer is on the City's current roster for transportation services.

The attached agreement provides the City with bidding services for the roundabout in accordance with the process set forth by Idaho Code 67-2805.

Staff recommends City Council approve Welch Comer and Associates, Inc. Honeysuckle-Ramsey Roundabout Bidding Services agreement, and permit the Mayor to sign the amendment.

Functional Impact of Authorizing

If authorized, the City will have bidding and contract award services for the roundabout following the process set forth by Idaho Code 67-2805.

Functional Impact of Not Authorizing

If not approved, the project will be delayed to evaluate a different process or firm for the procurement of construction services for a public works project.

Fiscal Impact

This agreement authorizes Welch Comer up to \$31,800 for the bidding services.

Budget Funding Source / Transfer Request

GL 120-112-59226-7721

Attachment

Welch Comer Honeysuckle-Ramsey Bidding Services Agreement

ENGINEERING SERVICES AGREEMENT

THIS ENGINEERING SERVICES AGREEMENT (“Agreement”) is made and entered into this ___ day of _____, 2026 (“Effective Date”) by and between **THE CITY OF HAYDEN**, a political subdivision of the state of Idaho (“CITY”) and **WELCH COMER & ASSOCIATES, INC.** (“ENGINEER”). The CITY and ENGINEER may be collectively referred to herein as the “parties” and individually referred to as a “party.” The promise and agreements of each being in consideration of the promises and agreements of the other. The parties agree as follows:

1. SCOPE OF WORK: The CITY engages ENGINEER to perform the work of design phase services for the Honeysuckle Ave and Ramsey Road Intersection project.

2. PAYMENT: The CITY agrees to pay ENGINEER for a portion of its services on rendered under this Agreement on an hourly basis and on a time and materials basis for said services rendered (refer to Exhibit A). The parties agree that ENGINEER will invoice the CITY for payment under this Agreement for services rendered herein and will create a separate task or item number for each service requested to simplify tracking.

3. RIGHT OF CONTROL: The CITY agrees that it will have no right to control or direct the details, manner, or means by which ENGINEER accomplishes the results of the services performed hereunder. ENGINEER has no obligation to work any particular hours or days or any particular number of hours or days. ENGINEER agrees, however, that its other contracts or services shall not interfere with the performance of its services under this Agreement.

4. INDEPENDENT ENGINEER RELATIONSHIP: ENGINEER is an independent contractor and is not an employee, servant, agent, partner, or joint venturer of the CITY. The CITY shall determine the scope of work to be done by ENGINEER, but ENGINEER shall determine the legal means by which it accomplishes the work specified by the CITY.

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 the CITY on behalf of ENGINEER or the employees of ENGINEER. ENGINEER shall not be treated as an employee with respect to the services performed hereunder for federal or state tax purposes. ENGINEER understands that ENGINEER is responsible to pay, according to law, ENGINEER's income tax. ENGINEER further understands that ENGINEER may be liable for self-employment (Social Security) tax to be paid by ENGINEER according to law.

6. LICENSES AND LAW: ENGINEER represents that it possesses the skill and experience necessary and all licenses required to perform the services under this Agreement. ENGINEER further agrees to comply with all applicable laws in the performance of the services hereunder.

7. FRINGE BENEFITS: Because ENGINEER is engaged in its own independently established business, ENGINEER is not eligible for, and shall not participate in, any employee pension, health, or other fringe benefit plans of CITY.

8. WORKER'S COMPENSATION: ENGINEER shall maintain in full force and effect worker's compensation for ENGINEER and any agents, employees, and staff that the ENGINEER may employ, and provide proof to the CITY of such coverage or that such worker's compensation insurance is not required under the circumstances.

9. EQUIPMENT, TOOLS, MATERIALS OR SUPPLIES: ENGINEER shall supply, at ENGINEER'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 effective date of the agreement through December 31, 2026. The above set date shall be the Effective Date of this Agreement.

11. WARRANTY: ENGINEER warrants that all services under this Agreement will be performed in a professional manner, in accordance with the applicable standard of care, and in conformance with the standards established for engineers and/or licensed surveyors in the State of Idaho. ENGINEER acknowledges that it will be liable for any breach of this warranty.

12. INDEMNIFICATION AND INSURANCE:

As respects to acts, errors or omissions in the performance of professional services, ENGINEER agrees to indemnify and hold harmless the CITY, its officers, employees, and the CITY's designated volunteers from and against any and all claims, demands, defense costs, liability or consequential damages of any kind or nature arising directly out of ENGINEER's negligent acts, errors or omissions in the performance of its professional services under the terms of this contract.

As respects all acts, errors or omissions which do not arise directly out of the performance of professional services including, but not limited to those acts or omissions normally covered by general and automobile liability insurance, ENGINEER agrees to indemnify and hold harmless the CITY, its officers, agents, employees, representatives, and volunteers from and against any and all claims, demands, defense costs, liability, or consequential damages of any kind or nature arising out of or in connection with ENGINEER's (or ENGINEER's subcontractors, if any) performance or failure to perform, under the terms of this contract; excepting those which arise out of the sole negligence of CITY.

Without limiting the CITY's right to indemnification, it is agreed that ENGINEER shall secure prior to commencing any activities under this Agreement, and maintain during the term of this Agreement, insurance coverage as follows:

- a. Worker's compensation insurance as required by Idaho statutes.
- b. Comprehensive general liability insurance or commercial general liability insurance, including coverage for premises and operations, contractual liability, personal injury liability, products/completed operations liability, broad-form property damage (if applicable) and independent ENGINEER's liability (if applicable), in an amount of not less than One Million Dollars (\$1,000,000.00) per occurrence, combined single limit, written on an occurrence form.
- c. Comprehensive automobile liability coverage including, as applicable, owned, nonowned and hired autos, in an amount of not less than One Million Dollars (\$1,000,000.00) per occurrence, combined single limit, written on an occurrence form.
- d. Professional liability insurance coverage, including contractual liability, in an amount not less than One Million Dollars (\$1,000,000.00), and ENGINEER shall maintain such coverage for at least four (4) years from the termination of this Agreement; and during this four- year period, ENGINEER shall use ENGINEER's best efforts to ensure that there is no change of the retroactive date on this insurance coverage.

The CITY is hereby authorized to reduce the requirements set forth above in the event the CITY determines that such reduction is in the CITY's best interest.

Each insurance policy required by this Agreement shall contain the following clauses:

- a. This insurance shall not be canceled, limited in scope or coverage, or non-renewed until after thirty (30) days prior written notice has been given to the Clerk of the CITY.
- b. It is agreed that any insurance maintained by the CITY shall apply in excess of and not contribute with insurance provided by this policy.

Each insurance policy required by this Agreement, excepting policies for worker's compensation and professional liability, shall contain the following clause:

The CITY, its officers, agents, employees, representatives and volunteers are added as additional insureds as respects operations and activities of, or on behalf of, the named insured, performed under contract with the CITY.

Prior to commencing any work under this Agreement, ENGINEER shall deliver to the CITY insurance certificates confirming the existence of the insurance required by this Agreement, and including the applicable clauses referenced above. Also, within thirty (30) days of the execution date of this Agreement, ENGINEER shall provide to CITY endorsements to the above-required policies, which add to these policies the applicable clauses referenced above. Said endorsements shall be signed by an authorized representative of the insurance company and shall include the signature's company affiliation and title. Should it be deemed necessary by the CITY, it shall be ENGINEER's responsibility to see that the CITY receives documentation acceptable to the CITY which sustains that the individual signing said endorsements is indeed authorized to do so by the insurance company. Also, the CITY has the right to demand, and to receive within a reasonable time period, copies of any insurance policies required under this Agreement.

In addition to any other remedies the CITY may have if ENGINEER fails to provide or maintain any insurance policies or policy endorsements to the extent and within the time herein required, the CITY may, at its sole option:

- a. Obtain such insurance and deduct and retain the amount of the premiums for such insurance from any sums due under the Agreement;
- b. Order ENGINEER to stop work under this Agreement and/or withhold any payment(s) which become due to ENGINEER hereunder until ENGINEER demonstrates compliance with the requirements hereof.
- c. Terminate this Agreement.

Exercise of any of the above remedies, however, is an alternative to other remedies the CITY may have and is not the exclusive remedy for ENGINEER's failure to maintain insurance or secure appropriate endorsements.

Nothing herein contained shall be construed as limiting in any way the extent to which ENGINEER may be held responsible for payments of damages to persons or property resulting from ENGINEER's, or its subcontractor's, performance of the work covered under this Agreement.

13. NONDISCRIMINATION: ENGINEER, for itself and its successors and assigns, agrees that in the performance of services provided for in this Agreement, ENGINEER will not unlawfully discriminate against any employee or applicant for employment because of age, race, handicap, color, creed, religion, sex, marital status, ancestry, or national origin.

14. CONFLICT OF INTEREST: ENGINEER warrants that it presently has no interest and will not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of its services hereunder. ENGINEER further covenants that, in performing this Agreement, it will employ no person who has any such interest. Should any conflict of interest arise, it will be disclosed and managed accordingly.

15. OWNERSHIPS: All work performed by ENGINEER on behalf of the CITY shall become the property of the CITY upon payment by the CITY for the services, including but not limited to electronic data and data compiled for the purpose of generating the final work product. The CITY shall have the right to use the data without obtaining prior approval by the ENGINEER.

16. 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.

17. 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.

18. ENTIRE AGREEMENT: This is the entire agreement of the parties and can only be modified or amended in writing by the parties.

19. SEVERABILITY: If any part of this Agreement is held unenforceable, the remaining portions of the Agreement will nevertheless remain in full force and effect.

20. 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.

21. NOTICES: Any and all notices required or permitted to be given under this Agreement will be sufficient if furnished in writing, hand delivered, or sent by registered or certified mail to:

To the City: City of Hayden
Attn: Lisa Ailport, City Administrator
8930 N. Government Way
Hayden, Idaho 83835
Telephone: (208) 772-4411
Facsimile: (208) 772-6522
E-mail:

With a copy to: Fonda Jovick
Lake City Law
435 W Hanley Avenue, Suite 101
Coeur d'Alene, Idaho 83815
Telephone: (208) 664-8115
Facsimile: (208) 664-6338
E-mail: fjovick@lclattorneys.com

To Contractor: Welch Comer & Associates, Inc.
Attn: Melissa Cleveland, P.E.
330 E. Lakeside, Suite 101
Coeur d'Alene, Idaho 83814
(208) 664-9382
mcleveland@welchcomer.com

IN WITNESS WHEREOF, the parties have made and entered into this Agreement as of the Effective Date first above written.

The parties have executed this Agreement as of the Effective Date.

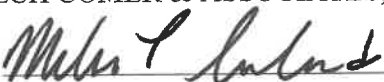
CITY

ENGINEER

CITY OF HAYDEN

WELCH COMER & ASSOCIATES, INC.

By: _____
Alan Davis, Mayor

By:  _____

ATTEST:

Its: Sr. Project Manager

Abbi Sanchez, City Clerk

EXHIBIT A
Scope of Work and Fees
Honeysuckle Ave/Ramsey Rd Bidding & Construction Phase
Services

The City of Hayden intends to construct a roundabout at the intersection of Honeysuckle Avenue and Ramsey Road. This construction project also includes water and sewer improvements by other jurisdictions that will be constructed under the City's contract. This scope of work is to perform a peer review of the roundabout, coordinate with utilities, and facilitate a bid process. **An amendment to this scope of work will be necessary for the actual construction administration portion of this project.**

I. Services of Engineer:

A. General Project Administration:

- a) General Project Management: This task involves management tasks such as budget control, schedule management, invoicing, file setup & management, and internal team coordination.
- b) Check in meetings: Meet virtually with the City weekly until the bid phase is complete. These are expected to be virtual meetings lasting no more than one (1) hour each.

B. Survey CAD Review:

- a) Currently the contract documents indicate that contractor is responsible for staking. Review CAD files and plans to determine there is enough information provided (alignments, profiles, control, surface, etc) to adequately stake. If additional information is needed, provide to City for coordination with the design engineer.

C. Roundabout Peer Review:

- a) Using the CAD files (2d geometry and surface files), confirm fastest path, cross slopes, and truck turning movements to confirm the roundabout reasonably meets latest design guidance. If concerns are identified, provide information to the City for coordination with the design engineer.

D. Utility Coordination:

- a) There are private utilities that require relocation as a part of this project. Coordinate with these private utilities to confirm schedules and scope of work.

E. Contract Document Review:

- a) Review the contract documents to confirm conformance with the City's latest ISPWC revisions and special provisions. Also, confirm mechanisms for bidding other agency work (water and sewer) with the roundabout project. If concerns are identified, provide information to the City for coordination with the design engineer, Hayden Lake Irrigation District (HLID), and/or Hayden Area Regional Sewer Board (HARSB). If minor adjustments are required, Welch Comer will make those revisions using the files provided by the design engineer.

F. Outreach:

- a) We assume the City staff will take on the majority of the outreach effort. As needed, assist the City with outreach to adjacent property owners and the public regarding this project. This could include preparation of exhibits, letters, press releases, and emailing other impacted public and private entities such as the school district.

G. Bid Phase Services:

- a) Prepare bid advertisement for the City Clerk to send to the CDA Press for publishing.
- b) Assist Owner in advertising for and obtaining bids for the Work. Assist owner in issuing the assembled design, contract, and bidding-related documents to prospective contractors.
- c) Prepare and issue addenda, as necessary. This item includes coordinating with the City and/or design engineer if addenda materially modify the stamped plans or contract documents. Minor modifications will be addressed by Welch Comer.
- d) Prepare for and facilitate a pre-bid meeting with prospective contractors. It is assumed that this meeting will be held at Welch Comer's office.
- e) Attend the bid opening, prepare the bid tabulation sheets, and assist Owner in evaluating bids or proposals, assembling the final contracts for the Work for executive by the Owner and Contractor, and in issuing Notices of Award of such contracts.

II. Payments to Engineer for Services:

- A. City shall pay ENGINEER for the services identified herein the following hourly plus expenses amounts:

General Project Administration	\$3,800
Survey CAD Review	\$2,900
Roundabout Peer Review	\$3,900
Utility Coordination	\$2,500
Contract Document Review	\$4,900
Outreach	\$1,900
Bid Phase	\$11,900
Total Hourly Plus Expenses Limit	\$31,800

- a) An amount equal to the cumulative hours charged to the Project by Engineer's employees times standard hourly rates for each applicable billing class, plus reimbursement of expenses incurred in connection with providing the Services.
- b) Engineer's Standard Hourly Rates are attached as Appendix 1.
- c) Engineer's Reimbursable Rate Schedule is attached as Appendix 2.
- d) Engineer may alter the distribution of compensation between individual phases noted herein to be consistent with services actually rendered, but shall not exceed the total hourly amount unless approved in writing by the Owner.

Scope of Work

- e) The City has agreements to incorporate HARSB force main infrastructure within the same bidding contract. HARSB's proportionate share is 25%. This does not impact Welch Comer's agreement, but is provided here for reference.
- f) The City has agreements to incorporate HLID's force main infrastructure within the same bidding contract. HLID's proportionate share is 10%. This does not impact Welch Comer's agreement, but is provided here for reference.

III. Schedule:

- A. The goal is to advertise the project for bids by the end of March.

Standard Hourly Rates Schedule

A. Standard Hourly Rates:

Standard Hourly Rates are set forth in this Appendix 1 to this Exhibit C and include salaries and wages paid to personnel in each billing class plus the cost of customary and statutory benefits, general and administrative overhead, non-project operating costs, and operating margin or profit. The Standard Hourly Rates Schedule will be adjusted annually to reflect equitable changes in the compensation payable to Engineer per Exhibit C.

The Standard Hourly Rates apply only as specified in Article C2.

B. Schedule:

Hourly rates for services performed on or after the date of the Agreement are:

Special Services	\$275.00/hour
Special Services – Accounting	190.00/hour
Expert Witness	300.00/hour
Public Involvement Specialist	125.00/hour
Principal Engineer III	310.00/hour
Principal Engineer II	295.00/hour
Principal Engineer I	260.00/hour
Construction Services Manager	250.00/hour
Construction Services Project Manager	160.00/hour
Sr. Project Manager	240.00/hour
Project Manager	215.00/hour
Engineer VII	270.00/hour
Engineer VI	215.00/hour
Engineer V	200.00/hour
Engineer IV	185.00/hour
Engineer III	165.00/hour
Engineer II	155.00/hour
Engineer I	145.00/hour
Engineering Assistant	80.00/hour
Sr. Engineer Tech III	150.00/hour
Sr. Engineer Tech II	145.00/hour
Sr. Engineer Tech I	130.00/hour
Engineering Technician	118.00/hour
Environmental Scientist	130.00/hour
Survey Manager	255.00/hour
Professional Land Surveyor II	205.00/hour
Professional Land Surveyor I	200.00/hour
Crew Chief II	150.00/hour
Crew Chief I	135.00/hour
Crew Member	118.00/hour
Survey Technician II	135.00/hour
Survey Technician I	130.00/hour
GIS Manager	165.00/hour
GIS Technician II	130.00/hour
GIS Technician I	115.00/hour
Engineering Designer I	155.00/hour
CAD Technician IV	145.00/hour
CAD Technician III	125.00/hour
CAD Technician II	120.00/hour
CAD Technician I	115.00/hour
Sr. Project Administrator	130.00/hour
Project Administrator	110.00/hour
Sr. Administrative Assistant	90.00/hour
Administrative Assistant	80.00/hour
No Charge Services	0.00/hour

This is **Appendix 2 to EXHIBIT A**, consisting of 1 page, referred to in and part of the **Agreement between Owner and Engineer for Professional Services February 2026**.

Reimbursable Expenses Schedule

Reimbursable Expenses will be adjusted annually to reflect equitable changes in the compensation payable to Engineer per Exhibit C. Rates and charges for Reimbursable Expenses as of the date of the Agreement are:

Letter/Legal Size Copies/Impressions (B/W)	\$0.10/page
Double Sided Letter & Legal Size Copies/Impressions (B/W)	\$0.13/page
Double Sided Letter & Legal Size Copies/Impressions (Color)	\$0.99/page
Ledger Size Copies/Impressions (B/W)	\$0.20/page
Double Sided Ledger Size Copies/Impressions (B/W)	\$0.25/page
Double Sided Ledger Size Copies/Impressions (Color)	\$1.98/page
Cardstock Copies/Impressions (B/W)	\$0.31/page
Letter/Legal Cardstock Copies/Impressions (Color)	\$0.99/page
Ledger Size Copies/Impressions (Color)	\$1.03/page
Color Transparency	\$2.49/page
Plot on Paper B&W (18" x 24")	\$0.90/sheet
Plot on Paper Color (18" x 24")	\$4.50/sheet
Plot on Paper B&W (18" x 27 ")	\$0.90/sheet
Plot on Paper Color (18" x 27 ")	\$4.50/sheet
Plot on Photo Paper/Mylar (18" x 27")	\$8.25/sheet
Plot on Paper B&W (22" x 34")	\$1.80/sheet
Plot on Paper Color (22" x 34")	\$9.00/sheet
Plot on Paper B&W (22" x 36")	\$1.80/sheet
Plot on Paper Color (22" x 36")	\$9.00/sheet
Plot on Paper B&W (24" x 36")	\$1.80/sheet
Plot on Paper Color (24" x 36")	\$9.00/sheet
Plot on Paper B&W (30" x 42")	\$2.70/sheet
Plot on Paper Color (30" x 42")	\$13.50/Sheet
Plot on Paper B&W (34" x 44")	\$3.30/sheet
Plot on Paper Color (34" x 44")	\$16.50/sheet
Plot on Paper B&W (36" x 48")	\$3.60/sheet
Plot on Paper Color (36" x 48")	\$18.00/sheet
Plot on Paper B&W (36" x 120")	\$9.00/sheet
Plot on Paper Color (36" x 120")	\$45.00/sheet
Water Pressure Recorder	\$35.00/day
Mileage (auto)	Per Federal Rate
Meals and Lodging	Per Diem Rate
Mobile Lidar Scanner	\$1,500/hr
Navvis Ivion Cloud Processing	\$0.50/foot
UAV Flight	\$75/each
Drone Survey Software	\$450.00/each
Topo Feature Extraction Software	\$40.00/hour
Aerial Lidar	\$3,500/day
GPS Per Hour Billing	\$35.00/hour
GPS Per Hour Billing – Base and Rover	\$70.00/hour
Robotics Hourly Billing – 1 Man	\$70.00/hour
Digital Level	\$15.00/hour

Scope of Work

J. Approval of the PZE-25-0110 North Ramsey Road Annexation Written Decision



Memo

To: Mayor Davis and Members of the City Council

From: Donna Phillips, Community Development Director

Date: March 2, 2026

Agenda Item: PZE-25-0110 North Ramsey Road Annexation Written Decision

Agenda Item Location

Consent Calendar

Recommended Action or Motion

The City Council approved PZE-25-0110 North Ramsey Road Annexation request with a zone designation of Light Industrial (LI) with staff recommended conditions on February 24, 2026. The attached Written Decision is a summary of that approval.

Functional Impact of Authorizing

Upon approval of the written decision, the annexation agreements in accordance with the decision may be drafted for signature of the applicant and approval of the City.

Functional Impact of Not Authorizing

Should the written decision not be approved, then the annexation process stops and direction shall be given as to next steps.

Fiscal Impact

Properties annexed into the City will pay taxes to the City and will develop in accordance with the development standards of the City of Hayden.

Budget Funding Source / Transfer Request

NA

Attachments:

City Council Written Decision

WRITTEN DECISION

Annexation Request

PZE-25-0110 City Parcels on North Ramsey Road

The City initiated a request to annex two parcels owned by the City located to the west of North Ramsey Road, north of West Wyoming Avenue and immediately west of the City limits with a zone designation of Light Industrial (LI) was **APPROVED by the City Council** as presented.

CITY COUNCIL Motion on February 24, 2026: At the conclusion of the hearing, the City Council deliberated the proposal and Council President DePriest moved and Councilmember Roetter seconded the motion, to approve with staff recommended conditions of approval of the file PZE-25-0110 North Ramsey Road Annexation request with a zone designation of Light Industrial (LI), finding the request **IS** in accord with the standards of Hayden City Code, based upon testimony received, public and agency comments, the facts of the record and the record of the request. All members of the Council present were in favor.

FINDINGS:

Standards of Review and Evidence of Record (Findings) for Approval of a Zone Map Amendment

HCC §11-1-7 (E)(1): The Commission shall consider the existing zoning district or regulations, and may recommend approval, conditional approval, modification, or denial of the proposal or the commission may defer action until the completion of such studies or plans as may be necessary to determine the advisability of the proposal.

Staff: Based on the applicant's proposal and the existing and proposed uses, staff does not believe additional studies or plans are necessary.

HCC §11-1-7 (E)(2): The City Council may impose conditions upon rezoning where such conditions are required to ensure that proposed uses of the area are consistent with community needs and its public health, safety, and general welfare. The Planning and Zoning Commission may recommend conditions upon rezoning for the City Council's consideration.

Staff: Based on the applicant's request, staff does not believe additional conditions are necessary.

HCC §11-1-7 (E)(3): Amendment to the zoning map and zone text shall be in accordance with the Future Land Use Map and the goals and policies found in the Hayden Comprehensive Plan.

Staff: See Staff Analysis pages 3 & 4. Additionally, road right-of-way does not have a land use identified separate from that provided east and west of the right-of-way.

HCC §11-1-7 (E)(4): Amendment to the zoning map and zone text shall align with the zone district's purpose and intent.

Staff: See Staff Analysis pages 5.

HCC §11-1-7 (E)(5): Amendment to the zone map and zone text shall be consistent with the neighborhood contexts.

Staff: See Staff Analysis page 5-8.

PZC Hearing: Commissioner Johnson asked how the property was intended to be used in the future. Donna Phillips, Community Development Director, identified the Public Works Department (Parks and Streets) have moved out to the site today, and as far as the undeveloped property, it is not known how it will develop in the future.

PZC Deliberations: Commissioner Johnson identified the property with the Light Industrial Zone designation that fits the area well. Chair Taylor identified the request met the standards of approval. Commissioner Morris and the other commissioners concurred with these opinions.

City Council Public Hearing: Councilmember Roetter asked if the City would continue to pay the County for sewer or if it would be connected to City sewer. Alan Soderling, Public Works Director, identified that at the time of the North Ramsey Road project, a sewer stub was placed into this property in anticipation of moving it from the County sewer system to the City sewer system. Councilmember Shafer asked what the pros and cons of annexation would be. Donna Phillips, Community Development Director, identified that any development on the vacant lot or anything that would require a building permit today would have to follow county laws; whereas, should the property be annexed into the City, then the property would follow the City of Hayden's laws. Mayor Davis identified this request is simply bringing property owned by the City into the City limits.

City Council Public Comments: No members of the public were present at the time of public comment.

City Council Deliberations:

Councilmember Roetter stated that he thinks this is a great idea, the request meets the Standards of Approval. Councilmember DePriest noted that it was good to come into the City and connect to City sewer. Councilmember Erickson identified the request was in line with the design and vision of the Comprehensive Plan and with the Future Land Use Map, in addition to the needs of the City. The annexation will enable the City to use the land and buildings for the needs that the City has and as it was intended.

STAFF RECOMMENDED CONDITIONS OF APPROVAL

1. At the time of either site and/or subdivision development the applicant shall comply with the requirements from the Northern Lakes Fire Protection District.
2. At the time of future development, future site plans shall indicate how the property will be connected to municipal sewer when available and any existing or future building(s) shall be connected to municipal sewer.

NOW THEREFORE IT IS THE FINDINGS of the Hayden City Council that the annexation with a zone designation of Light Industrial (LI) request PZE-25-0110 is APPROVED.

Any applicant or affected person seeking judicial review of compliance with the provisions of Idaho Code Section §67-6535 and Hayden City Code §1-1-6 must first seek reconsideration of the final decision from the Hayden City Council within fourteen (14) days. Such written request must identify specific deficiencies in the decision for which reconsideration is sought as identified in Hayden City Code §1-1-6(A) (1) (a-f).

The applicant has the right to request a regulatory taking analysis pursuant to Idaho Code Section §67-8003. Any affected person aggrieved by a final decision concerning matters identified in Idaho Code section §67-6521 (1) (a) may, within twenty-eight (28) days after all remedies have been exhausted under local ordinances seek judicial review under the procedures provided by

Chapter 52, Title 67, Idaho Code. FINDINGS AND CONCLUSION APPROVED on the _____ day of March 2026.

CITY OF HAYDEN, IDAHO

By: _____

Alan Davis, Mayor

ATTEST:

Abbi Sanchez, Clerk

- K. Approval of the 2026 Hayden Summer Concert Series Agreement with Michael Koep dba Koep Concerts



Memo

To: Mayor and Hayden City Council

From: Suzanne Cano, Recreation and Community Events Director

Date: March 5, 2026

Agenda Item: Approval of the 2026 Hayden Summer Concert Series Agreement with Michael Koep dba Koep Concerts

Agenda Item Location

Consent Calendar

Recommended Action or Motion

Staff recommends approval of the 2026 Hayden Summer Concert Series Agreement with Michael Koep dba Koep Concerts.

Functional Impact of Authorizing

Approving the agreement allows the City of Hayden to continue its long-standing summer concert series, which has been conducted since 2004.

Functional Impact of Not Authorizing

If not approved, the Hayden community would not have the option to attend the well-known summer concert series it has enjoyed at McIntire Family Park since 2004. It would remove a hometown favorite from the City's summer-event season.

Fiscal Impact

There is no fiscal impact with this decision, the amount being paid to Michael Koep to produce the summer concert series was budgeted and approved by City Council in the FY2026 budget.

Budget Funding Source/Transfer Request

Concerts in the Park, GL# 110-721-58002 - \$7,200.00

Attachment

2026 Hayden Summer Concert Series Agreement with Michael Koep dba Koep Concerts

2026 HAYDEN SUMMER CONCERT SERIES AGREEMENT

THIS AGREEMENT, entered into the _____ day of _____, _____(year) between the City of Hayden, a municipal corporation organized pursuant to the laws of the state of Idaho, hereinafter referred to as "CITY," and Michael Koep dba Koep Concerts, referred to as "PRODUCER,"

WITNESSETH:

WHEREAS, it is in the interest of the citizens of the City of Hayden to have events available to them which will provide positive cultural and entertainment experiences; and

WHEREAS, Producer possesses particular knowledge, talent, training and skill to provide certain public entertainment; and

WHEREAS, Producer is the organizer of the Hayden Summer Concert Series; and

WHEREAS, the Hayden Summer Concert Series consists of six (6) separate concerts that take place on Thursdays in July and August, more specifically July 9, 16, 30; August 6, 13, 20, 2026, each to run from 6:00 p.m. to 8:30 p.m. in McIntire Family Park, which are open to the public; and

WHEREAS, the City may conduct some events that will be concurrent with the Hayden Summer Concert Series; and

WHEREAS, it is anticipated that holding the Hayden Summer Concert Series and City events concurrently will enhance the experience for the attendees and that if conducted, the two activities will complement each other.

NOW THEREFORE, the parties mutually agree as follows:

1. DUTIES OF PRODUCER

- A. **PERFORMANCE**: PRODUCER shall produce at a minimum six (6) concerts in McIntire Family Park at 8930 North Government Way, Hayden, Idaho, free to the public as part of the Hayden Summer Concert Series, with the CITY as a Sponsor.
- B. **EQUIPMENT AND ADVERTISEMENT**: PRODUCER shall coordinate for any specialized equipment required for the Band's Performance, supply staff required to run said equipment and provide the necessary advertisement for the concert.
- C. **INDEMNIFICATION**: PRODUCER agrees to indemnify, defend, and hold harmless CITY and all 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 Performance and/or any activities of the band, PRODUCER's agents, employees, or representatives under this Agreement.
- D. **INSURANCE**: PRODUCER agrees to provide a general liability insurance policy and to provide CITY with proof of such coverage. Coverage shall name the City of Hayden as an additional insured and shall be maintained in a coverage amount no less than \$1,000,000 per occurrence. PRODUCER's insurer shall notify CITY of a change in coverage at least 30 days before the coverage change is effective.

- E. **WORKER'S COMPENSATION:** The PRODUCER shall provide proof that the PRODUCER and any agents, employees, and staff that the PRODUCER may employ are covered by worker's compensation insurance or that such worker's compensation insurance is not required under the circumstances.
- F. **COMPLIANCE WITH LAW:** PRODUCER shall comply with and abide by all federal, state and local laws, rules, regulations and ordinances, **including the laws relating to the use of music owned or produced by persons other than the performers**, and any federal, state, or local regulation, order or resolution governing illnesses.
- G. **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 employs ten (10) or more persons, Contractor 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.
- H. **CERTIFICATION THAT COMPANY IS NOT CURRENTLY OWNED OR OPERATED BY THE GOVERNMENT OF CHINA.** Pursuant to Idaho Code section 67-2359, Contractor 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.
- I. **APPROVAL OF BANDS:** PRODUCER shall **allow the CITY to approve the choice of bands** which the PRODUCER selects for the CITY to sponsor for the Hayden Summer Concert Series.
- J. **COORDINATION:** PRODUCER shall coordinate with the CITY the placement and timing of the performers to ensure the Summer Concert Series and concurrent CITY events will function in a complementary and professional manner. PRODUCER shall be responsible to communicate with the performers and ensure that their interaction with the CITY during the event is professional and courteous.
- K. **NONDISCRIMINATION:** No person shall be discriminated against in the providing of the services herein under and the PRODUCER shall not refuse to serve or hire any person because of such person's race, creed, sex, color, or national origin. Also, the PRODUCER will in no manner discriminate against any person because of such person's race, creed, sex, color, or national origin in the performance of this Agreement. Any such discrimination shall be deemed a violation of this Agreement and shall render this Agreement subject to forfeiture.

2. DUTIES OF CITY

- A. **PAYMENT:** The CITY shall pay PRODUCER a total of **\$7,200.00** (Seven Thousand Two Hundred Dollars) payable in two equal payments of **\$3,600.00** (Three Thousand Six Hundred Dollars), the first of which will be paid on or before the 15th day of April 2026 and the second of which will be paid on or before the 1st day of June 2026.

3. MISCELLANEOUS PROVISIONS

IT IS FURTHER UNDERSTOOD THAT:


- A. INDEPENDENT CONTRACTOR: The parties agree that PRODUCER and all its employees and agents are independent contractors of CITY and in no way employees or agents of CITY and are not entitled to workers compensation or any benefit of employment with the CITY. CITY shall have no control over the performance of this Agreement by PRODUCER, except to specify the time and place of performance and the results to be achieved. PRODUCER agrees to pay and be responsible for all taxes due from the compensation received under this Agreement.
- B. JURISDICTION AND VENUE: This Agreement shall be governed and interpreted by the laws of the State of Idaho with venue in the First Judicial District, County of Kootenai, State of Idaho.
- C. MODIFICATION: This Agreement may be modified only in a writing agreed to by both parties.
- D. FORCE MAJEURE: If either party to this Agreement shall be delayed or prevented from the performance of any obligation through no fault of their own by reason of cancellation of selected bands, inability to procure materials, failure of utility service, restrictive governmental laws or regulations, riots, insurrection, war, adverse weather, Acts of God, or closures related to illnesses or other pandemics, or other similar causes beyond the control of such party, the performance of such obligation shall be excused for the period of the delay.
- E. TERMINATION: If either party to this Agreement is delayed or prevented from the performance of any obligation as stated above in Section 3.D., and the six (6) scheduled concerts cannot be completed as scheduled, either party shall have the ability to terminate this agreement. Upon termination, the amount of money paid to PRODUCER shall be returned to the CITY prorated based upon each canceled concert, or \$1,200.00 for each concert that is not completed.

DATED this 5 day of March, 2026

CITY OF HAYDEN
KOOTENAI COUNTY, IDAHO

Alan Davis, Mayor

MICHAEL KOEP, D/B/A
KOEP CONCERTS



Michael Koep

ATTEST:

Abbi Sanchez, City Clerk

- L. Approve the Contract with Verdis to Conduct a Structural Condition Assessment for the Stoddard Silo to Support Replacement of the Roof.



Memo

To: Mayor and Hayden City Council

From: Ty Kovatch, Public Works Director

Date: 3.10.2026

Agenda Item: Authorize contract with Verdis for a structural condition assessment for the Stoddard Silo to support replacement of the roof.

Agenda Item Location

Consent Calendar

Recommended Action or Motion

Motion: Move to authorize a contract not to exceed \$4,893 to complete a structural condition assessment for the Stoddard Silo to support replacement of the roof.

Functional Impact of Authorizing

The roof of the Stoddard Silo at Stoddard Park was damaged by wind and removed from the structure several years ago, leaving it exposed to the elements with unknown consequences. This action is necessary to evaluate the structural integrity of the silo and identify any improvements that are necessary to ensure the longevity and safety of the structure as part of replacing the missing roof.

Functional Impact of Not Authorizing

If this is not authorized, the silo's structural integrity will not be evaluated by a qualified professional, and the replacement of the silo roof will not be initiated, which may contribute to further deterioration of the structure and jeopardize its long term viability as a Hayden landmark.

Fiscal Impact

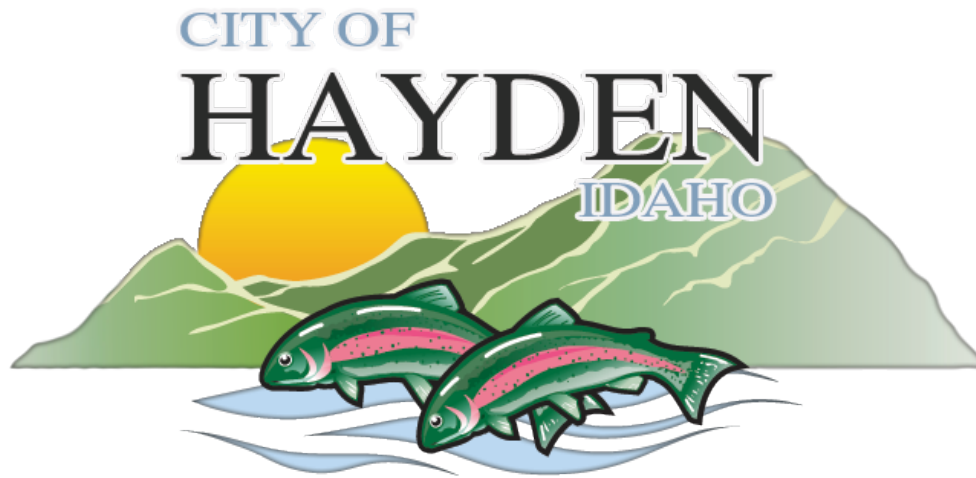
This action will be at a cost not to exceed \$4,893.

Budget Funding Source

GL 110-541-54300 Buildings & Grounds

Attachments

Exhibit A – Contract with Verdis for Stoddard condition assessment
Verdis March 6, 2026 quote



INDEPENDENT CONTRACTOR AGREEMENT

AGREEMENT made between the CITY OF HAYDEN, a political subdivision of the state of Idaho, herein "ENTITY" and Granite Enterprises, Inc, herein "CONTRACTOR",

THE PARTIES AGREE AS FOLLOWS:

1. **CONTRACT:** ENTITY hereby employs CONTRACTOR as an independent CONTRACTOR to complete a structural and general condition assessment for the roof replacement of the roof on the Stoddard Silo in Stoddard Park. CONTRACTOR agrees to provide a structural and general condition assessment of the silo outlining the structural and general condition of the facility and recommending necessary improvements to ensure longevity and safety in support of replacing the roof. The precise measurements necessary to support the placement of a replacement roof shall be included in the assessment.

CONTRACTOR agrees to provide all materials, services, equipment and any necessary permits for the project(s) at the locations cited in accordance with attached quotes in Exhibit A.

2. **TIME OF PERFORMANCE AND TERMINATION:** Parties agree that CONTRACTOR shall complete the project by May 1, 2026.

3. **COMPENSATION:** ENTITY agrees to pay CONTRACTOR for structural and general condition assessment services on the Stoddard Silo an amount not to exceed \$4,893.

4. **INDEPENDENT CONTRACTOR:** The parties agree that CONTRACTOR is the independent CONTRACTOR of ENTITY and in no way an employee or agent of ENTITY and is not entitled to workers compensation or any benefit of employment with the ENTITY. ENTITY shall have no control over the performance of this Agreement by CONTRACTOR or its employees, except to specify the time and place of performance, and the results to be achieved. ENTITY shall have no responsibility for security or protection of CONTRACTOR'S supplies or equipment. CONTRACTOR agrees to pay and be responsible for all taxes due from the compensation received under this contract.

5. **WARRANTY:** CONTRACTOR 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. CONTRACTOR acknowledges that it will be liable for any breach of this warranty.

6. **INDEMNIFICATION:** CONTRACTOR 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 to the extent such is caused by the

negligent acts and/or any performances or activities of CONTRACTOR, CONTRACTOR'S agents, employees, or representative under this agreement.

7. **INSURANCE:** CONTRACTOR agrees to obtain and keep in force during its acts under this agreement a comprehensive general liability insurance policy in the minimum amount of \$1,000,000 which shall name and protect CONTRACTOR, all CONTRACTOR'S employees, ENTITY and its officers, agents and employees, from and against any and all claims, losses, actions, and judgments for damages or injury to persons or property arising out of or in connection with the CONTRACTOR'S acts. CONTRACTOR shall provide proof of liability coverage as set forth above to ENTITY prior to commencing its performance as herein provided, and require insurer to notify ENTITY ten (10) days prior to cancellation of said policy.

8. **WORKER'S COMPENSATION:** CONTRACTOR shall maintain in full force and effect worker's compensation for CONTRACTOR and any agents, employees, and staff that the CONTRACTOR may employ, and provide proof to ENTITY of such coverage or that such worker's compensation insurance is not required under the circumstances.

9. **COMPLIANCE WITH LAWS:** CONTRACTOR agrees to comply with all federal, state, city, and local laws, rules and regulations.

10. **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 CONTRACTOR employs ten (10) or more persons, CONTRACTOR 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.


11. **ENTIRE AGREEMENT:** This is the entire agreement of the parties and can only be modified or amended in writing by the parties.

12. **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.

13. Certification that Company is Not Currently Owned or Operated by the Government of China. Pursuant to Idaho Code section 67-2359, CONTRACTOR 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 _____, 2026.

ENTITY:
CITY OF HAYDEN

CONTRACTOR:
By:  _____

By: _____
Mayor

Its: COO Construction _____

ATTEST:

WITNESS:

Clerk

Form and content approved by the City Attorney for the City of Hayden.

March 6, 2026

Ty Kovatch
Deputy Public Works Director
City of Hayden
8930 N. Government Way
Hayden, ID 83835

RE: Stoddard Park Silo Condition Assessment
City of Hayden

Mr. Kovatch:

We appreciate the opportunity to submit this proposal for the above-referenced project. We understand the project includes a structural and general condition assessment for the replacement of the roof on the Silo.

The purpose of the assessment is to review the structure and determine whether repairs or improvements are needed before replacing the metal dome roof. We will mobilize a boom lift to the site for the inspection and to obtain measurements at the top of the silo before ordering the roof materials. Installation of the roof is excluded from this price.

We have included fees for our assessment, a structural engineer, and a boom lift for the one-day assessment.

Structural Engineer: \$2,415 (Subconsultant)
Equipment: \$1,368
Senior Engineer: \$1,110

We propose to complete the work as described for the lump sum fee of \$4,893.

Please feel free to contact us with any questions or if you need additional information.

Sincerely,
Verdis



Colin Meehan
COO Construction/Sr. Engineer

M. Ratification of February 2026 Payroll

CITY OF HAYDEN
COUNCIL PAYROLL REPORT
February 2026
March 10, 2026 Council Meeting

DESCRIPTION	PAYROLL	ADDITIONAL COSTS Paid by Employer
Employee Wages	\$208,421.83	
iii-A Dental Plan		3,568.00
iii-A Medical Plan		60,318.50
Health Savings Account	paid quarterly	
Medicare		2,929.43
PERSI		23,722.37
Social Security		12,525.94
Beam Vision Plan		699.24
FSA/HRA Fees		141.00
TOTALS	\$208,421.83	\$103,904.48
	GRAND TOTAL	\$312,326.31

36 Full-Time Employees

1 Part-Time Employee

5 Mayor & Council

0 Active Duty Military

0 Seasonal/Temporary

40 Temps - Recreation

82 Total Employees

42 Benefit-Eligible Employees

39 on Medical & 41 on Dental

N. Bills for Payment

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description GL Distribution	Invoice Date Entered By	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory					Units	Quantity	Unit Price
30393 00051099	ACRANET INC NEW HIRE - SADIE ROE 110-211-55810	02/28/2026 llafleur EMPLOYEE RECRUITMENT	03/10/2026	55.00 55.00	55.00	Open	N 03/10/2026 55.00
1DTN-KDVG-LWPP 00051040	AMAZON CAPITAL SERVICES, INC. HEAVY DUTY SELF INKING "RECEIVED" w/DATE 110-211-56101	02/20/2026 llafleur OFFICE SUPPLIES	03/10/2026	59.90 59.90	59.90	Open	N 03/10/2026 59.90
1QDP-KNJV-DHVX 00051056	AMAZON CAPITAL SERVICES, INC. FILTERS FOR AVALON BOTTLELESS WATER COOL 110-811-54301-3221	02/23/2026 llafleur BUILDING MAINT & REPAIR	03/10/2026	99.98 99.98	99.98	Open	N 03/10/2026 99.98
1MT3-X39Y-DTTJ 00051075	AMAZON CAPITAL SERVICES, INC. 36 GAL OUTDOOR TRASH CAN WITH ANCHOR KIT 110-541-54300	02/26/2026 llafleur BUILDINGS & GROUNDS	03/10/2026	614.61 614.61	614.61	Open	N 03/10/2026 614.61
1W6C-H3RY-NM73 00051101	AMAZON CAPITAL SERVICES, INC. COLORED PAPER 110-711-56101	03/02/2026 llafleur OFFICE SUPPLIES	03/10/2026	30.87 30.87	30.87	Open	N 03/10/2026 30.87
1WYW-Y9K9-4XF6 00051102	AMAZON CAPITAL SERVICES, INC. WRITE ON BINDER DIVIDERS, VALUE PACK TAP 110-711-56105 110-711-56101	02/28/2026 llafleur PROGRAM EQUIPMENT/SUPPLIES OFFICE SUPPLIES	03/10/2026	53.55 18.04 35.51	53.55	Open	N 03/10/2026 18.04 35.51
196898 00051072	AMERICAN ON-SITE SERVICES HAYDEN LIGHTS- EVENT UNIT w/HAND SANITIZ 110-721-58001-1152	12/08/2025 llafleur SPECIAL EVENTS-HAYDEN LIGHTS	03/10/2026	275.00 275.00	275.00	Open	N 03/10/2026 275.00
1105402 00051103	AMERICAN ON-SITE SERVICES HONEYSUCKLE BEACH 2/1/26-12/28/26 110-811-54104	02/28/2026 llafleur UTILITIES - PARKS	03/10/2026	836.50 836.50	836.50	Open	N 03/10/2026 836.50

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description GL Distribution	Invoice Date Entered By	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory					Units	Quantity	Unit Price
I105396 00051104	AMERICAN ON-SITE SERVICES CROFOOT PARK 2/1/26-2/28/26 110-811-54104	02/28/2026 llafleur	03/10/2026	836.50	836.50	Open	N 03/10/2026
		UTILITIES - PARKS		836.50		1.00	836.50
I105398 00051105	AMERICAN ON-SITE SERVICES FINUCANE PARK 2/1/26-2/28/26 110-811-54104	02/28/2026 llafleur	03/10/2026	128.75	128.75	Open	N 03/10/2026
		UTILITIES - PARKS		128.75		1.00	128.75
I105399 00051106	AMERICAN ON-SITE SERVICES STODDARD PARK 2/1/26-2/28/26 110-811-54104	02/28/2026 llafleur	03/10/2026	457.25	457.25	Open	N 03/10/2026
		UTILITIES - PARKS		457.25		1.00	457.25
I105400 00051107	AMERICAN ON-SITE SERVICES MCINTIRE FAMILY PARK 2/1/26-2/28/26 110-811-54104	02/28/2026 llafleur	03/10/2026	128.75	128.75	Open	N 03/10/2026
		UTILITIES - PARKS		128.75		1.00	128.75
I105401 00051108	AMERICAN ON-SITE SERVICES BROADMOORE PARK 2/1/26-02/28/26 110-811-54104	02/28/2026 llafleur	03/10/2026	350.50	350.50	Open	N 03/10/2026
		UTILITIES - PARKS		350.50		1.00	350.50
I1643077 00051138	ANTHONY PALIN MENS V BALL-NO GO 110-740-44781	02/22/2026 llafleur	03/10/2026	240.00	240.00	Open	N 03/10/2026
		VOLLEYBALL ADULT		240.00		1.00	240.00

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description GL Distribution	Invoice Date Entered By	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date Unit Price
Inventory					Units	Quantity	
201240000 2/20/ 00051147	AVISTA 61 ACCOUNTS ON MASTER 110-532-56220-0050 110-811-54102 110-811-54103 110-532-54305 110-811-54105 112-241-54312 210-247-57000 210-247-57003 210-247-57005 210-247-57007 210-247-57009 210-247-57011 210-247-57013 210-247-57014 210-247-57015 210-247-57016 210-247-57017 210-247-57018 210-247-57020 110-811-54104 210-247-57021 210-247-59835	02/20/2026 dcollins	03/10/2026	26,288.06 17,595.72 1,156.70 703.21 165.93 52.07 83.10 162.61 346.36 829.38 94.00 1,319.43 82.82 384.16 133.18 70.41 57.93 40.48 133.71 20.87 2,354.49 258.47 243.03	26,288.06	Open	N 03/10/2026 17,595.72 1,156.70 703.21 165.93 52.07 83.10 162.61 346.36 829.38 94.00 1,319.43 82.82 384.16 133.18 70.41 57.93 40.48 133.71 20.87 2,354.49 258.47 243.03
20241697 00051041	AWARDS ETC. WALL/DESK NAME PLATE 8X2 110-211-56101	02/20/2026 l1afleur	03/10/2026	15.00 15.00	15.00	Open	N 03/10/2026 15.00
20241718 00051067	AWARDS ETC. NAME PLATE & ENGRAVED HOURGLASS PLATE 110-211-56101 110-211-52902	02/25/2026 dcollins	03/10/2026	35.00 15.00 20.00	35.00	Open	N 03/10/2026 15.00 20.00
45939-02122026 00051068	CDA PRESS CDA#15823 SUMMARY OF ORDINANCE 660 110-211-55401	02/12/2026 l1afleur	03/10/2026	29.56 29.56	29.56	Open	N 03/10/2026 29.56

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description	Invoice Date	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory	GL Distribution	Entered By			Units	Quantity	Unit Price
45940-02122026 00051069	CDA PRESS CDA#15824 SUMMARY OF ORDINANCE 661 110-211-55401	02/12/2026 llafleur	03/10/2026	31.87	31.87	Open	N 03/10/2026
	ADVERTISING, PUBLISHING, RECORDING			31.87		1.00	31.87
0000046243-0220 00051126	CDA PRESS Check Request For Escrow: BPN25-0006 110-228-22813	03/05/2026 dcollins	03/10/2026	98.09	98.09	Open	N 03/10/2026
	BPN25-0006 - PZE-25-0080			98.09		1.00	98.09
2022-1782 00051043	CDA SPRINKLER AND BACKFLOW, LLC REPAIRS SOUTH SIDE HAYDEN AVE BY BANK 110-532-54310	01/28/2026 llafleur	03/10/2026	197.08	197.08	Open	N 03/10/2026
	GOVT WAY IRRIGATION & MAINT			197.08		1.00	197.08
2022-1784 00051044	CDA SPRINKLER AND BACKFLOW, LLC FIX ROOT RESTRICTION FINUCANE PARK 110-541-54300	01/28/2026 llafleur	03/10/2026	1,750.00	1,750.00	Open	N 03/10/2026
	BUILDINGS & GROUNDS			1,750.00		1.00	1,750.00
2022-1783 00051045	CDA SPRINKLER AND BACKFLOW, LLC LABOR AND TRAVEL WIRING ISSUES CROFFOOT 110-541-54300	01/28/2026 llafleur	03/10/2026	90.46	90.46	Open	N 03/10/2026
	BUILDINGS & GROUNDS			90.46		1.00	90.46
CDA-1091335 00051114	CDA TRACTOR CO. FUEL FILTER ELEMENT 110-533-54000	03/02/2026 llafleur	03/10/2026	(21.18)	(21.18)	Open	N 03/10/2026
	BULK PRODUCTS - STREETS			(21.18)		1.00	(21.18)
CDA-1091333 00051115	CDA TRACTOR CO. FUEL FILTER, OIL FILTER, AIR FILTER, FUE 110-533-54000	03/02/2026 llafleur	03/10/2026	66.20	66.20	open	N 03/10/2026
	BULK PRODUCTS - STREETS			66.20		1.00	66.20
11638864 00051135	CHARLES BERNARD MENS V BALL-NO GO 110-740-44781	02/12/2026 llafleur	03/10/2026	240.00	240.00	open	N 03/10/2026
	VOLLEYBALL ADULT			240.00		1.00	240.00

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description GL Distribution	Invoice Date Entered By	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory					Units	Quantity	Unit Price
189562701021426 00051039	CHARTER COMMUNICATIONS DIGITAL ADAPTOR MONTHLY CHARGE 110-211-55300	02/14/2026 llafleur	03/10/2026	8.34	8.34	Open	N 03/10/2026
		COMMUNICATIONS/PHONES		8.34		1.00	8.34
189563701022126 00051145	CHARTER COMMUNICATIONS HAYDEN CANYON LIFT STATION PHONE LINE 210-247-59835	02/21/2026 dcollins	03/10/2026	45.61	45.61	Open	N 03/10/2026
		HAYDEN CANYON LS UTIL		45.61		1.00	45.61
11640249 00051137	CHRIS JOHNSON MENS V BALL-NO GO 110-740-44781	02/16/2026 llafleur	03/10/2026	240.00	240.00	Open	N 03/10/2026
		VOLLEYBALL ADULT		240.00		1.00	240.00
3277365 00051109	COEUR D'ALENE GARBAGE SERVICE PUBLIC WORKS FEB 2026 110-811-54301-3221	02/28/2026 llafleur	03/10/2026	320.00	320.00	Open	N 03/10/2026
		BUILDING MAINT & REPAIR		320.00		1.00	320.00
3278041 00051110	COEUR D'ALENE GARBAGE SERVICE STODDARD BARN & MAINT 110-811-54104	02/28/2026 llafleur	03/10/2026	159.90	159.90	Open	N 03/10/2026
		UTILITIES - PARKS		159.90		1.00	159.90
3278098 00051111	COEUR D'ALENE GARBAGE SERVICE CITY OF HAYDEN 110-811-54301	02/28/2026 llafleur	03/10/2026	136.77	136.77	Open	N 03/10/2026
		BUILDING MAINT & REPAIR		136.77		1.00	136.77
3278099 00051112	COEUR D'ALENE GARBAGE SERVICE CROFFOOT PARK 110-811-54104	02/28/2026 llafleur	03/10/2026	203.94	203.94	open	N 03/10/2026
		UTILITIES - PARKS		203.94		1.00	203.94
3278103 00051113	COEUR D'ALENE GARBAGE SERVICE FINUCANE PARK 110-811-54104	02/28/2026 llafleur	03/10/2026	119.93	119.93	open	N 03/10/2026
		UTILITIES - PARKS		119.93		1.00	119.93

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description	Invoice Date	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory	GL Distribution	Entered By			Units	Quantity	Unit Price
<u>S012820956.001</u> 00051116	CONSOLIDATED SUPPLY CORP. 2" GALV MI 45 DOMESTIC X2, 2" GALV STEEL	02/26/2026	03/10/2026	188.07	188.07	Open	N 03/10/2026
	110-533-54004	2018 KENWORTH T-370 WATER TRUCK		188.07		1.00	188.07
<u>S012820956.002</u> 00051117	CONSOLIDATED SUPPLY CORP. 2" XCLOSE GALV STEEL NIPPLE X2	02/26/2026	03/10/2026	12.84	12.84	Open	N 03/10/2026
	110-533-54004	2018 KENWORTH T-370 WATER TRUCK		12.84		1.00	12.84
<u>11645-445INV</u> 00051118	ENVIRONMENT CONTROL SPOKANE SOAP, CAN LINERS, CENTER PULL	02/25/2026	03/10/2026	256.45	256.45	Open	N 03/10/2026
	110-811-54301	PAPER TOWE BUILDING MAINT & REPAIR		256.45		1.00	256.45
<u>OM 25-26 INV6</u> 00051132	HARSB O&M REIMBURSE/INVESTMENT-REPL	03/01/2026	03/10/2026	288,388.69	288,388.69	Open	N 03/10/2026
	210-241-53252	HARSB O&M FEES		288,388.69		1.00	288,388.69
<u>FEBRUARY 2026</u> 00051140	HARSB CAPACITY SOLD FEBRUARY 2026	03/10/2026	03/10/2026	43,031.00	43,031.00	Open	N 03/10/2026
	211-241-54411	CAPACITY SOLD-RES-HARSB		20,934.00		1.00	20,934.00
	211-241-54431	CAPACITY SOLD-NONRES-HARSB		22,097.00		1.00	22,097.00
<u>LiftStationRei2</u> 00051144	HARSB LIFT STATION MAINTENANCE	02/27/2026	03/10/2026	18,626.42	18,626.42	Open	N 03/10/2026
	210-246-57005	H-2 WALMART PS O&M		11,769.26		1.00	11,769.26
	210-246-57009	H-1 LIFT STATION O&M		120.00		1.00	120.00
	210-246-59835	HAYDEN CANYON LS O&M		439.28		1.00	439.28
	210-246-57015	RILEY PLACE LS O&M		3,498.57		1.00	3,498.57
	210-246-57021	H-6 LIFT STATION		350.00		1.00	350.00
	210-246-57013	H-5 STRAWBERRY FLDS PS O&M		19.31		1.00	19.31
	210-246-57019	HAYDEN NORTH LIFTSTATION (O&M)		700.00		1.00	700.00
	210-241-53256	SEWER LINE MAINTENANCE		1,730.00		1.00	1,730.00
<u>550418</u> 00051081	HAWLEY TROXELL ENNIS & HAWLEY LLP SVCS THROUGH FEB 3, 2026	02/03/2026	03/10/2026	4,984.00	4,984.00	Open	N 03/10/2026
	210-241-53102	CIVIL LEGAL SERVICES		4,984.00		1.00	4,984.00

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description GL Distribution	Invoice Date Entered By	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory					Units	Quantity	Unit Price
1421544 00051053	HAYDEN ACE HARDWARE DIGGER POST HOLE TAMPER 110-531-57702	02/23/2026 llafleur TOOLS & SMALL EQUIPMENT	03/10/2026	30.79 30.79	30.79	Open	N 03/10/2026 30.79
1421635 00051054	HAYDEN ACE HARDWARE DOOR HOLE COVER 110-811-54301-3221	02/23/2026 llafleur BUILDING MAINT & REPAIR	03/10/2026	3.01 3.01	3.01	Open	N 03/10/2026 3.01
1421632 00051055	HAYDEN ACE HARDWARE SAT NICK KEYPAD ENTRY 110-811-54301-3221	02/23/2026 llafleur BUILDING MAINT & REPAIR	03/10/2026	142.66 142.66	142.66	Open	N 03/10/2026 142.66
1421822 00051066	HAYDEN ACE HARDWARE EAR PLUGS, FLINT REPLACE SINGLE 110-531-56101	02/24/2026 llafleur STREET SHOP SUPPLIES	03/10/2026	9.36 9.36	9.36	Open	N 03/10/2026 9.36
1423198 00051095	HAYDEN ACE HARDWARE FOLDER FILE, DIVIDER INDEX, STAPLER, STA 110-541-56103	03/02/2026 llafleur OPERATING SUPPLIES	03/10/2026	21.08 21.08	21.08	Open	N 03/10/2026 21.08
1423202 00051096	HAYDEN ACE HARDWARE 56" BROOM X2 110-531-57702	03/02/2026 llafleur TOOLS & SMALL EQUIPMENT	03/10/2026	21.52 21.52	21.52	Open	N 03/10/2026 21.52
1423293 00051097	HAYDEN ACE HARDWARE WIRE WHEEL FINE 2" X2 110-533-54004	03/02/2026 llafleur 2018 KENWORTH T-370 WATER TRUCK	03/10/2026	8.80 8.80	8.80	Open	N 03/10/2026 8.80
1423432 00051098	HAYDEN ACE HARDWARE STRIPING PAINT, WOOD GRADE STAKE X2 110-532-54308	03/03/2026 llafleur STREET SIGN MAINTENANCE	03/10/2026	7.67 7.67	7.67	Open	N 03/10/2026 7.67

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description GL Distribution	Invoice Date Entered By	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date Unit Price
Inventory					Units	Quantity	
04-9086 00051042	HAYDEN SUPER 1 FOODS WELCOME MINTS & EE REC 110-211-52902	02/20/2026 llafleur	03/10/2026	16.88	16.88	Open	N 03/10/2026 16.88
		RECOGNITION/WELLNESS/EVENTS		16.88		1.00	
INV-00484259 00051119	INTERMAX NETWORKS CITY HALL PHONE SERVICE 110-211-55300	03/01/2026 llafleur	03/10/2026	860.23	860.23	Open	N 03/10/2026 860.23
		COMMUNICATIONS/PHONES		860.23		1.00	
22242 00051076	INTERMOUNTAIN SIGN & SAFETY INC. SIGN "SMITH RD" 110-532-54308	02/24/2026 llafleur	03/10/2026	55.00	55.00	Open	N 03/10/2026 55.00
		STREET SIGN MAINTENANCE		55.00		1.00	
INV 1/4/26 00051065	INTERSTATE ELECTRICAL CONTRACTORS I REMOUNT LIGHT IN NORTH END OF WEST LEAN 110-811-54301-3221	01/04/2026 llafleur	03/10/2026	86.60	86.60	Open	N 03/10/2026 86.60
		BUILDING MAINT & REPAIR		86.60		1.00	
193254 00051062	J-U-B ENGINEERS INC. GOVERNMENT WAY & MILES AVE SIGNAL 120-112-59242	02/12/2026 llafleur	03/10/2026	8,215.48	8,215.48	Open	N 03/10/2026 8,215.48
		GOVT WAY/ MILES INTERSECTION		8,215.48		1.00	
193510 00051063	J-U-B ENGINEERS INC. H-6 FORCE MAIN 211-899-59837-8015 211-899-59837-8016	02/18/2026 llafleur	03/10/2026	1,604.30	1,604.30	Open	N 03/10/2026 802.15 802.15
		CONSTRUCTION-CEI		802.15		1.00	
		CONSTRUCTION-CEI		802.15		1.00	
193596 00051064	J-U-B ENGINEERS INC. H-6 LIFT STATION & RAMSEY GRAVITY SEWER 211-899-59829	02/19/2026 llafleur	03/10/2026	16,946.03	16,946.03	Open	N 03/10/2026 16,946.03
		H-6 LIFT STATION CONSTRUCTION		16,946.03		1.00	
PASS THRU 2/202 00051142	KC EMERGENCY MEDICAL SERVICES SYS DEVELOPMENT IMPACT FEE REMITTANCE FOR FE dcollins 110-228-22818	03/10/2026 llafleur	03/10/2026	2,188.00	2,188.00	Open	N 03/10/2026 2,188.00
		PASSTHRU-IMPACT FEES-KCEMSS		2,188.00		1.00	

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description	Invoice Date	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory	GL Distribution	Entered By			Units	Quantity	Unit Price
2026-00000036 00051124	KOOTENAI COUNTY LAW ENFORCEMENT SERVICES-FEB 2026 110-251-59003	03/03/2026 l1afleur	03/10/2026	99,494.42	99,494.42	Open	N 03/10/2026
		KOOTENAI COUNTY LAW ENFORCEMENT SERVICES		99,494.42		1.00	99,494.42
1868671 02/27/2 00051082	KOOTENAI ELECTRIC COOPERATIVE INC CARRINGTON MEADOWS 3RD ADDITION 110-532-56220-0050	02/27/2026 l1afleur	03/10/2026	193.30	193.30	Open	N 03/10/2026
		STREET LIGHTING & SIGNAL UTILITIES		193.30		1.00	193.30
1863894 02/27/2 00051083	KOOTENAI ELECTRIC COOPERATIVE INC CARRINGTON MEADOWS 2ND ADDITION 110-532-56220-0050	02/27/2026 l1afleur	03/10/2026	314.20	314.20	Open	N 03/10/2026
		STREET LIGHTING & SIGNAL UTILITIES		314.20		1.00	314.20
1297916 02/27/2 00051084	KOOTENAI ELECTRIC COOPERATIVE INC CARAVELLE STREE LIGHTS 110-532-56220-0050	02/27/2026 l1afleur	03/10/2026	339.52	339.52	Open	N 03/10/2026
		STREET LIGHTING & SIGNAL UTILITIES		339.52		1.00	339.52
1439690 02/27/2 00051085	KOOTENAI ELECTRIC COOPERATIVE INC DAKOTA LIFT STATION 210-247-57001	02/27/2026 l1afleur	03/10/2026	41.81	41.81	Open	N 03/10/2026
		WEST DAKOTA LS UTIL		41.81		1.00	41.81
1652940 02/27/2 00051086	KOOTENAI ELECTRIC COOPERATIVE INC BROADMOORE PUMP 110-811-54104	02/27/2026 l1afleur	03/10/2026	59.95	59.95	Open	N 03/10/2026
		UTILITIES - PARKS		59.95		1.00	59.95
1662848 2/27/26 00051087	KOOTENAI ELECTRIC COOPERATIVE INC AVIATION PLAZA STREET LIGHTS 110-532-56220-0050	02/27/2026 l1afleur	03/10/2026	52.35	52.35	open	N 03/10/2026
		STREET LIGHTING & SIGNAL UTILITIES		52.35		1.00	52.35
1839555 2/27/26 00051088	KOOTENAI ELECTRIC COOPERATIVE INC VALLEY GREEN STREET LIGHTS 110-532-56220	02/27/2026 l1afleur	03/10/2026	187.92	187.92	open	N 03/10/2026
		STREET LIGHTING & SIGNAL UTILITIES		187.92		1.00	187.92

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description	Invoice Date	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory	GL Distribution	Entered By			Units	Quantity	Unit Price
1841141 02/27/2							
00051089	KOOTENAI ELECTRIC COOPERATIVE INC	02/27/2026	03/10/2026	600.74	600.74	Open	N
	CARRINGTON MEADOWS STREET LIGHTS	llafleur					03/10/2026
	110-532-56220-0050	STREET LIGHTING & SIGNAL UTILITIES		600.74		1.00	600.74
0844501 02/27/2							
00051090	KOOTENAI ELECTRIC COOPERATIVE INC	02/27/2026	03/10/2026	49.60	49.60	Open	N
	NEW DREAMS STREET LIGHTS	llafleur					03/10/2026
	110-532-56220-0050	STREET LIGHTING & SIGNAL UTILITIES		49.60		1.00	49.60
1851174 02/27/2							
00051091	KOOTENAI ELECTRIC COOPERATIVE INC	02/27/2026	03/10/2026	247.75	247.75	Open	N
	CARRINGTON MEADOWS LIFT STATION	llafleur					03/10/2026
	210-247-57020	H-7 CARRINGTON MEADOWS LS UTIL		247.75		1.00	247.75
1863609 02/27/2							
00051092	KOOTENAI ELECTRIC COOPERATIVE INC	02/27/2026	03/10/2026	362.70	362.70	Open	N
	CARRINGTON APARTMENTS STREET LIGHTS	llafleur					03/10/2026
	110-532-56220-0050	STREET LIGHTING & SIGNAL UTILITIES		362.70		1.00	362.70
1458464 2/27/26							
00051143	KOOTENAI ELECTRIC COOPERATIVE INC	02/27/2026	03/10/2026	1,547.17	1,547.17	Open	N
	BROADMOORE ESTATES LIGHTS	llafleur					03/10/2026
	110-532-56220-0050	STREET LIGHTING & SIGNAL UTILITIES		1,547.17		1.00	1,547.17
03/03/26-04/21/							
00051146	LAKE CITY FIGURE SKATING	03/02/2026	03/10/2026	455.00	455.00	Open	N
	CLARK, HEFLER, HICKOX, SHUMWAY E & G LTS	llafleur					03/10/2026
	110-711-56108	CONTRACT PAYMENTS		455.00		1.00	455.00
44747							
00051133	LAKE CITY LAW GROUP PLLC	03/04/2026	03/10/2026	6,900.00	6,900.00	open	N
	LEGAL-FEB 2026	llafleur					03/10/2026
	110-211-53102	CIVIL LEGAL SERVICES		6,900.00		1.00	6,900.00
163985-1							
00051077	LAKE CITY RENTAL EQUIPMENT	02/26/2026	03/10/2026	55.00	55.00	open	N
	BREAKER, PVING 15LB AIR, BITS, ROTO CHIP	llafleur					03/10/2026
	110-531-54420	EQUIPMENT & VEHICLE RENTAL		55.00		1.00	55.00

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description GL Distribution	Invoice Date Entered By	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory					Units	Quantity	Unit Price
9597 00051046	MINUTEMAN PRESS #234 HAYDEN HISTORICAL BOOKS 110-111-58015	02/22/2026 dcollins HISTORIC PRESERVATION COMMISSION	03/10/2026	2,374.56 2,374.56	2,374.56	Open	N 03/10/2026 2,374.56
548894 00051047	NAPA AUTO PARTS BIT SET-PARKS TOOLS 110-541-57702	02/13/2026 llafleur TOOLS & SMALL EQUIPMENT	03/10/2026	17.77 17.77	17.77	Open	N 03/10/2026 17.77
546730 00051048	NAPA AUTO PARTS 15W40 X7, #74 110-542-54074	01/30/2026 llafleur 2004 JD MOWER 1600 R&M	03/10/2026	32.55 32.55	32.55	Open	N 03/10/2026 32.55
520616 00051049	NAPA AUTO PARTS DECAL, #18 110-533-54018	08/22/2025 llafleur 2008 FORD F250 4X4 PICKUP R&M	03/10/2026	7.22 7.22	7.22	Open	N 03/10/2026 7.22
507818 00051050	NAPA AUTO PARTS CONNECTORS, HEAT SHRINK, #23 110-533-54023	06/09/2025 llafleur FORD 445D TRACTOR (FROM HARSB)	03/10/2026	16.71 16.71	16.71	Open	N 03/10/2026 16.71
450439 00051051	NAPA AUTO PARTS RADIAL SEAL FILTER, AIR FILTER, 110-533-54035	06/26/2024 llafleur 2018 PETERBILT STREET SWEEPER 220 R&M	03/10/2026	210.66 210.66	210.66	Open	N 03/10/2026 210.66
482595 00051052	NAPA AUTO PARTS 5GAL DIESEL CAN, #88 110-542-54088	01/04/2025 llafleur 2020 KUBOTA UTILITY VEHICLE R&M	03/10/2026	27.28 27.28	27.28	Open	N 03/10/2026 27.28
550273 00051079	NAPA AUTO PARTS TRAILER WIRE, HEAT SHRINK, CONNECTORS, # 110-542-54061	02/23/2026 llafleur 2024 GMC SIERRA 3500HD (SPRINKLER TRUCK)	03/10/2026	230.62 230.62	230.62	Open	N 03/10/2026 230.62

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description GL Distribution	Invoice Date Entered By	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory					Units	Quantity	Unit Price
474890 00051129	NAPA AUTO PARTS MOUNT WITH GRIP, CUPHOLDER, MAGNETIC DAS 11afleur 110-531-56101	11/12/2024 STREET SHOP SUPPLIES	03/10/2026	119.69 119.69	119.69	Open	N 03/10/2026 119.69
550836 00051130	NAPA AUTO PARTS BRAZING ROD, #4 110-533-54004	02/26/2026 11afleur 2018 KENWORTH T-370 WATER TRUCK	03/10/2026	14.56 14.56	14.56	Open	N 03/10/2026 14.56
11635378 00051136	NINA BOZINOV WITHDREW FROM MICROS 80% REFUND 110-740-44752	02/03/2026 11afleur SOCCER SPRING YOUTH	03/10/2026	25.60 25.60	25.60	Open	N 03/10/2026 25.60
054408/E 00051131	NORTH 40 OUTFITTERS VLAVE 1 1/2" BALL STD PORT, (DE-ICER TAN 11afleur 110-532-54306	03/02/2026 SNOW REMOVAL	03/10/2026	57.99 57.99	57.99	Open	N 03/10/2026 57.99
PASS THRU 2/202 00051141	NORTHERN LAKES FIRE PROTECTION DIST DEVELOPMENT IMPACT FEE REMITTANCE FOR FE dcollins 110-228-22819	03/10/2026 PASSTHRU-IMPACT FEES-NLFPD	03/10/2026	20,546.00 20,546.00	20,546.00	Open	N 03/10/2026 20,546.00
60222023 00051125	ONE CALL CONCEPTS, INC. TCKTS 155@\$.97, ADVER SURCHARGE 155@\$.20 11afleur 210-241-53253	02/28/2026 SEWER LOCATES	03/10/2026	196.85 196.85	196.85	Open	N 03/10/2026 196.85
3898796 00051070	POINTE PEST CONTROL-ID LLC 2 COM EOM GENERAL PEST 110-811-54301	02/23/2026 11afleur BUILDING MAINT & REPAIR	03/10/2026	103.00 103.00	103.00	open	N 03/10/2026 103.00
26105 00051134	PRIMETIME CONSTRUCTION AND EXCAVATI RENTAL OF BLADE FEB 2026 110-531-54420-2204	03/02/2026 11afleur EQUIPMENT & VEHICLE RENTAL	03/10/2026	5,000.00 5,000.00	5,000.00	open	N 03/10/2026 5,000.00

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description	Invoice Date	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory	GL Distribution	Entered By			Units	Quantity	Unit Price
4002-2 00051080	RED'S EQUIPMENT REPAIR LLC HRLY RATE SHOP FOR PREVIOUS WORK 110-533-54035	11/21/2025 llafleur 2018 PETERBILT STREET SWEEPER 220 R&M	03/10/2026	350.00 350.00	350.00	Open 1.00	N 03/10/2026 350.00
20-21-022-030 # 00051094	SIMCO DEVELOPMENT GROUP H6 LIFT STATION CONSTRUCTION 211-899-59829	02/05/2026 dcollins H-6 LIFT STATION CONSTRUCTION	03/10/2026	164,237.96 164,237.96	164,237.96	Open 1.00	N 03/10/2026 164,237.96
W25727SPO 00051139	SWS EQUIPMENT INC. SWEEPER REPAIR 110-533-54035	03/03/2026 llafleur 2018 PETERBILT STREET SWEEPER 220 R&M	03/10/2026	6,062.46 6,062.46	6,062.46	Open 1.00	N 03/10/2026 6,062.46
6136581391 00051127	VERIZON WIRELESS LIFT STATION WIRELESS -JAN 22, 2026-FEB 210-247-57006 210-247-57000 210-247-57003 210-247-57013 210-247-57007 210-247-57020 210-247-57011 210-247-57019 210-247-57016 210-247-59835 210-247-57021	02/21/2026 dcollins PRAIRIE/FRANKLIN/CHURCH LS UTIL LEISURE PARK LS UTIL WOODLAND MEADOWS LS UTIL H-5 STRAWBERRY FLDS PS UTIL CORNERSTONE LS UTIL H-7 CARRINGTON MEADOWS LS UTIL EMERALD OAKS LS UTIL HAYDEN NORTH LS UTIL HEATHERSTONE LS UTIL HAYDEN CANYON LS UTIL H-6 LIFT STATION UTIL	03/10/2026	301.59 23.78 23.78 23.78 23.78 23.78 23.78 23.78 23.78 23.78 23.78 23.78 63.79	301.59	Open 1.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00	N 03/10/2026 23.78 23.78 23.78 23.78 23.78 23.78 23.78 23.78 23.78 23.78 23.78 63.79
6136613601 00051128	VERIZON WIRELESS MIFI & ROUTER 1/22/26-2/21/26 110-230-57720 110-301-55300 110-511-55300 110-711-55300	02/21/2026 dcollins CC/IT PHONES/COMMUNICATIONS COMMUNICATIONS/PHONES PORTABLE BROADBAND COMMUNICATIONS/PHONES	03/10/2026	477.56 80.02 160.04 198.77 38.73	477.56	Open 1.00 1.00 1.00 1.00	N 03/10/2026 80.02 160.04 198.77 38.73
41014120-004 00051074	WELCH COMER & ASSOCIATES INC. PROFESSIONAL SERVICES 12/2025-1/2026 120-899-59219-8021	02/20/2026 llafleur HAYDEN/ HUETTER INTER-DESIGN	03/10/2026	47,670.00 47,670.00	47,670.00	Open 1.00	N 03/10/2026 47,670.00

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description GL Distribution	Invoice Date Entered By	Due Date	Invoice Amount	Amount Due	Status	Posted Post Date
Inventory					Units	Quantity	Unit Price
1075158 00051071	ZIEGLER LUMBER COMPANY INC. TWIST POINT CHISEL, SDS-PLUS WIDE CHISEL 110-531-57702	02/24/2026 llafleur TOOLS & SMALL EQUIPMENT	03/10/2026	46.94 46.94	46.94	Open	N 03/10/2026 46.94
1076169 00051078	ZIEGLER LUMBER COMPANY INC. SQUARE POINT SHOVEL, ROUND POINT SHOVEL 110-531-57702	02/26/2026 llafleur TOOLS & SMALL EQUIPMENT	03/10/2026	35.85 35.85	35.85	Open	N 03/10/2026 35.85
208-189-0545 2/ 00051073	ZIPLY FIBER PHONE CHARGES FOR FEBRUARY 2026 210-247-57016 210-247-57009 112-241-54312 210-247-57005 210-247-57018 110-211-55300	02/01/2026 llafleur HEATHERSTONE LS UTIL H-1 LIFT STATION UTIL BOAT LAUNCH OPERATION/MAINTENANCE H-2 WALMART PS UTIL MAPLE GROVE LS UTIL COMMUNICATIONS/PHONES	03/10/2026	608.75 88.99 91.38 126.01 96.53 95.42 110.42	608.75	Open	N 03/10/2026 88.99 91.38 126.01 96.53 95.42 110.42
# of Invoices: 97 # Due: 97 # of Credit Memos: 1 # Due: 1 Net of Invoices and Credit Memos:				Totals: Totals: Totals:	779,621.45 (21.18) 779,600.27	779,621.45 (21.18) 779,600.27	
--- TOTALS BY FUND ---							
	110 GENERAL FUND			180,304.51	180,304.51		
	112 HONEYSUCKLE BOAT LAUNCH FUND			209.11	209.11		
	120 IMPACT FEE CIRCULATION FUND			55,885.48	55,885.48		
	210 SEWER OPER. & MAINT. FUND			317,381.88	317,381.88		
	211 SEWER CAPITALIZATION FUND			225,819.29	225,819.29		
--- TOTALS BY DEPT/ACTIVITY ---							
	111 GEN-MYR OPERATING & ADMINISTRAT			2,374.56	2,374.56		
	112 PLANNED PROJECTS - CIRCULATION			8,215.48	8,215.48		
	211 GEN-ADM OPERATING & ADMINISTRAT			8,122.20	8,122.20		
	228 PASSTHRU & BAD DEBT EXPENSES			22,832.09	22,832.09		
	230 GEN-ADM INFORMATION TECHNOLOGY			80.02	80.02		
	241 OPERATING & ADMINISTRATIVE			338,539.65	338,539.65		
	246 LIFT/PUMP STATION R&M			16,896.42	16,896.42		
	247 LIFT/PUMP STATION UTIL			5,185.92	5,185.92		
	251 LAW ENFORCEMENT SALARIES & BENE			99,494.42	99,494.42		
	301 COMDEV--P&D OPERATING & ADMINIS			160.04	160.04		

INVOICE REGISTER FOR CITY OF HAYDEN

EXP CHECK RUN DATES 03/10/2026 - 03/10/2026

POSTED AND UNPOSTED OPEN

BANK ACCOUNTS: 01 - POOLED A/P CHECKING

Invoice Number

Inv Ref #	Vendor Description GL Distribution	Invoice Date Entered By	Due Date	Invoice Amount	Amount Due Units	Status Quantity	Posted Post Date Unit Price
	511 PW-ADM OPERATING & ADMINISTRATI			198.77	198.77		
	531 PW-STR OPERATING & ADMINISTRATI			5,319.15	5,319.15		
	532 PW-STR ROAD MAINTENANCE			21,726.89	21,726.89		
	533 PW-STR EQUIP/VEHICLE R&M			6,916.34	6,916.34		
	541 PW-PKS OPERATING & ADMINISTRATI			2,493.92	2,493.92		
	542 PW-PKS EQUIP/VEHICLE R&M			290.45	290.45		
	711 REC OPERATING & ADMINISTRATIVE			578.15	578.15		
	721 REC EV OPERATING & ADMINISTRATI			275.00	275.00		
	740 RECREATION PROGRAMS			745.60	745.60		
	811 FACIL OPERATING & ADMINISTRATIV			8,696.91	8,696.91		
	899 CAPITAL PURCHASES/PROJECTS			230,458.29	230,458.29		

3. **VISITOR/PUBLIC COMMENT (3-minutes maximum)**
4. **UNFINISHED BUSINESS**
 - A. **ACTION ITEM** Consider Joint Letter of Council and Mayor to Aquifer Protection District



Memo

To: Mayor and Hayden City Council

From: Lisa Ailport, City Administrator

Date: March 3, 2026

Agenda Item: Consider Aquifer Protection District Draft Letter from Council and Mayor

Agenda Item Location

Old Business

Background and Recommended Action or Motion

At the February 24th meeting, Council Directed staff to prepare a letter to the Aquifer Protection District requesting they invest in a study of the Rathdrum Prairie Aquifer The attached draft letter is presented to council for authorization and signatures by all council members and the Mayor.

Functional Impact of Authorizing or Not Authorizing

Authorizing the letter provides direction to Staff that we can route the final letter to the Council members for signature.

Fiscal Impact

N/A

Budget Funding Source / Transfer Request

N/A

Attachment

Draft Letter to the Aquifer Protection District



March 11, 2026

Aquifer Protection District Board Members
C/O Larry Simms, Chairman
451 N. Government Way
Coeur D'Alene, Idaho 83814

Sent Via Electronic Mail

RE: Request for Carry Capacity Study on the Rathdrum Prairie Aquifer

Dear Chairman Simms and Board Members:

The City of Hayden Mayor and Council request that the Aquifer Protection District initiate and complete a carry-capacity study on the Rathdrum Prairie Aquifer. This study is necessary so as to inform and support city councils and other decision makers in Kootenai County on how development over the aquifer can be evaluated.

All decision makers in Kootenai County should be able to have adequate information regarding how development affects the aquifer. However, without a study analyzing the carrying capacity of the aquifer guiding them, the region risks detrimentally affecting the aquifer by approving and/or intensifying development over the aquifer with continuous development decisions. Given this, it is imperative that this study be started immediately and become a main focus of the District's purpose today and into the future.

Regards,

Alan Davis
Mayor

Ed DePriest
Council President

Matt Roetter
Councilman

Tom Shafer
Councilman

David Erickson
Councilman

Cc: Abbi Sanchez, City Clerk, Fonda Jovick, City Civil Counsel,

- B. **ACTION ITEM** Consider Proposals for Law Enforcement Strategic Plan and Direct Staff on How to Proceed.



Memo

To: Mayor and Hayden City Council

From: Lisa Ailport, City Administrator

Date: March 3, 2026

Agenda Item: Consider Proposals for Law Enforcement Strategic Plan and Direct Staff on How to Proceed

Agenda Item Location

Old Business

Background and Recommended Action or Motion

The City Clerk emailed to Council on 2/25 the responses received by both respondents to the questions posed by Council members (see attached hereto). On 2/26, I emailed to Council the evaluation forms that would be required to be filled out by each council member.

Staff recommends discussion over the topic and sharing the results of each council member's evaluation and then any council member may make a motion. Staff has provided council with draft motions for your assistance only.

Motion: I move to authorize staff and the Mayor to negotiate a contract for Law Enforcement consulting services with [insert name of selected consultant] and to bring back such contract for review and authorization by the City Council.

Motion: I move to remand the strategic planning services consultants to [staff, the PSC, any other evaluation group.] to evaluate and make recommendations to the city council on which consultant will meet the intent of the city's objectives.

Motion: I move to decline all responses from the consultants, finding that the City is no longer seeking such services in the conduct of its business.

Functional Impact of Authorizing or Not Authorizing

A current RFP is active and to conclude the RFP process, Council must authorize a direction so that staff can proceed accordingly.

Fiscal Impact

The cost of this action anticipates around \$80-\$100,000 of fund balance. Staff budgeted \$500,000 of fund balance for such tasks to be pursued.

Budget Funding Source / Transfer Request

The study wasn't specifically budgeted for as a line-item expense. However, staff did budget \$500,000 of fund balance to cover any unanticipated costs. This would be covered by that funding source.

Attachment

Consultant responses to Council initiated questions, Evaluation forms

Questions for Respondents to the Law Enforcement Strategic Planning Request for Proposals

February 17, 2026

1. Please confirm that your proposal includes travel expenses, as required in the Proposal Format section of the Request for Proposals. In addition, please provide the number of and types of meetings planned for in the budget. Is there flexibility in the planned meetings?

We set a separate “not to exceed” travel budget with no mark-up on cost. The reason that we recommend separating the project and proposal is because of situations that have developed during projects. One of the major ones has been Covid and other illnesses that have prevented our team from meeting face-to-face with several cities. In another case, they had a line of duty death and our team worked remotely for the interviews as well as assisting the community with arrangements.

We capped the travel budget that assumes 5 trips will be needed that include presentations and interviews. Our team works with your team – actually becomes part of your team – to arrange visits to maximize opportunity to engage while minimizing costs. The project lead selected for this project also has a seasonal home nearby so it will lower costs which we directly pass on to you.

All of our meetings and interviews are developed with your team and members. As noted, our team becomes your team so we arrange on-site visits and meetings to maximize the abilities to engage. Our teams are completely flexible to work around your challenges, scheduled events, and other commitments.

We cap all of our travel costs; if those costs exceed the amount established in the budget, we assume the extra costs and do not pass them on. This allows maximum protection for budgeting which, as former city managers and department directors, we are acutely aware of and recognize.

2. Are there any tasks in your proposal that could be optional to reduce the cost?

We have set out a process that has been evaluated about 500 or more times in the past and so we have great confidence it will meet all your community needs. We can adjust as needed to help you meet your budget. We started by capping and recording travel costs separate because those can vary greatly, depending from where team members must travel. We also will work with you and your community to produce a product in which you have confidence. We also continue to provide assistance as the project is implemented.

If you discuss with past clients, it is not unusual that they call, email, or stop by our booths at conferences for follow—up. We feel that is one difference that separates us

from competitors: we do not just drop out a canned report that sits on a shelf. We pride ourselves in helping communities navigate the complex issues surrounding public safety. As a resource of ICMA, we find that this is the true “value added” when our team becomes your team.

3. Could the project timeline be shortened? If so, what would that entail?

The project timeline can be shortened. However, there are several pinch-points that we have found in conducting more than 500 of these studies.

- a. Gathering data. Getting the data from outside sources can sometimes be challenging. We have found, in several past cases, that the dispatch center and police agencies made all requests through Freedom of Information requests and were slow at responding to such requests.
- b. Once the data is gathered, getting access to current law enforcement systems often is not a priority and requires repeated requests on the part of our experts to gather the information needed to make data-driven decisions that guide your processes in the future.
- c. We have anticipated some of these challenges in preparing the proposal based on past experiences. If all parties prioritize getting turn-around on requested information, it is possible to complete in a shorter time period. Our team/your team also can provide regular reports back to help guide your decision making processes as well as keep all of your team/officials aware of progress and directions.

4. Will the law enforcement services provided to all of Kootenai County by the Kootenai County Sheriff's Office (KCSO) be considered when evaluating the minimum number of law enforcement personnel recommended for the City of Hayden?

Yes. We will look at what is necessary to provide Haden Police Services.

However, most municipal police agencies do not operate completely stand alone operations unless they are of significant size. Examples may be SWAT type units, canine divisions, crime scene processing, laboratory, etc.

Our team will evaluate the likelihood of those services continuing and at what costs to Hayden. Obviously the City does not cease paying county taxes but when separating, sometimes the “divorce” becomes costly. Our team will seek to determine how and what will continue to be offered to Hayden. The other challenge will be expected reductions in the Sheriff’s Office. Will there be mutual aid and how should it be provided? Because the sheriff is an elected office, it may change whenever the position changes.

Another consideration is whether Hayden will take over officers now assigned and employed by the county or will that be prohibited. CPSM has worked with

agencies that cooperatively separated and others that were not done on friendly and cooperative terms.

5. Will information about liability costs, including but not limited to, costs to defend lawsuits be evaluated in your scope of work? Please provide detail explaining your response.

Because CPSM's team selected for this project will have decades of experience, we will attempt to quantify other costs that may be ancillary to actual police patrols. Who will prosecute cases and to what levels? Will the sheriff's office charge the city for incarcerating arrested persons or those serving sentences? Will mutual aid be provided or will there be a fee (which can result in reciprocal charges)?

Are there other costs that can be shared? Training is a major cost to departments – large and small. Can there be a cooperative approach developed? Can a joint training program/facility be created with shared costs (a major example being firearms and defensive tactics)? Can specialized units like SWAT, canine, crime scene processing, laboratory, etc. be created and how will it be budgeted? Where will the city train? Will the county impede use of current facilities, programs, and equipment?

As agencies are downsized, some of the specialized services may be off-loaded. How the service is maintained and paid for becomes the challenge, especially if it is used by others more than the entity hosting the service.

6. Will the staff assigned to this project have law enforcement experience? If not, explain what qualifies them for the project.

Yes. Our teams are specially selected with extensive law enforcement experience as well as familiarity of Idaho laws and operations. Team members will have worked in Idaho on other projects.

In addition, because of our extensive bench strengths, we have the ability to add an attorney or other specialized individual to the team as demand requires. We do not have one or two individuals; we have a significant bench of subject matter experts with experience in establishing new departments as well as working nearby in Idaho.

The team we assign to this project becomes your team and if questions or issues develop along the way, they become your resource and "go-to" people to help you navigate what is a significant undertaking.

7. Do you have experience analyzing data from Motorola/Spillman software program that is currently used by KCSO? Please explain your response.

Yes. Our teams have worked with all of the major software programs. We would note that in the last three years, there has been significant consolidation that has fractured many of the existing programs (mostly dealing with fire/EMS). For police, Motorola remains the major player.

The big question that will need to be evaluated is how a new agency and the current police agency will integrate and will there be fees/costs?

Police agencies rely on significant data processes not only to write reports but to gather evidence, transmit to prosecutorial offices, and ensure accountability. Will a new department use technology and how becomes a major issue. Many calls for service could be handled electronically (bike larcenies, minor larcenies with no suspects, minor damage reports with no suspects, etc). How will technology be integrated to reduce calls for service while ensuring public safety and satisfaction?

An example is Arlington, VA that integrated Motorola technology into its dispatch center and minor calls with no prosecution identified. At our last review, approximately 12 categories of calls for service were being handled by AI (Artificial Intelligence) which reduced the calls for service on patrol units. The public satisfaction level increased. How will a Hayden Police Department utilize AI in establishing itself? How will leadership be selected and will familiar are they with such integration of service delivery?

8. Should additional data or information be unavailable from KCSO, explain how the outcome of this project will be affected. i.e. what data will be relied on for the plan, will the plan be reliable/complete, how will the project cost be affected?

1. One of the major questions that will need to be identified is what level of cooperation and assistance will continue? Can teams for specialized services be developed and how will those be paid? Are there specialized equipment (normally requiring additional training) that will be afforded to Hayden by KCSO? Who will provide crime scene processing, labs, drug/alcohol testing? Will there be charges for incarcerating?
2. What are the calls for service (CFS) in the City of Hayden and what staffing/specialization is required to handle the current CFS?
3. What ordinances need to be created to enable local prosecution (usually misdemeanor crimes)? Does the city's attorney office identify needed staff and

ordinance development? Traffic cases?

4. Without cooperation, work can use prosecutor's office reports, Uniform Crime Reports, and other data to identify the workloads for a new department. Because of the extensive work done by CPSM across the United States, we can use comparables and experience of the team – which will be decades – to assist Hayden with evaluation and planning.
5. There will be no added costs for CPSM's work. Because of the ability to draw in our significant "bench strength," we can look at past experiences to provide Hayden with the best roadmap forward.
6. One of the major challenges for Hayden will be the cooperation of the Sheriff's office. Sheriff's are elected for specific terms and one of the major unknowns is what will happen if a change takes place in leadership and when. One of the risks is that there will be an administrative change at the sheriff's office or county level. What impact and what risks are there for Hayden?
7. CPSM recently finished a study in South Carolina. The sheriff when the project started was defeated in the next election. What had seemed like a direction for the community required re-thinking with the community and the decision was made to stay with the sheriff's office but with more processes committed to contract.
8. A question that will be evaluated is to what extent and level will mutual aid be available to a new department in Hayden? Will there be fees and costs? (CPSM would note that this is a two-way street. City departments often are much more available to county areas than the reverse. Are there reciprocal fees?)
9. Much police data is available via other sources as well as through courts, prosecutor offices, etc. One challenge is what cases will be prosecutorial assignment: where will misdemeanor and ordinance cases assign?

9. Please identify or provide references for similar municipal law enforcement studies (similar population/region), including final outcomes (did the city start a police department, contract for law enforcement services, etc).

*Eagle, Idaho

Nichoel Baird Spencer; nbaird@cityofeagle.org; 208-939-0227. Stayed with sheriff department and quantified responsibility/workload.

*North Port, FL

Jonathon Lewis, city manager, 941-429-7077; jlewis@cityofnorthport.com. Comparative police analysis.

*Billings, MT

Kevin Iffland, Assistant City Administrator, 406-657-8478;

ifflandk@billingsmt.gov

Significant spike after Covid shutdown and inability to house arrested persons at sheriff's department. Developed new police complex; continue to work with county and sheriff on housing of repeat violators of city ordinances.

*Camden County, GA

Steve Howard, County Administrator; 912-552-3788; showard@co.camden.ga.us

Challenged by providing police services to unincorporated areas. Worked on developing police strategies and cost.

10. Please provide a sample redacted deliverable from a similar engagement (staffing model + cost model excerpt).

We would refer you to our website: www.cpsm.us

We are including a copy of the recently completed North Port, FL study as well as Eagle, Idaho.

POLICE SERVICES DELIVERY STUDY

CITY OF EAGLE, IDAHO ADA COUNTY SHERIFF'S OFFICE



CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
475 K STREET NW STE 702 • WASHINGTON, DC 20001
WWW.CPSM.US • 716-969-1360



Exclusive Provider of Public Safety Technical Services for
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

Thomas J. Wieczorek, Director

Dov Chelst, Ph.D. Director of Quantitative Analysis

Shan Zhou, Data Analyst

Jarrod Burguan, Public Safety Consultant

Craig Junginger, Public Safety Consultant – Team Leader

Dennis Kouba, Senior Editor

CONTENTS

- Contents** iii
- Tables** v
- Figures** vii
- Section 1. Executive Summary** 1
 - Study Approach 1
 - Key Recommendations 2
- Section 2. Methodology** 3
- Section 3. Community Overview** 4
 - Demographics 4
 - Growth History of the City of Eagle 5
- Section 4. Law Enforcement Services** 8
- Section 5. Additional Services Provided by the ACSO** 11
 - SWAT 11
 - K-9 Unit 11
 - Drone Program 11
 - Crisis Negotiation Team 11
 - Crisis Intervention Team 12
 - Dive Team 12
 - Bomb Unit 12
 - Communications Unit 12
 - Victim Witness Advocates 13
 - ACTION Team (Anti-Crime In Our Neighborhoods) 13
 - Collision Reconstruction Unit 13
- Section 6. Patrol** 14
 - Patrol Operations 14
 - Workload and Call Data 15
 - Out-Of-Service Activity 25
 - Deputy Crossover 27
 - Response Times 30
 - Deployment 32
 - Rule of 60 – Part 1 33
 - Rule of 60 – Part 2 33
 - Traffic Units 43
 - ACSO Eagle Data Compared to CPSM Industry Database 45

Patrol Operations Workload Summary and Staffing Recommendations	46
Section 7. Criminal Investigation Division (CID)	50
Staffing	50
Case Intake	51
Solvability Factors	52
Workload Demand	53
Future Workload Projections	54
Case Management	57
Training	57
Victim/Witness Advocates	58
School Resource Officer Unit	58
Code Enforcement Officer	58
Community Service Officer	58
CID Summary	59
Section 8. Summary	60
Section 9. Data Analysis	61
Workload Analysis	61
Out-of-Service Activities	87
Deployment	92
Response Times	102
All Calls	103
High-Priority Calls	107
Code Enforcement	109
School Resource Officers	112
Traffic Units	115
Appendix A: Call Type Classification	118
Appendix B: Uniform Crime Report Information	124
Appendix C: Calls Excluded from the Study	128

§ § §

TABLES

TABLE 3-1: U.S. Census Data for Eagle, Ada County, and the State of Idaho	5
TABLE 3-2: City of Eagle Population, 2005–2023	6
TABLE 3-3: Estimated Population Growth in Eagle, 2025–2029	7
TABLE 4-1: Eagle Police Department Staffing	8
TABLE 6-1: Authorized Patrol Staffing	14
TABLE 6-2: Events per Day, by Initiator	16
TABLE 6-3: Calls per Day, by Initiator and Month	19
TABLE 6-4: Calls per Day, by Category and Month	20
TABLE 6-5: Number of Responding Units, by Category, Community-initiated Calls	23
TABLE 6-6: Activities and Occupied Times by Description	26
TABLE 6-7: Average Response Time Components, by Category	31
TABLE 6-8: Average and 90th Percentile Response Times, by Priority	32
TABLE 6-9: Average Deployment Per Hour, By Season	36
TABLE 6-10: Deployment and All Workload, By Season	39
TABLE 6-11: Percentage of Workload, By Season	42
TABLE 6-12: Events, Calls, and Workload by Category, Traffic Units	43
TABLE 6-13: Calls per Day by Initiator and Months, Traffic Units	44
TABLE 6-14: Comparative Analysis of ACSO/Eagle to CPSM-Analyzed Departments	45
TABLE 7-1: Criminal Investigation Div. Authorized / Actual Staffing Levels	50
TABLE 7-2: Criminal Investigations Unit Case Assignments, 2024	53
TABLE 7-3: Number of Detectives assigned to Eagle, 2014–2024	54
TABLE 7-4: Estimated City of Eagle Population Increase, 2025–2029	54
TABLE 7-5: Estimated Case Increase Due to Estimated Population Increase	55
TABLE 7-6: Criminal Investigations Unit Case Assignments, 2014–2024	56
TABLE 7-7: FBI UCR Reported Part 1 Crimes in Eagle, 2024	56
TABLE 7-8: Reported Eagle, Idaho, and National Crime Clearance Rates, 2024	57
TABLE 9-1: Events per Day, by Initiator	63
TABLE 9-2: Events per Day, by Category	65
TABLE 9-3: Calls per Day, by Category	67
TABLE 9-4: Calls per Day, by Initiator and Month	68
TABLE 9-5: Calls per Day, by Category and Month	70
TABLE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator	72
TABLE 9-7: Average Number of Responding Units, by Initiator and Category	74
TABLE 9-8: Number of Responding Units, by Category, Community-initiated Calls	76
TABLE 9-9: Calls and Work Hours per Day, by City	77
TABLE 9-10: Calls by Unit Response, in Eagle	78
TABLE 9-11: Calls of Noncontract Units by Category, in Eagle	78
TABLE 9-12: Call Responses and Workload per Day, by Unit Type and Location	80
TABLE 9-13: Calls and Workload, by Priority, Noncontract Units only	80
TABLE 9-14: Responses by Hour of Day and Unit Type	81
TABLE 9-15: Responses by Hour of Day and Location	82
TABLE 9-16: Calls and Work Hours per Day by Category, Winter	84
TABLE 9-17: Calls and Work Hours per Day, by Category, Summer	86
TABLE 9-18: Activities and Occupied Times by Description	87
TABLE 9-19: Activities per Day, by Month	88
TABLE 9-20: Activities per Day, by Day of Week	89
TABLE 9-21: Activities per Hour, by Hour of Day	91
TABLE 9-22: Average Response Time Components, by Category	105
TABLE 9-23: 90th Percentiles for Response Time Components, by Category	106

TABLE 9-24: Average and 90th Percentile Response Times, by Priority	107
TABLE 9-25: Events, Calls, and Workload by Category, Code Enforcement Units	109
TABLE 9-26: Calls per Day by Initiator and Months, Code Enforcement Units	111
TABLE 9-27: Events, Calls, and Workload by Category, SRO Units	112
TABLE 9-28: Calls per Day by Initiator and Months, SRO Units	114
TABLE 9-29: Events, Calls, and Workload by Category, Traffic Units	115
TABLE 9-30: Calls per Day by Initiator and Months, Traffic Units	117
TABLE 9-31: Call Descriptions by Category	118
TABLE 9-32: Reported Crime Rates in 2022 and 2023, by City	124
TABLE 9-33: Reported Ada County SO, Idaho, and National Crime Rates, by Year	126
TABLE 9-34: Reported Ada County SO, Idaho, and National Crime Clearance Rates, 2022	127
TABLE 9-35: Reported Ada County SO, Idaho, and National Crime Clearance Rates, 2023	127
TABLE 9-36: Excluded Call Summary	128
TABLE 9-37: Calls Without Units, By Description	128
TABLE 9-38: Calls Without Units, By Cancel Reason	129
TABLE 9-39: Calls with Only Non-EPD Units, By Description	129
TABLE 9-40: Calls with Only Non-EPD Units, By Unit Department	130
TABLE 9-41: Calls with Only Nonpatrol Units, By Description	130
TABLE 9-42: Calls with Only Nonpatrol Units, By Unit Type	131

§ § §

FIGURES

FIGURE 3-1: Eagle Population Trend, 2005–2025..... 6

FIGURE 4-1: Eagle Police Department Organizational Chart (January 2025) 9

FIGURE 6-1: Percentage of Events per Day, by Initiator 16

FIGURE 6-2: Percentage of Events per Day, by Category 17

FIGURE 6-3: Percentage Calls per Day, by Category 18

FIGURE 6-4: Calls per Day, by Initiator and Month 19

FIGURE 6-5: Primary Unit's Average Occupied Times, by Category and Initiator..... 21

FIGURE 6-6: Number of Responding Units, by Initiator and Category 22

FIGURE 6-7: Percentage Calls and Work Hours by Category, Winter 2024 24

FIGURE 6-8: Percentage Calls and Work Hours, by Category, Summer, 2024..... 24

FIGURE 6-9: Percentage of Responses and Workload by Unit Type Within Eagle 28

FIGURE 6-10: Percentage of Responses and Workloads, by Eagle-Contracted Units..... 29

FIGURE 6-11: Average Response Time by Time of Day, Winter and Summer 30

FIGURE 6-12: Deployed Units, Weekdays, Winter 34

FIGURE 6-13: Deployed Units, Weekends, Winter 35

FIGURE 6-14: Deployed Units, Weekdays, Summer 35

FIGURE 6-15: Deployed Units, Weekends, Summer..... 36

FIGURE 6-16: Deployment and All Workload, Weekdays, Winter..... 37

FIGURE 6-17: Deployment and All Workload, Weekends, Winter 38

FIGURE 6-18: Deployment and All Workload, Weekdays, Summer 38

FIGURE 6-19: Deployment and All Workload, Weekends, Summer 39

FIGURE 6-20: Percentage of Workload, Weekdays, Winter 40

FIGURE 6-21: Percentage of Workload, Weekends, Winter 41

FIGURE 6-22: Percentage of Workload, Weekdays, Summer 41

FIGURE 6-23: Percentage of Workload, Weekends, Summer 42

FIGURE 6-24: Percentage Calls and Work Hours by Category, Traffic Units..... 44

FIGURE 9-1: Percentage Events per Day, by Initiator 63

FIGURE 9-2: Percentage Events per Day, by Category 64

FIGURE 9-3: Percentage Calls per Day, by Category 66

FIGURE 9-4: Calls per Day, by Initiator and Month 68

FIGURE 9-5: Calls per Day, by Category and Month 69

FIGURE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator..... 71

FIGURE 9-7: Number of Responding Units, by Initiator and Category 73

FIGURE 9-8: Number of Responding Units, by Category, Community-initiated Calls 75

FIGURE 9-9: Percentage Calls and Work Hours, by City 77

FIGURE 9-10: Percentage of Responses and Workload by Unit Type 79

FIGURE 9-11: Percentage Calls and Work Hours by Category, Winter 2024..... 83

FIGURE 9-12: Percentage Calls and Work Hours, by Category, Summer..... 85

FIGURE 9-13: Activities per Day, by Month..... 88

FIGURE 9-14: Activities per Day, by Day of Week 89

FIGURE 9-15: Activities per Day, by Hour of Day 90

FIGURE 9-16: Deployed Units, Weekdays, Winter 93

FIGURE 9-17: Deployed Units, Weekends, Winter 93

FIGURE 9-18: Deployed Units, Weekdays, Summer 94

FIGURE 9-19: Deployed Units, Weekends, Summer..... 94

FIGURE 9-20: Deployment and All Workload, Weekdays, Winter..... 96

FIGURE 9-21: Deployment and All Workload, Weekends, Winter 96

FIGURE 9-22: Deployment and All Workload, Weekdays, Summer 97

FIGURE 9-23: Deployment and All Workload, Weekends, Summer 97

FIGURE 9-24: Percentage of Workload, Weekdays, Winter 99

FIGURE 9-25: Percentage of Workload, Weekends, Winter 99

FIGURE 9-26: Percentage of Workload, Weekdays, Summer 100

FIGURE 9-27: Percentage of Workload, Weekends, Summer 100

FIGURE 9-28: Average Response Time by Time of Day, Winter and Summer 103

FIGURE 9-29: Average Response Time by Category, Winter 104

FIGURE 9-30: Average Response Time by Category, Summer 104

FIGURE 9-31: Average Response Time and Dispatch Processing Times for High-priority Calls, by
Hour 108

FIGURE 9-32: Percentage Calls and Work Hours by Category, Code Enforcement Units 110

FIGURE 9-33: Calls per Day by Initiator and Month, Code Enforcement Units 111

FIGURE 9-34: Percentage Calls and Work Hours by Category, SRO Units 113

FIGURE 9-35: Calls per Day by Initiator and Month, SRO Units 114

FIGURE 9-36: Percentage Calls and Work Hours by Category, Traffic Units 116

FIGURE 9-37: Calls per Day by Initiator and Month, Traffic Units 117

FIGURE 9-38: Reported Ada County SO Violent and Property Crime Rates, by Year 125

FIGURE 9-39: Reported Ada County SO and State Crime Rates, by Year 125

§ § §

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.

§ § §

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.

§ § §

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

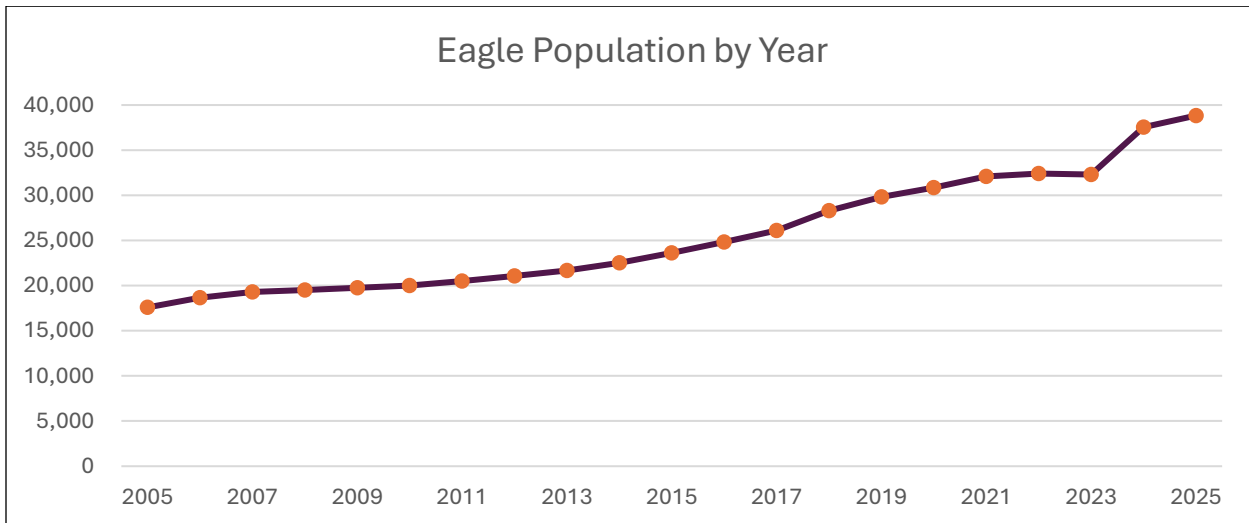


TABLE 3-3: Estimated Population Growth in Eagle, 2025–2029

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

§ § §

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

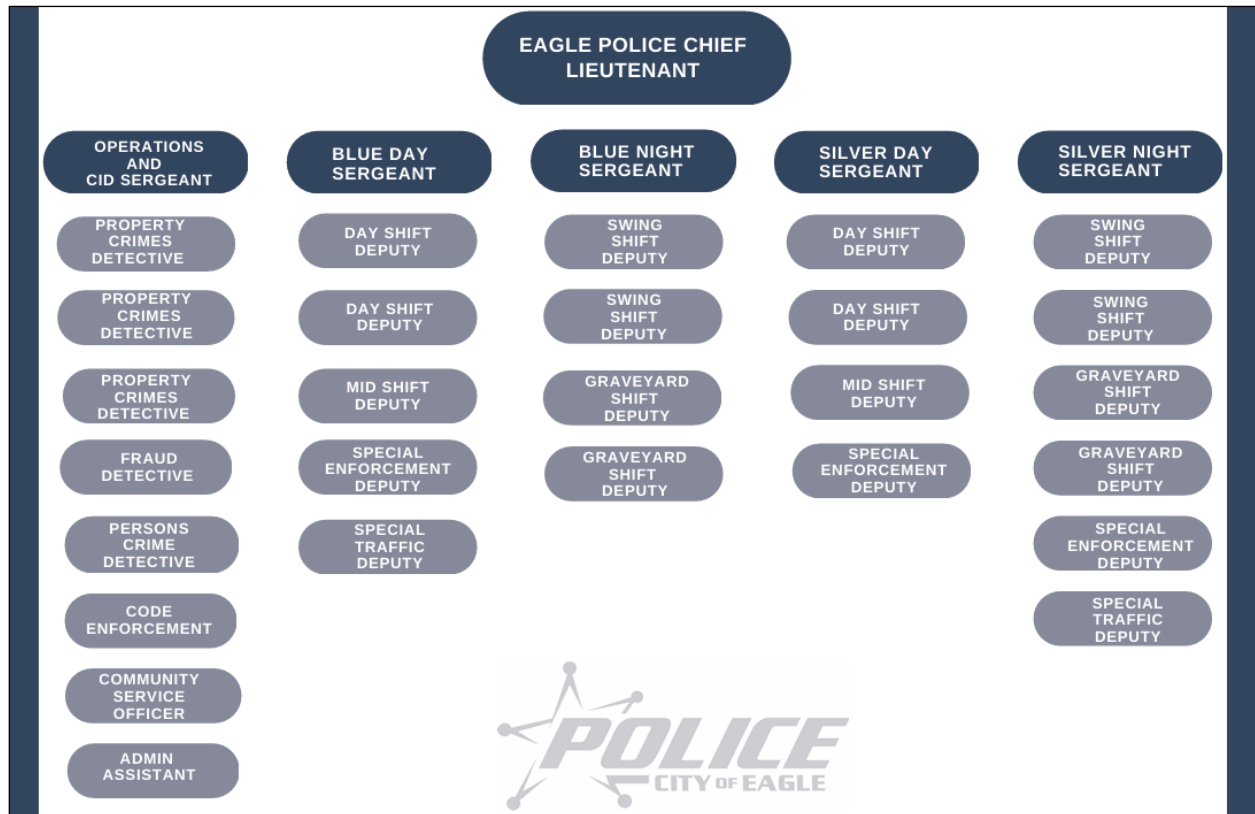
NOTE: *Not funded in City of Eagle Contract

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."

§ § §

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.

§ § §

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:

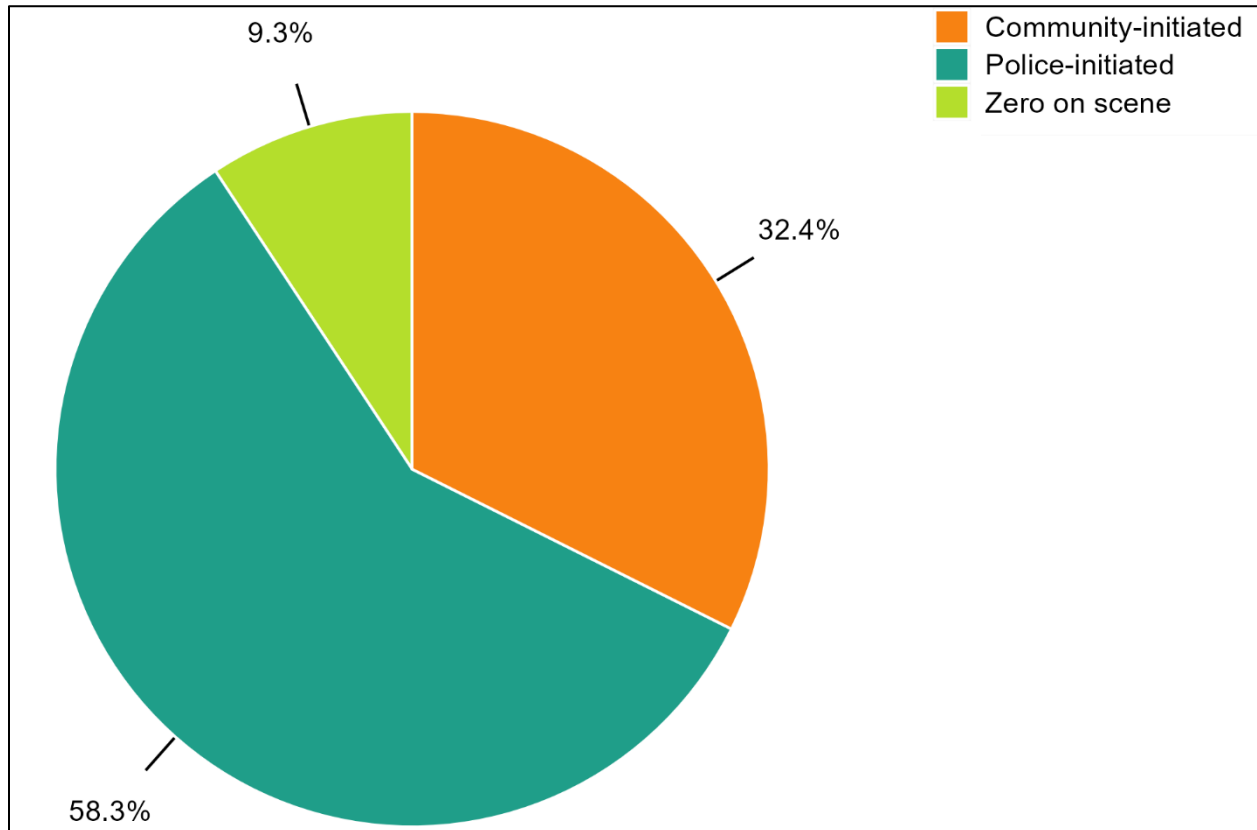
- This data represents patrol workload, meaning that it is designed not to include work activities performed by non-uniformed/patrol assets assigned to Eagle. For instance, although a 'detective' may be assigned to Eagle and may use the dispatch/radio system to make a notification that they are in the 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

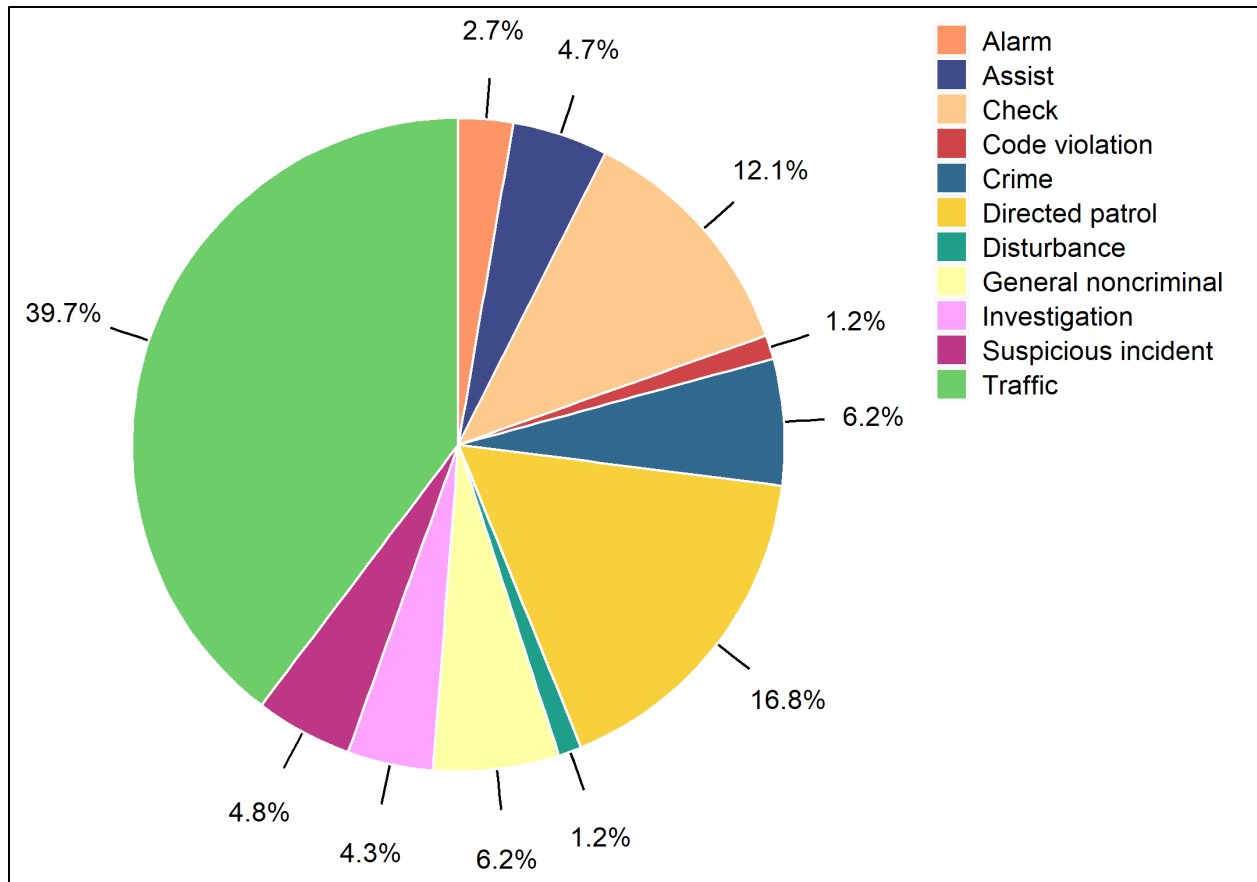
Initiator	No. of Events	Events per Day
Community-initiated	6,310	17.2
Police-initiated	11,370	31.1
Zero on scene	1,811	4.9
Total	19,491	53.3

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



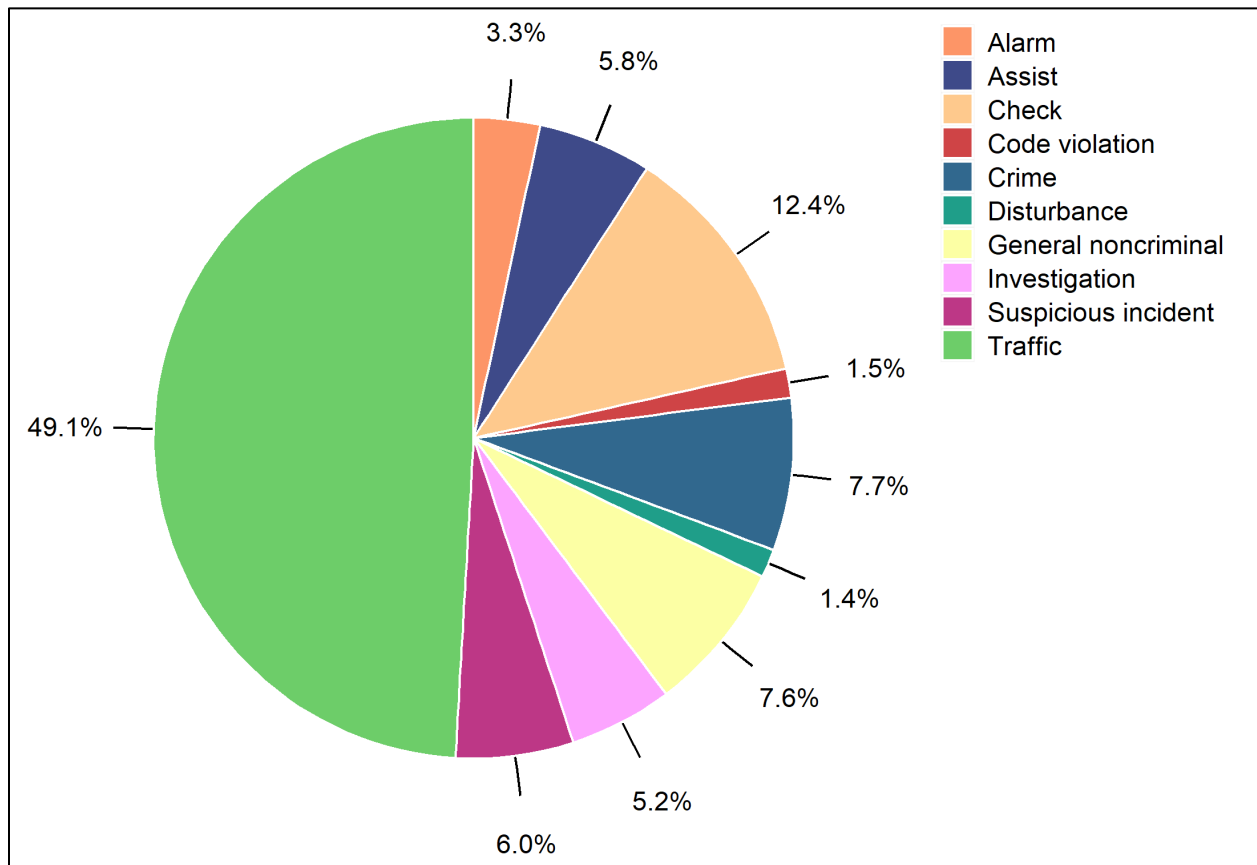
This figure shows that traffic-related activity (traffic enforcement/stops and accidents) is the most significant driver of workload activity by category. It was also evident to our consultants during the site visit and staff interviews that traffic problems are an important community concern and a focus 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.

§ § §

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.

§ § §

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

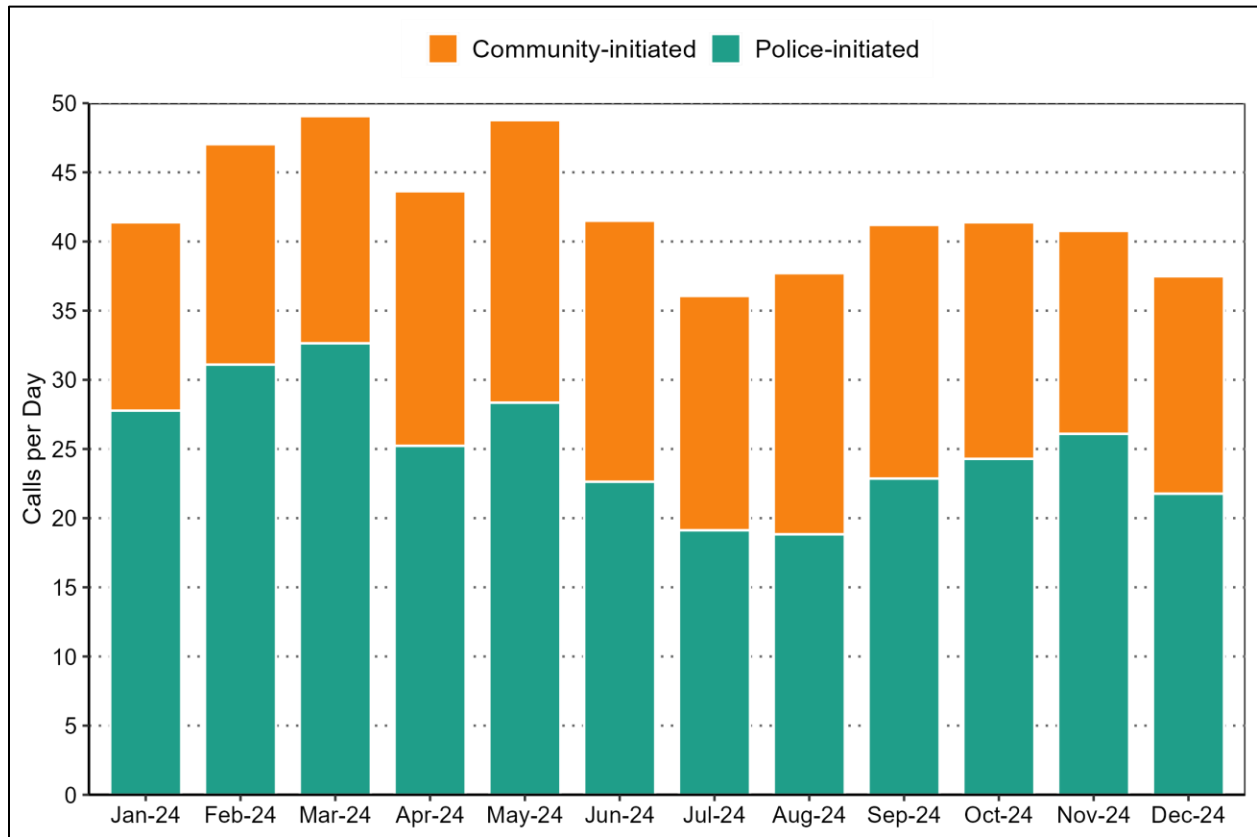


TABLE 6-3: Calls per Day, by Initiator and Month

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

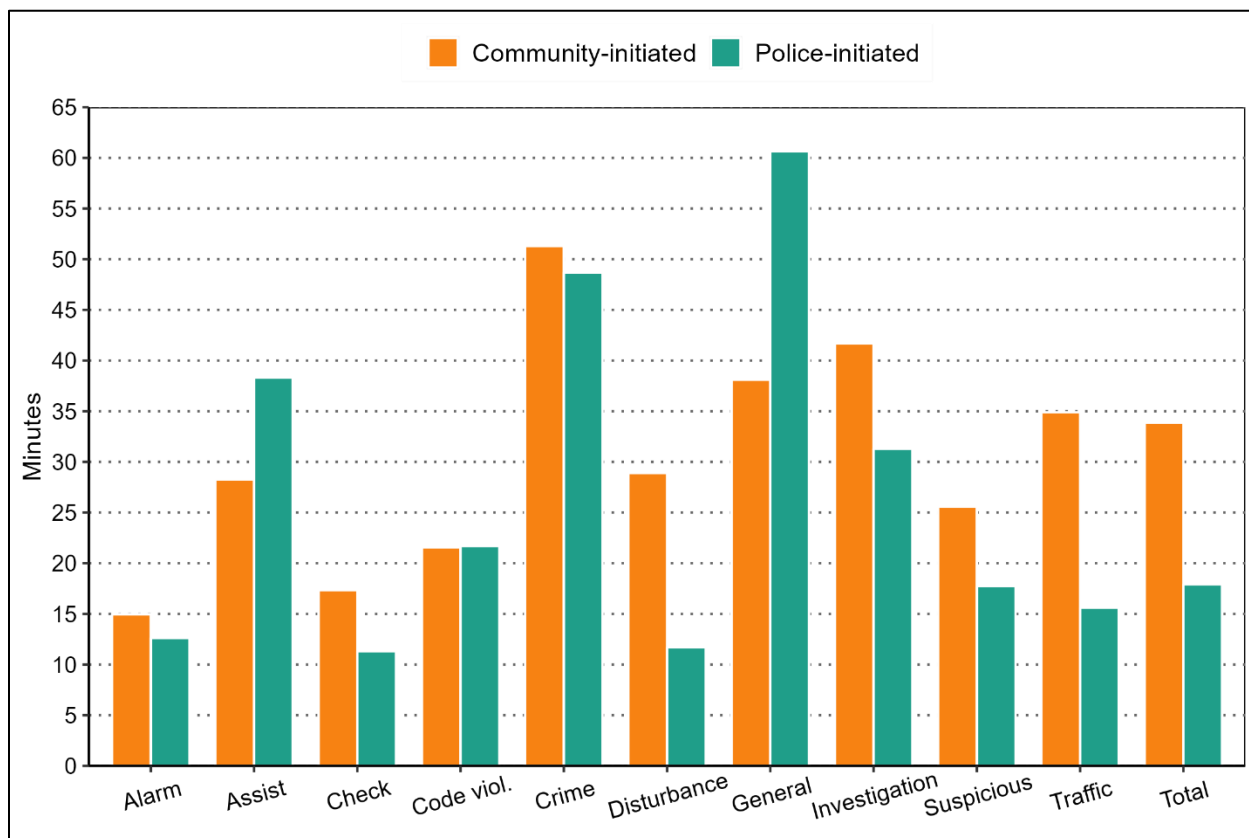
Note: Calculations were limited to calls rather than events.

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

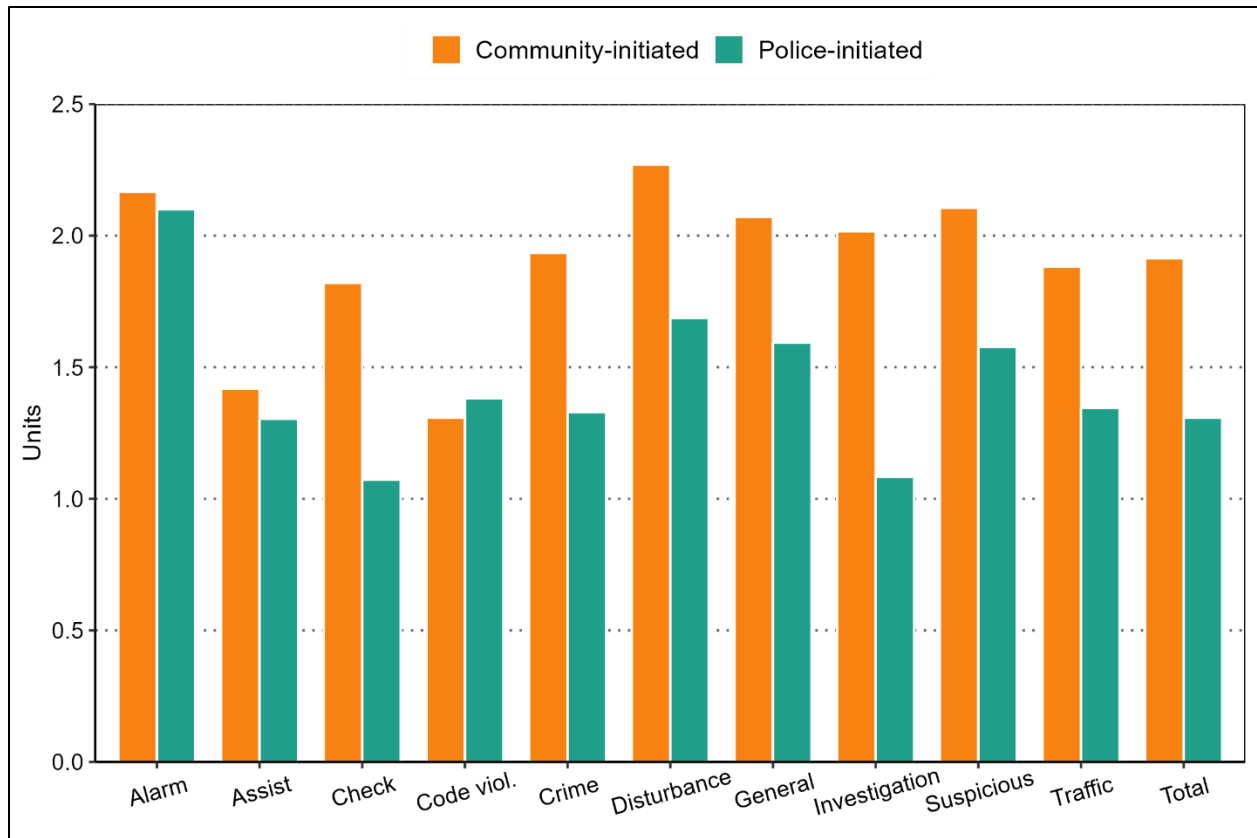


Previous data showed that most work was initiated by ACSO deputies, with community-initiated work only accounting for about 35 percent of all event volume. This graphic shows that in specific categories, community-driven work can often take far longer to resolve for ACSO deputies. For instance, traffic 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.

§ § §

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.

§ § §

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.

§ § §

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

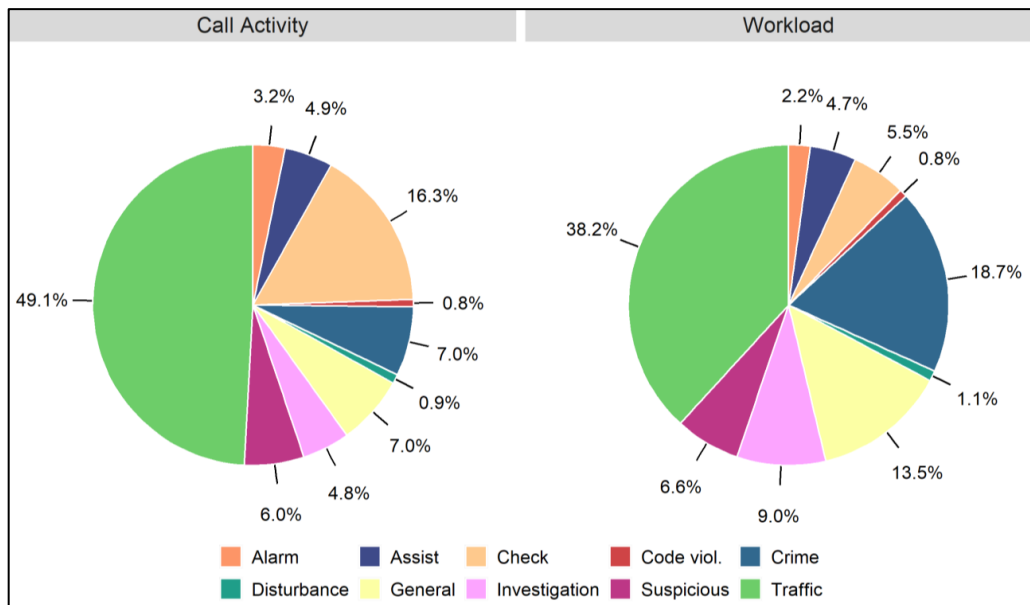
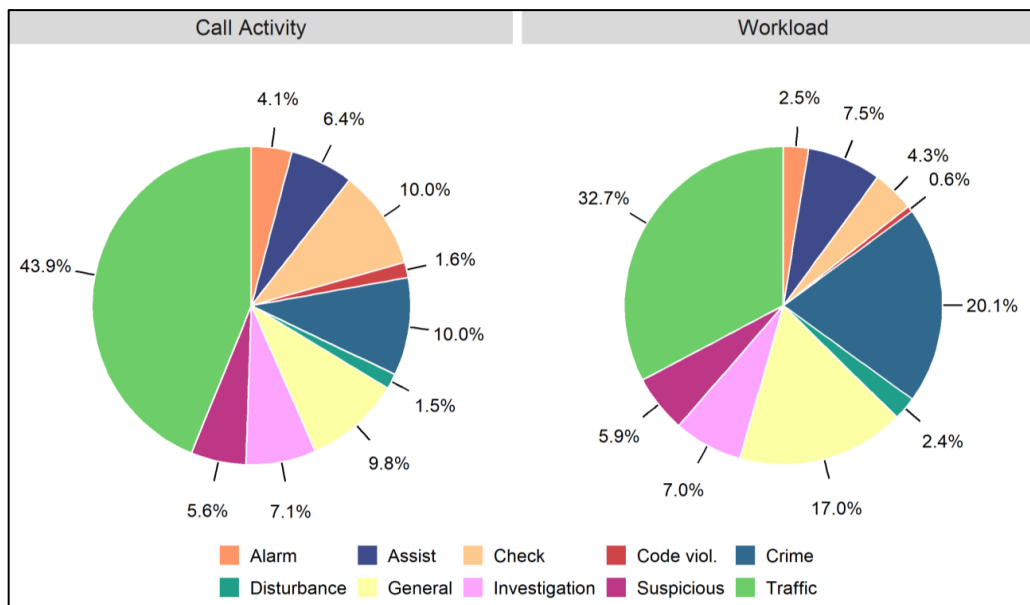


FIGURE 6-8: Percentage Calls and Work Hours, by Category, Summer, 2024



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.

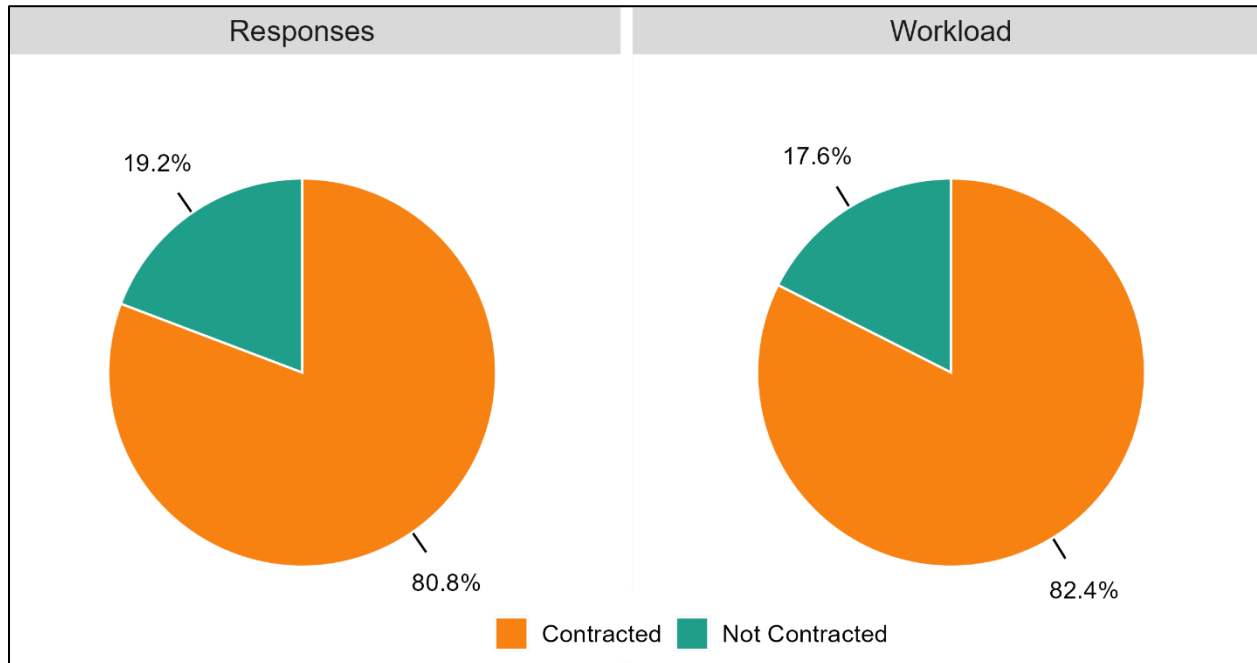
All municipal police agencies have some mutual aid partnerships, either informally or in writing, with MOUs with neighboring police agencies. Under regular business practices, mutual aid, defined as officers crossing into other jurisdictions to assist other agencies, is not supposed to be a daily practice. 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.

§ § §

FIGURE 6-9: Percentage of Responses and Workload by Unit Type Within Eagle

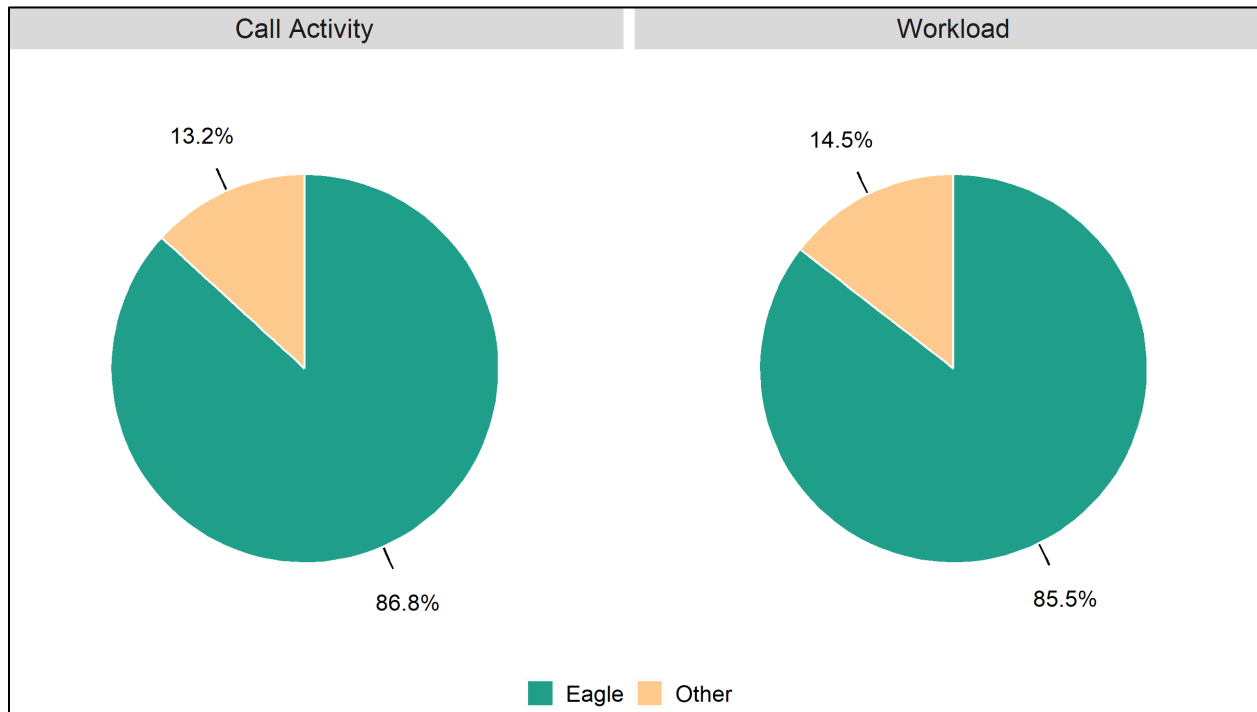


The figure above shows work that occurs in Eagle. Eighty percent of all responses and 82 percent of all workload is handled by contracted units assigned to Eagle. The remaining reactions and workload are provided by outside, or non-contracted, units that performed work inside Eagle, according to the 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.

§ § §

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.

§ § §

RESPONSE TIMES

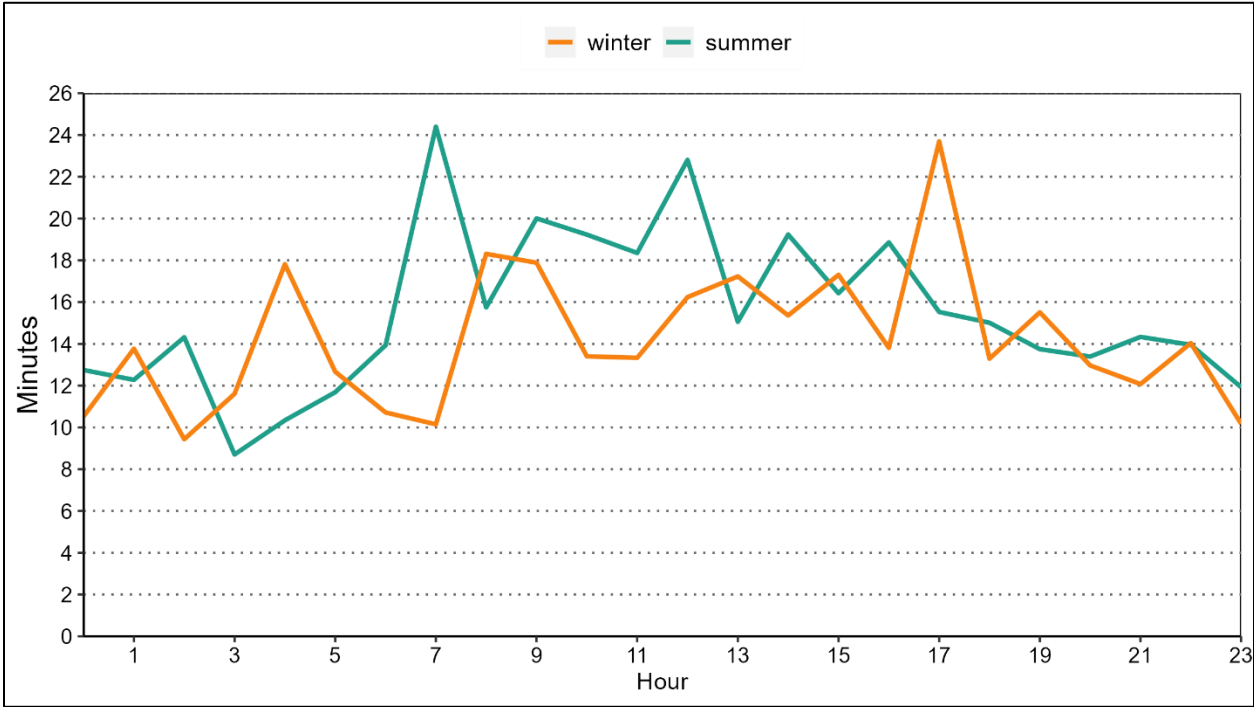
A significant concern for every community and the law enforcement agency serving that community is response times, specifically the length of time that it takes for a deputy to arrive at a scene where a citizen has requested police assistance.

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

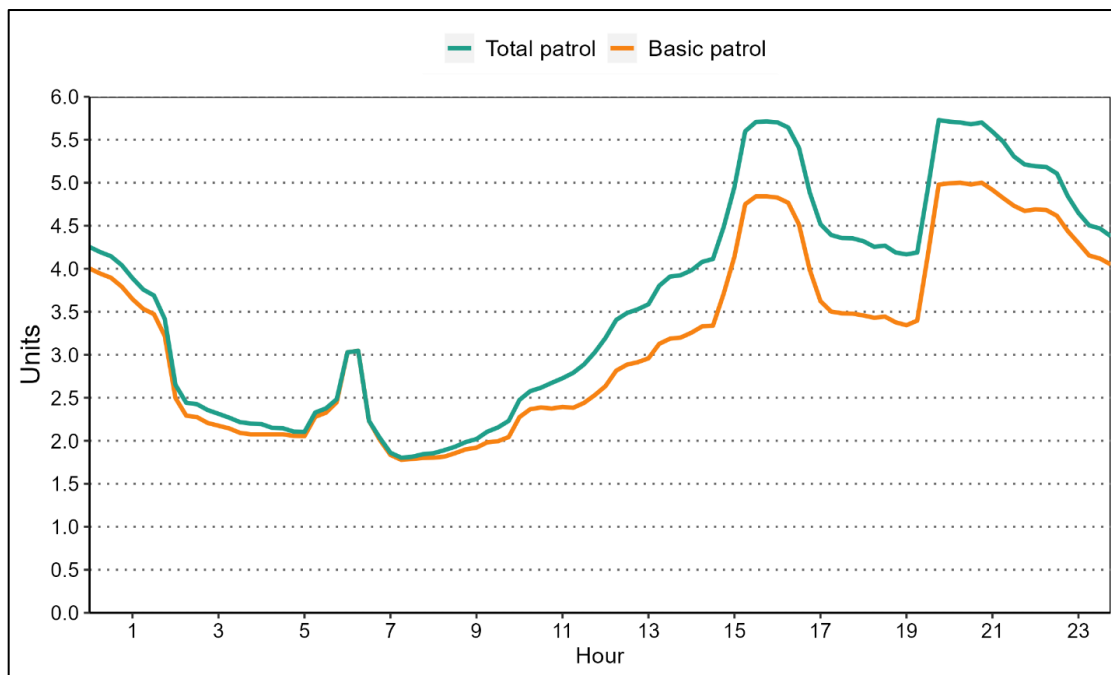
mainly reactive and thus overburdened with CFS and workload demands. An SI of slightly less than 60 percent shows that patrol manpower is optimally staffed. However, SI levels much lower than 60 percent indicate underutilized patrol resources.

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



§ § §

FIGURE 6-13: Deployed Units, Weekends, Winter

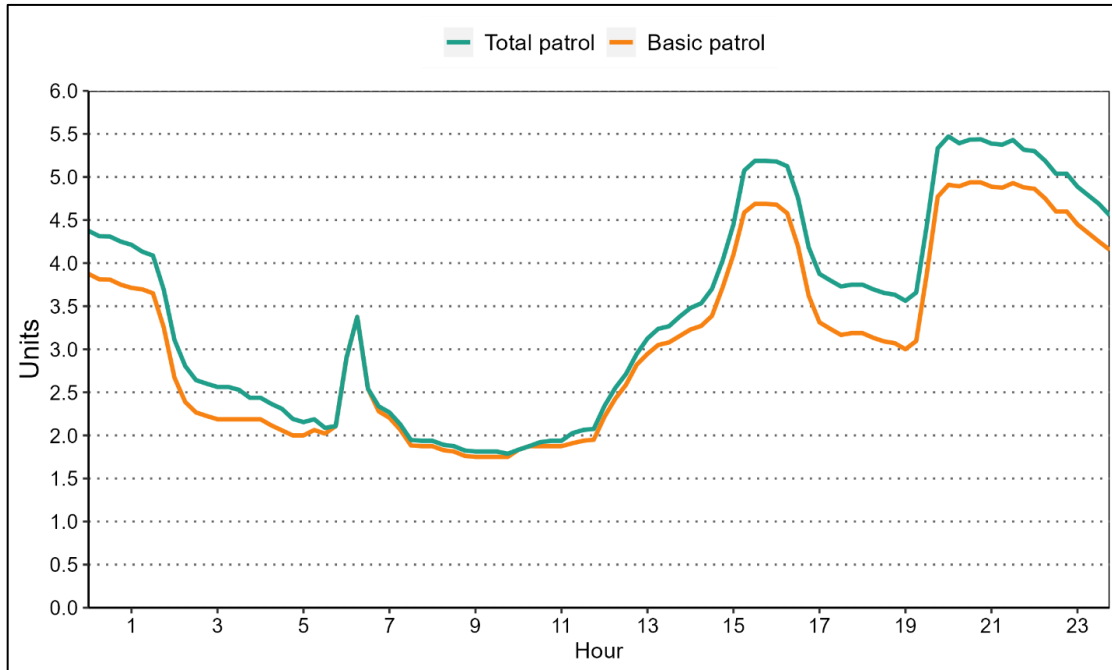


FIGURE 6-14: Deployed Units, Weekdays, Summer

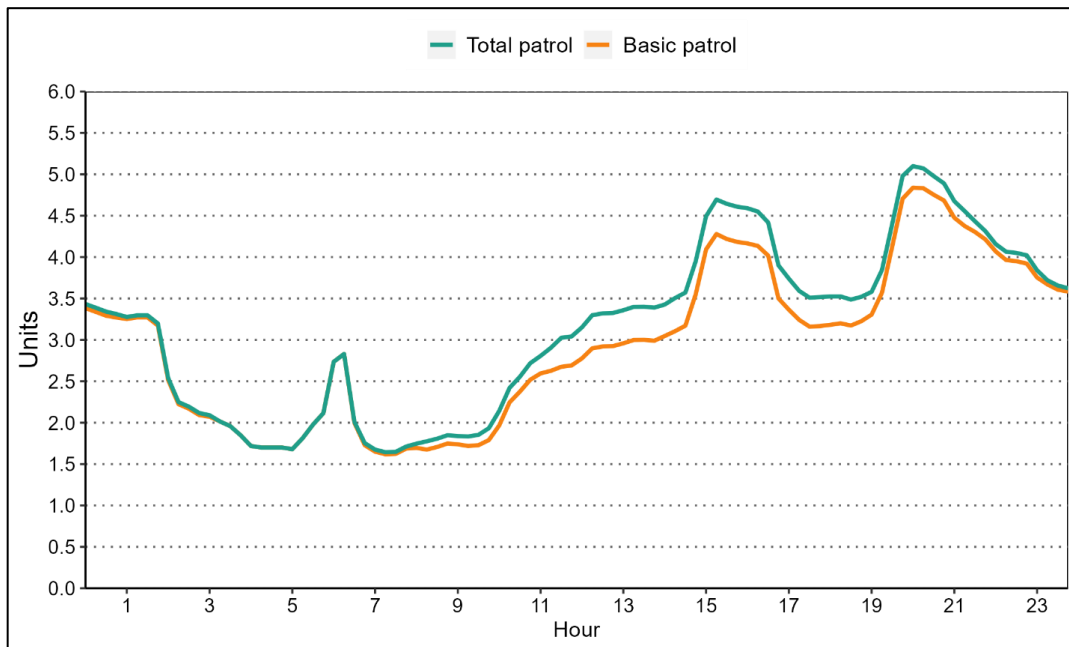


FIGURE 6-15: Deployed Units, Weekends, Summer

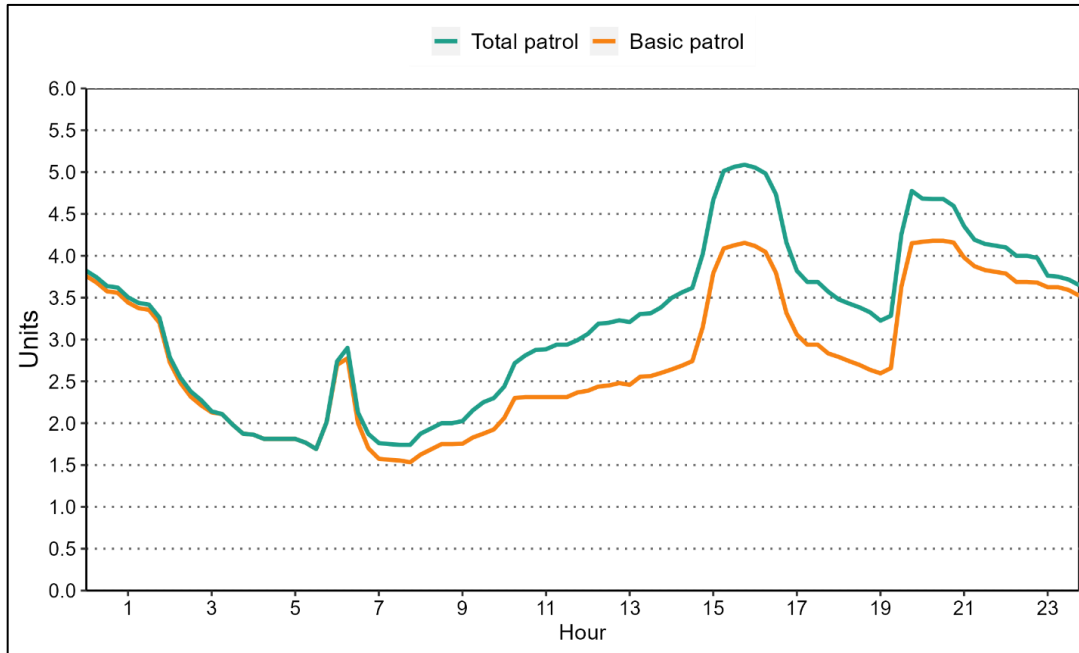


TABLE 6-9: Average Deployment Per Hour, By Season

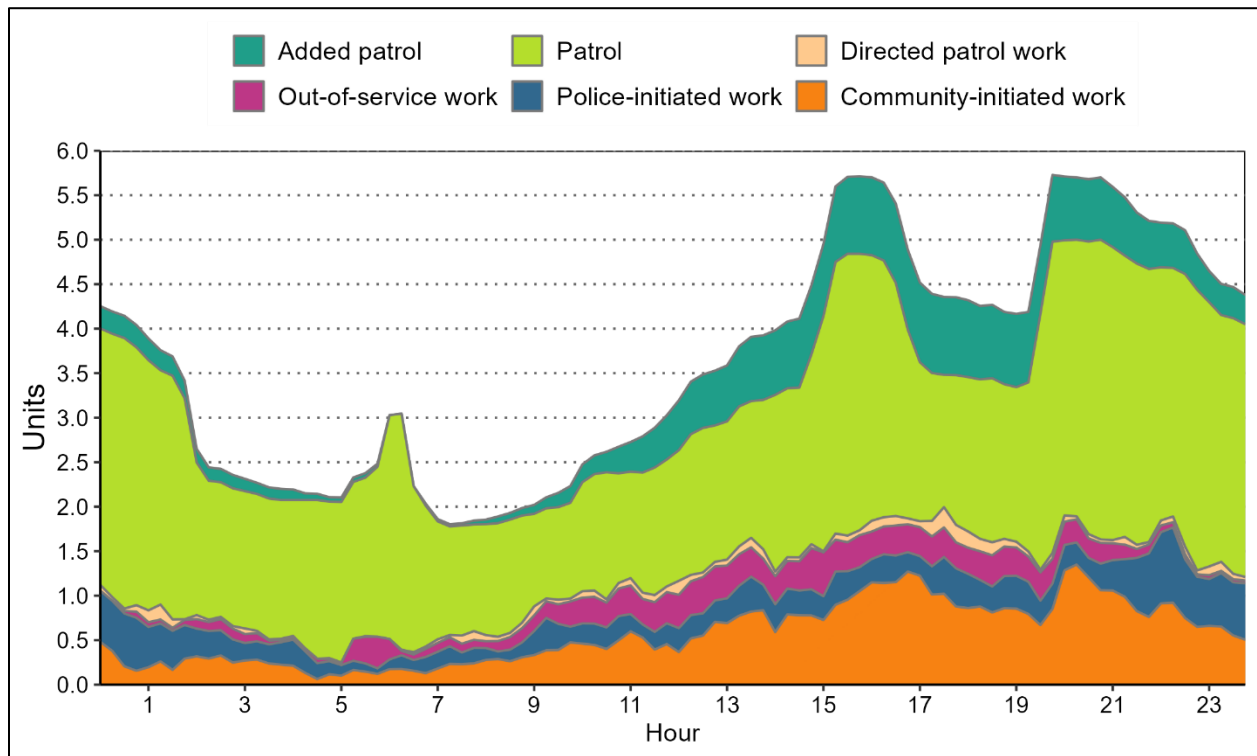
Winter Weekdays	Winter Weekends	Summer Weekdays	Summer Weekends
3.6 Units	3.4 Units	3.1 Units	3.2 Units

§ § §

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

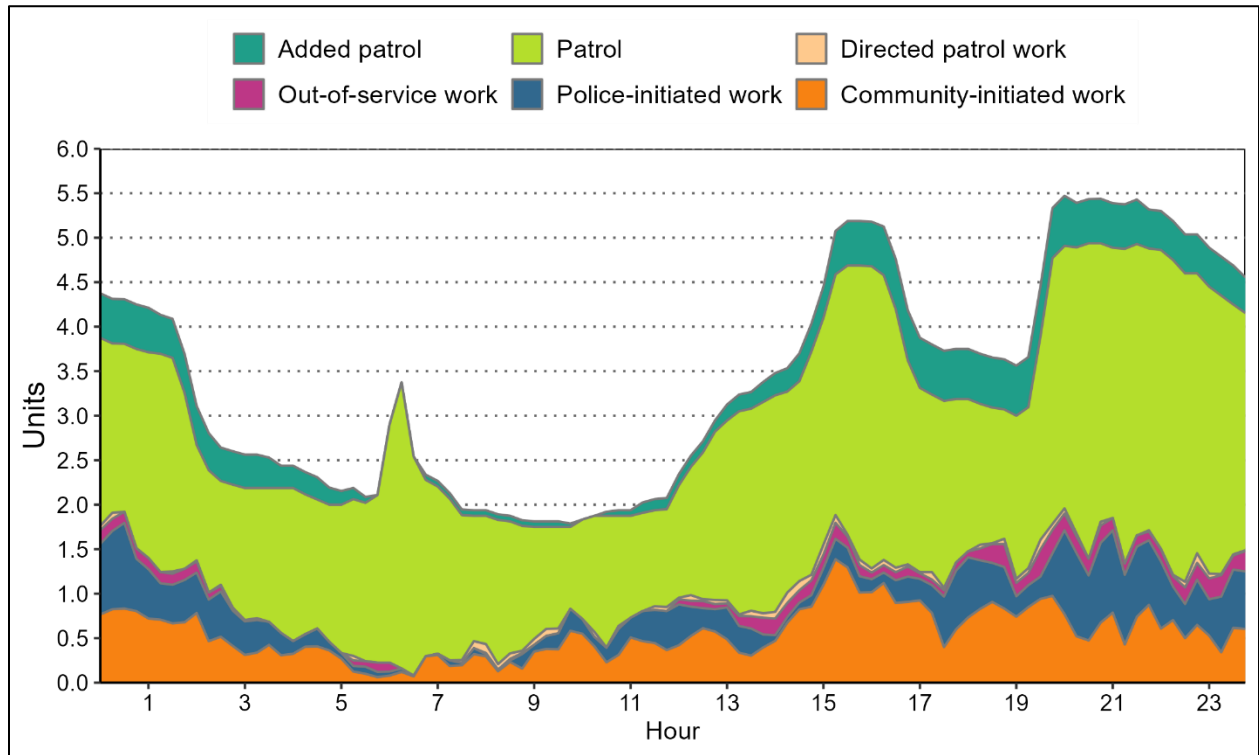


FIGURE 6-18: Deployment and All Workload, Weekdays, Summer

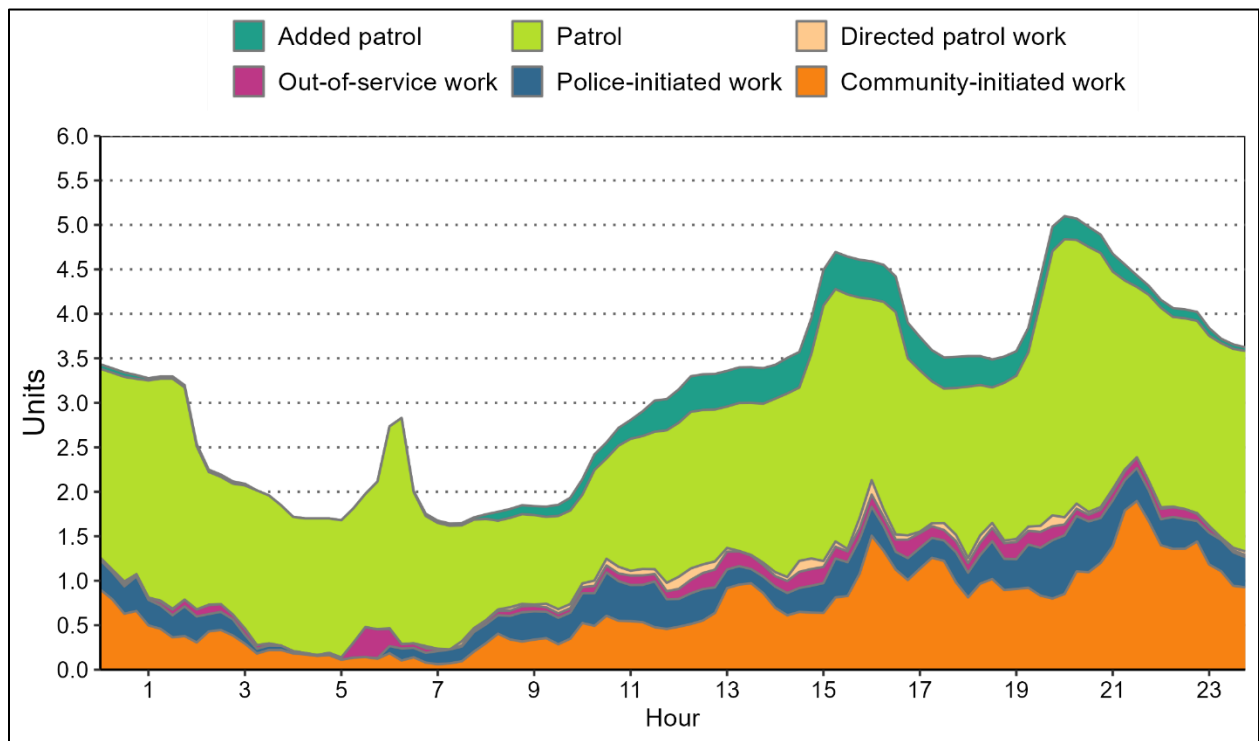


FIGURE 6-19: Deployment and All Workload, Weekends, Summer

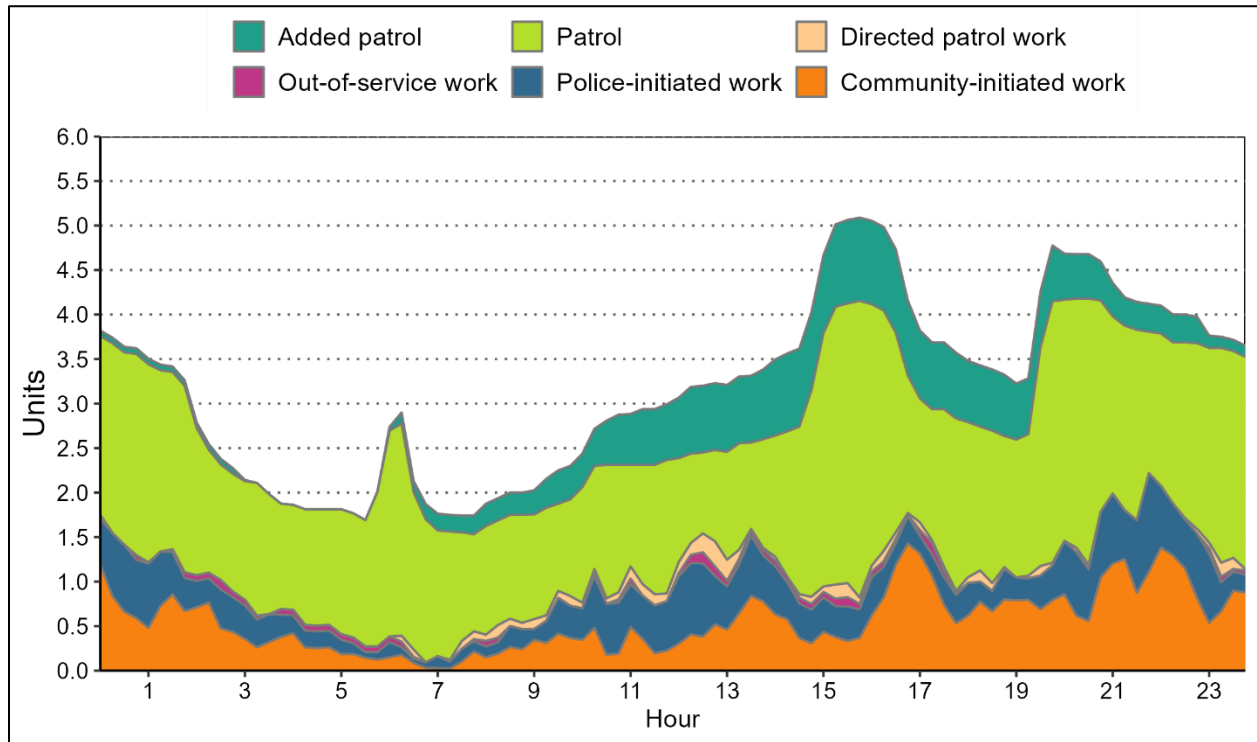


TABLE 6-10: Deployment and All Workload, By Season

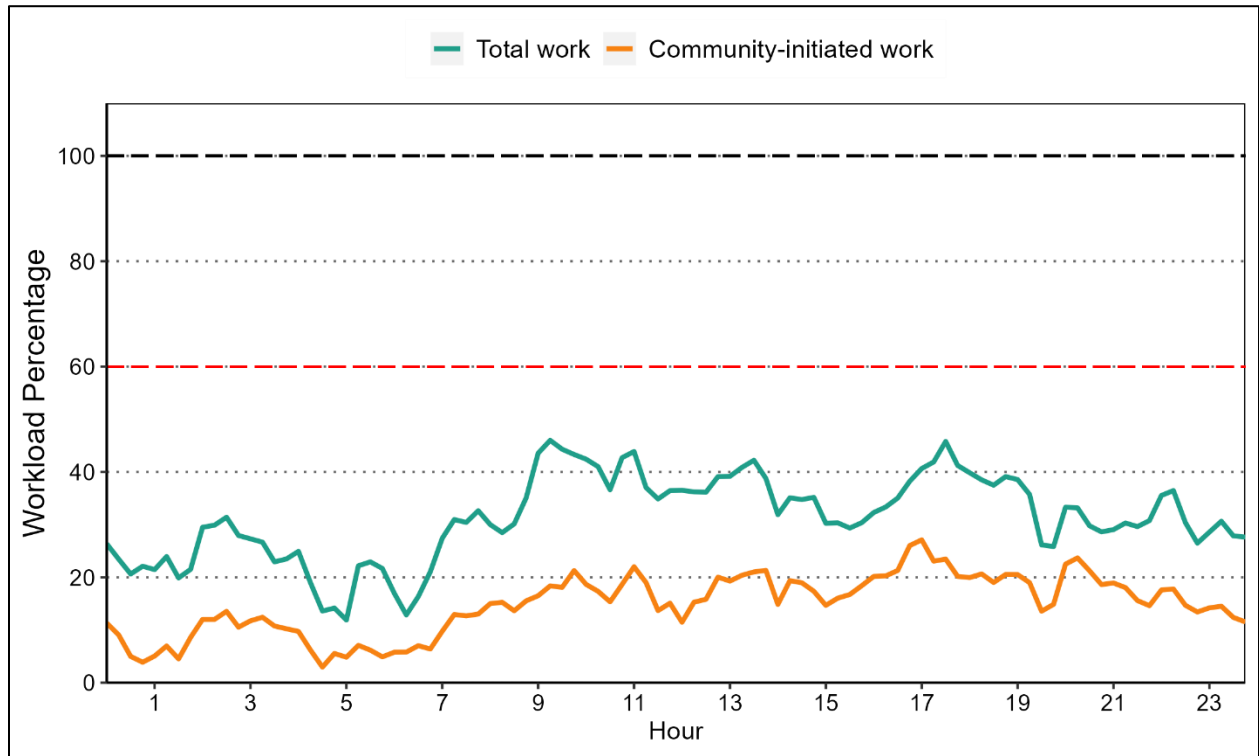
	Winter Weekdays	Winter Weekends	Summer Weekdays	Summer Weekends
Community Initiated Work	0.6 Units Per Hour	0.6 Units Per Hour	0.7 Units Per Hour	0.6 Units Per Hour
All Work	1.2 Units/Hour	1.0 Units/Hour	1.1 Units/Hour	1.0 Units/Hour
All Work %	32%	30%	35%	33%

§ § §

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.

§ § §

FIGURE 6-21: Percentage of Workload, Weekends, Winter

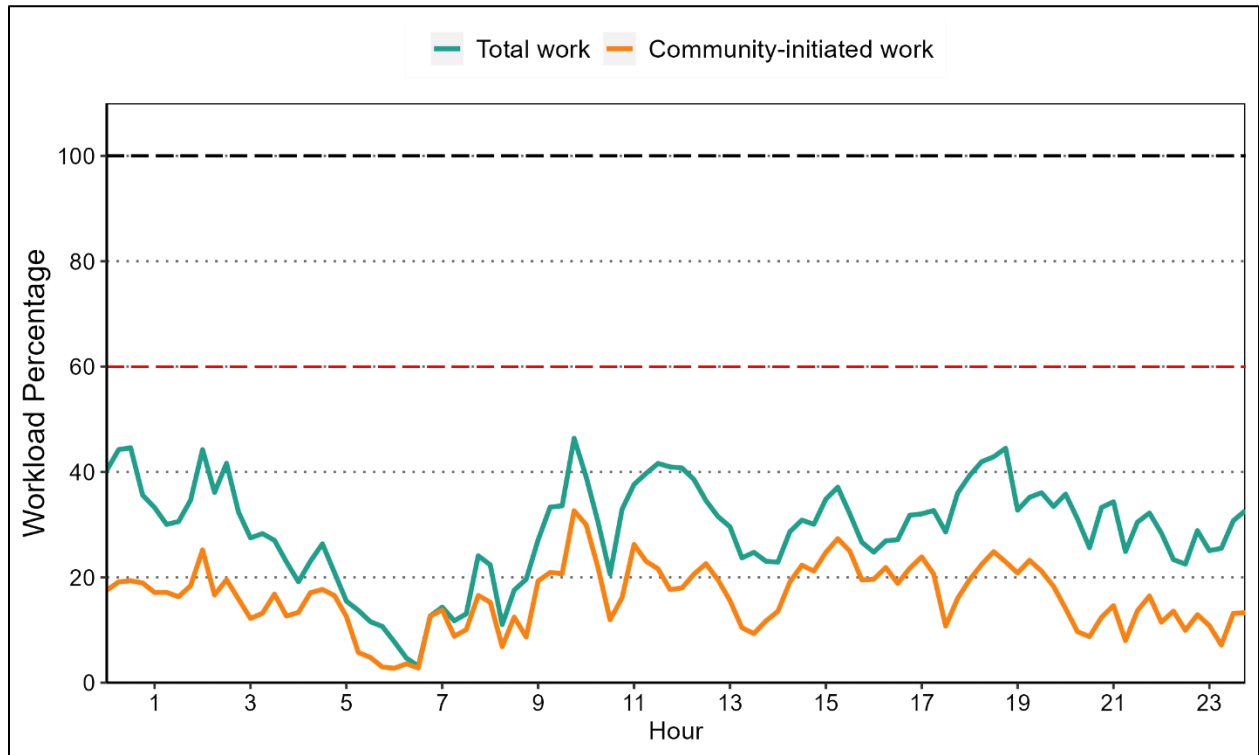


FIGURE 6-22: Percentage of Workload, Weekdays, Summer

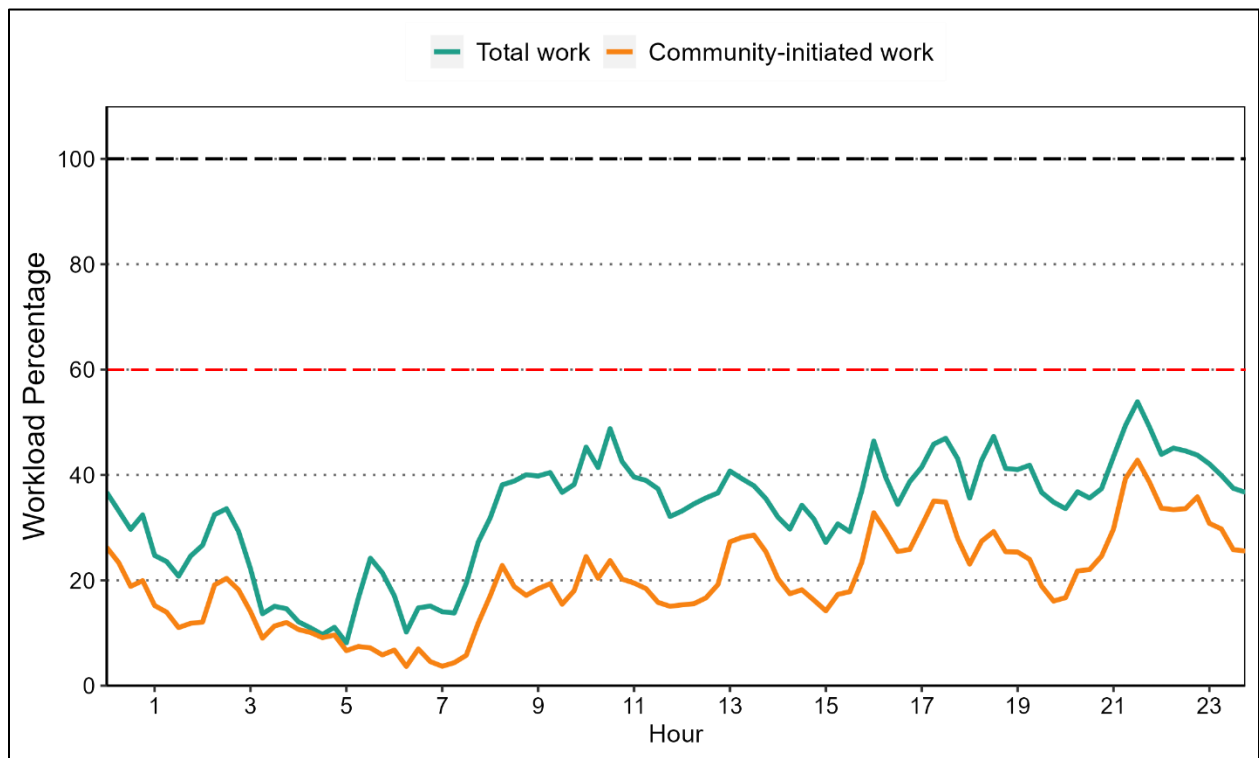


FIGURE 6-23: Percentage of Workload, Weekends, Summer

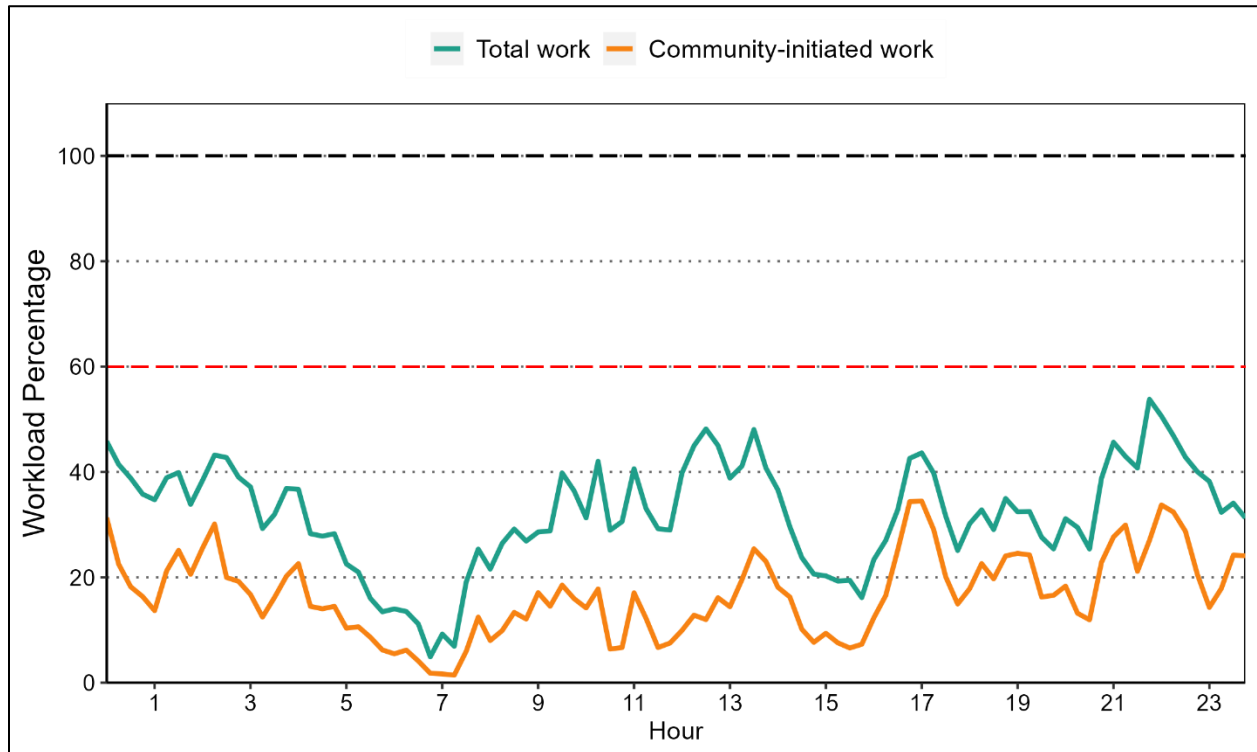


TABLE 6-11: Percentage of Workload, By Season

	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.

§ § §

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.

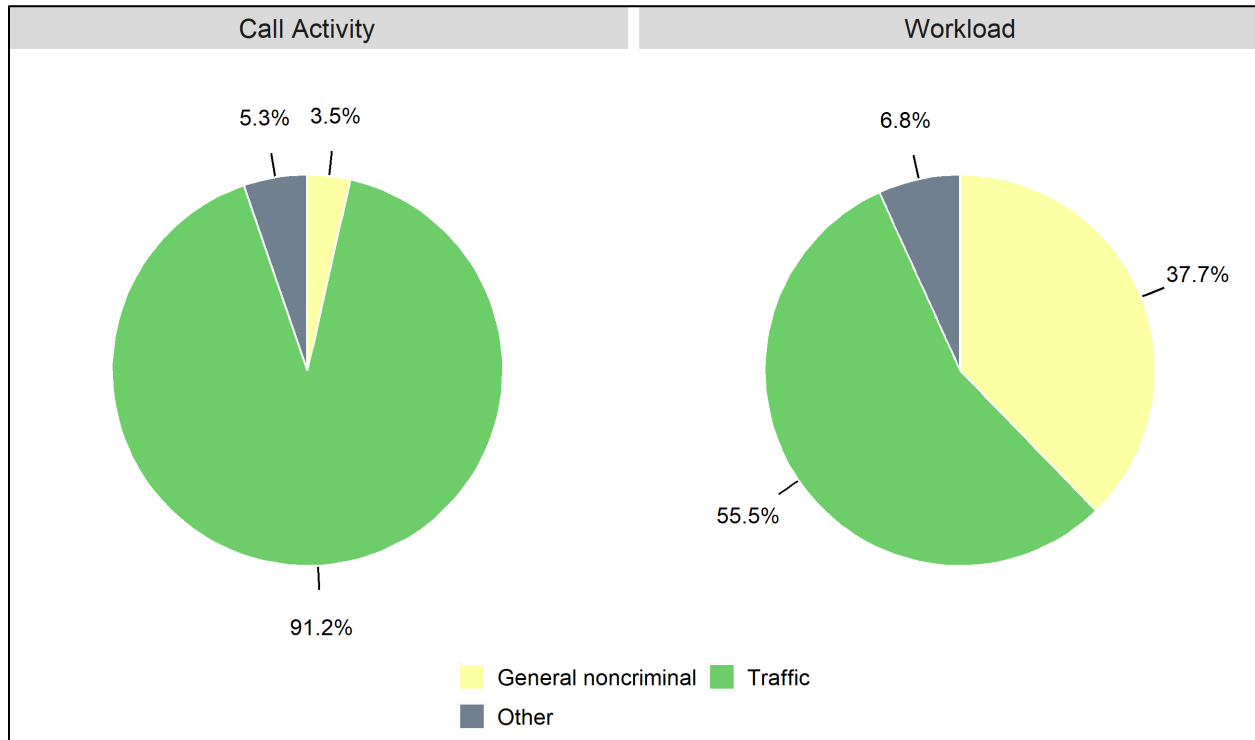
TABLE 6-12: Events, Calls, and Workload by Category, Traffic Units

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)

§ § §

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.

§ § §

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	Rate
2024	Murder/Manslaughter	0	0	N/A
	Rape	5	4	80%
	Robbery	1	0	0%
	Aggravated Assault	16	13	81%
	Burglary	13	2	15%
	Larceny	92	32	35%
	Vehicle Theft	9	7	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.)

§ § §

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.

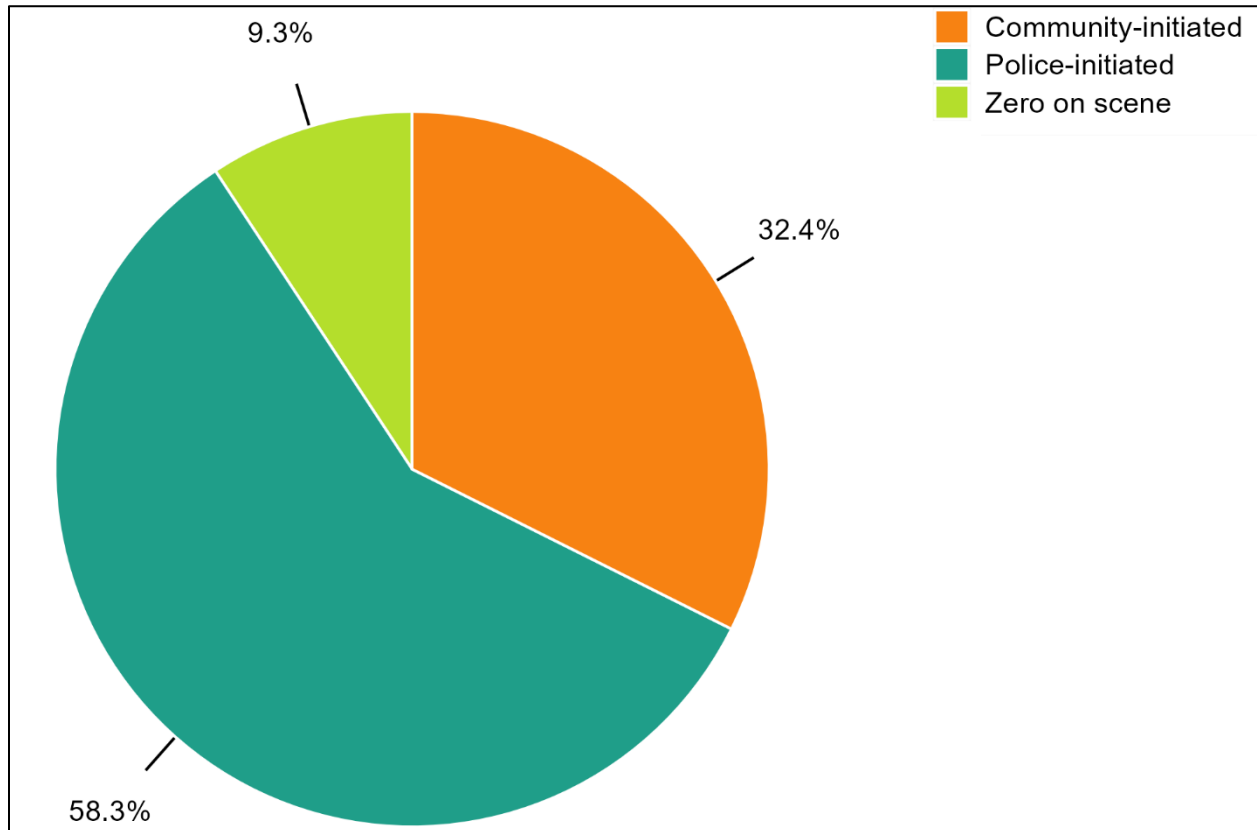
Between January 1, 2024, and December 31, 2024, the communications center recorded approximately 19,491 calls that were assigned call numbers. When measured daily, the department was dispatched to an average of 53 patrol-related events per day, approximately 9 percent of which (5 per day) had fewer than 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.

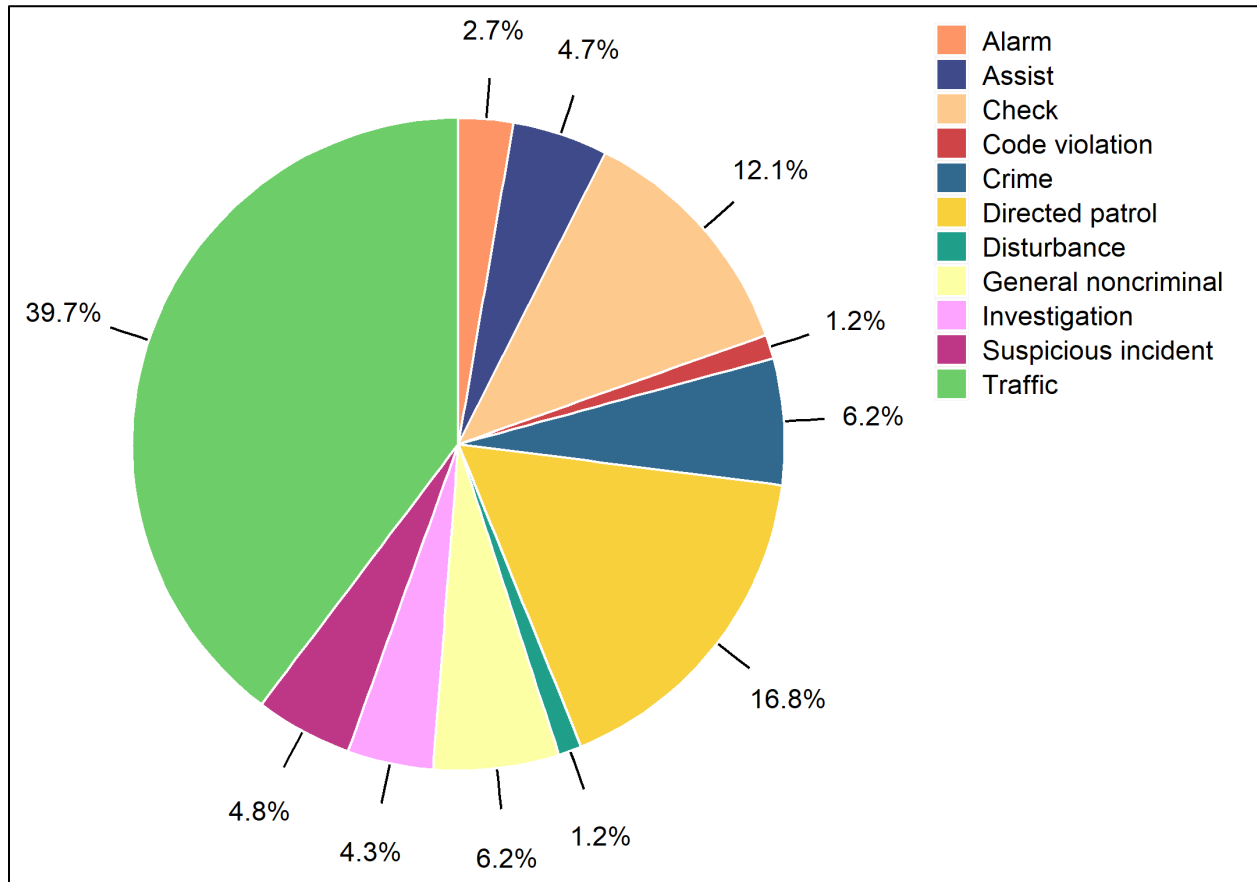
TABLE 9-1: Events per Day, by Initiator

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

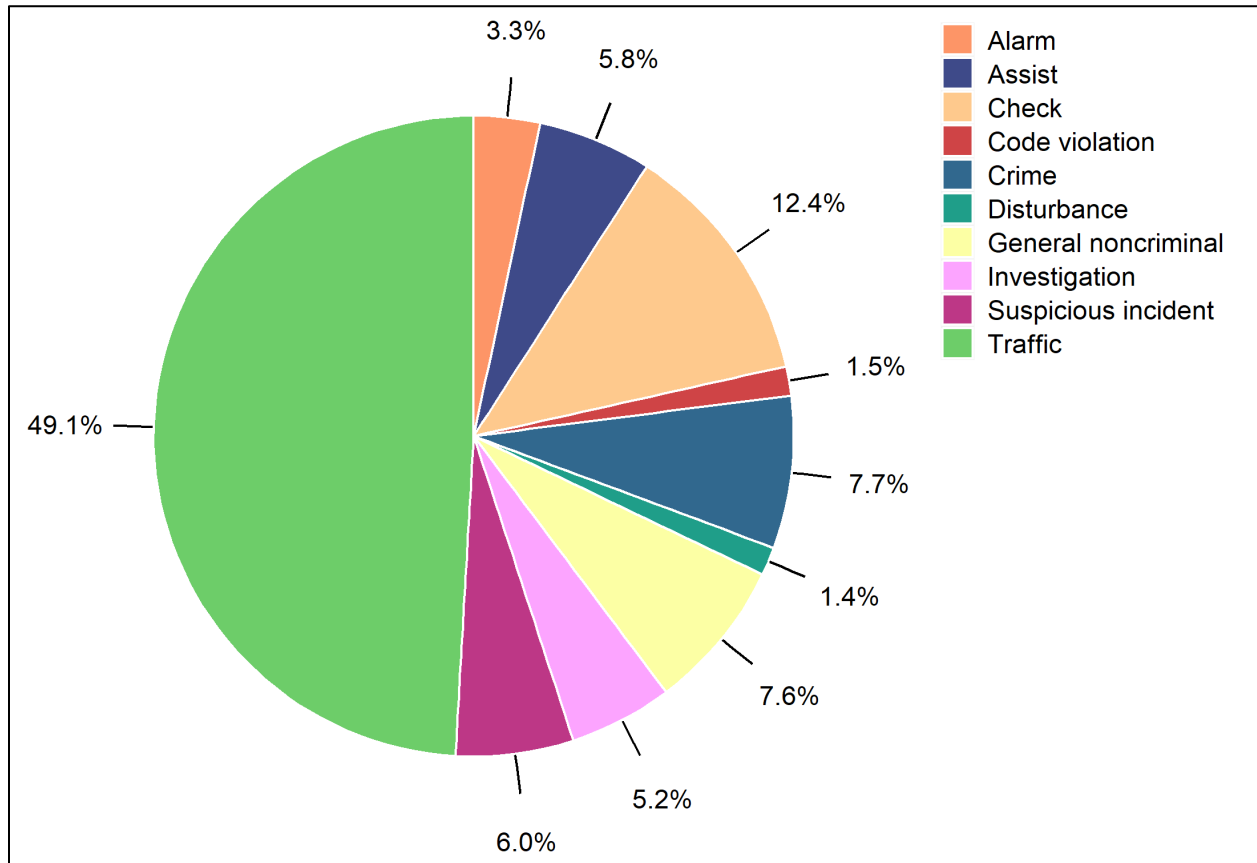
Category	Total Events	Events per Day
Accident	664	1.8
Alarm	527	1.4
Animal	93	0.3
Assist citizen	756	2.1
Assist other agency	169	0.5
Check	2,365	6.5
Civil matters	120	0.3
Code violation	231	0.6
Crime against persons	624	1.7
Crime against property	511	1.4
Crime against society	82	0.2
Directed patrol	3,283	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

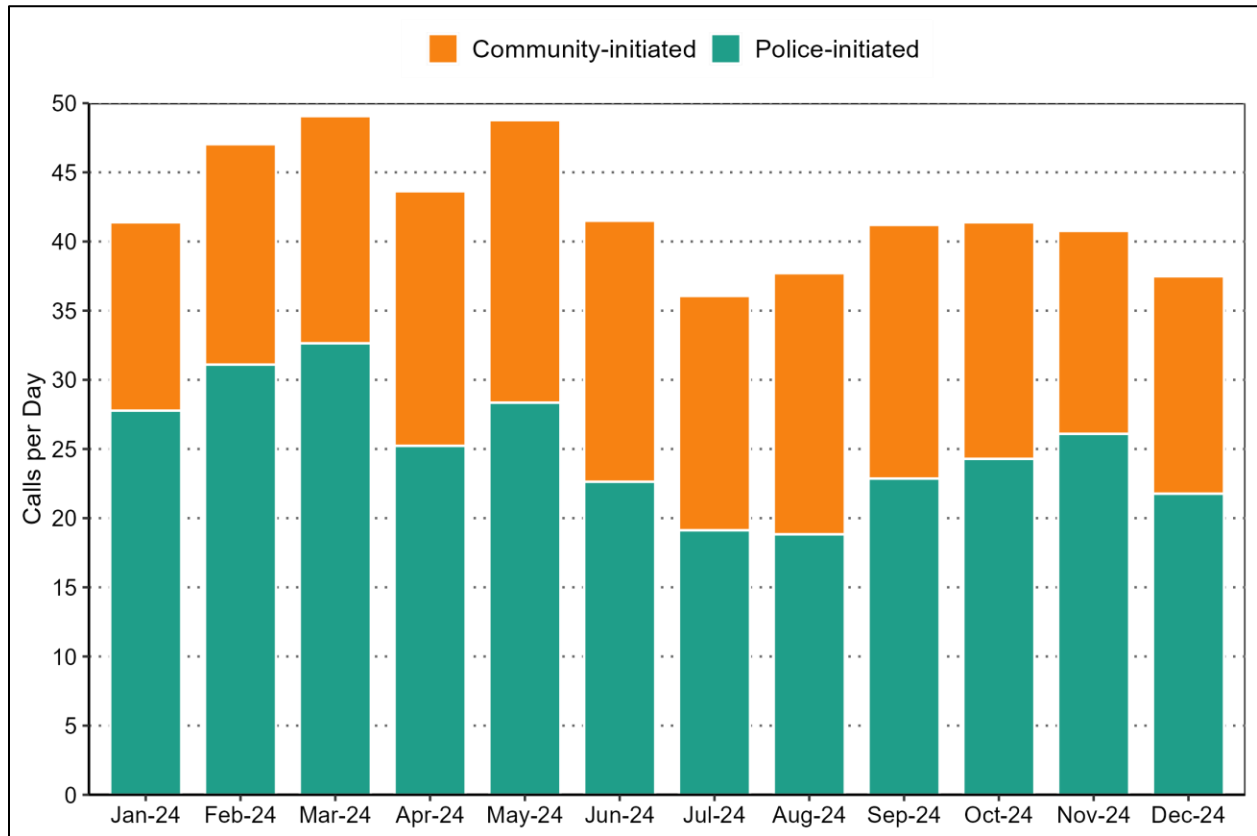


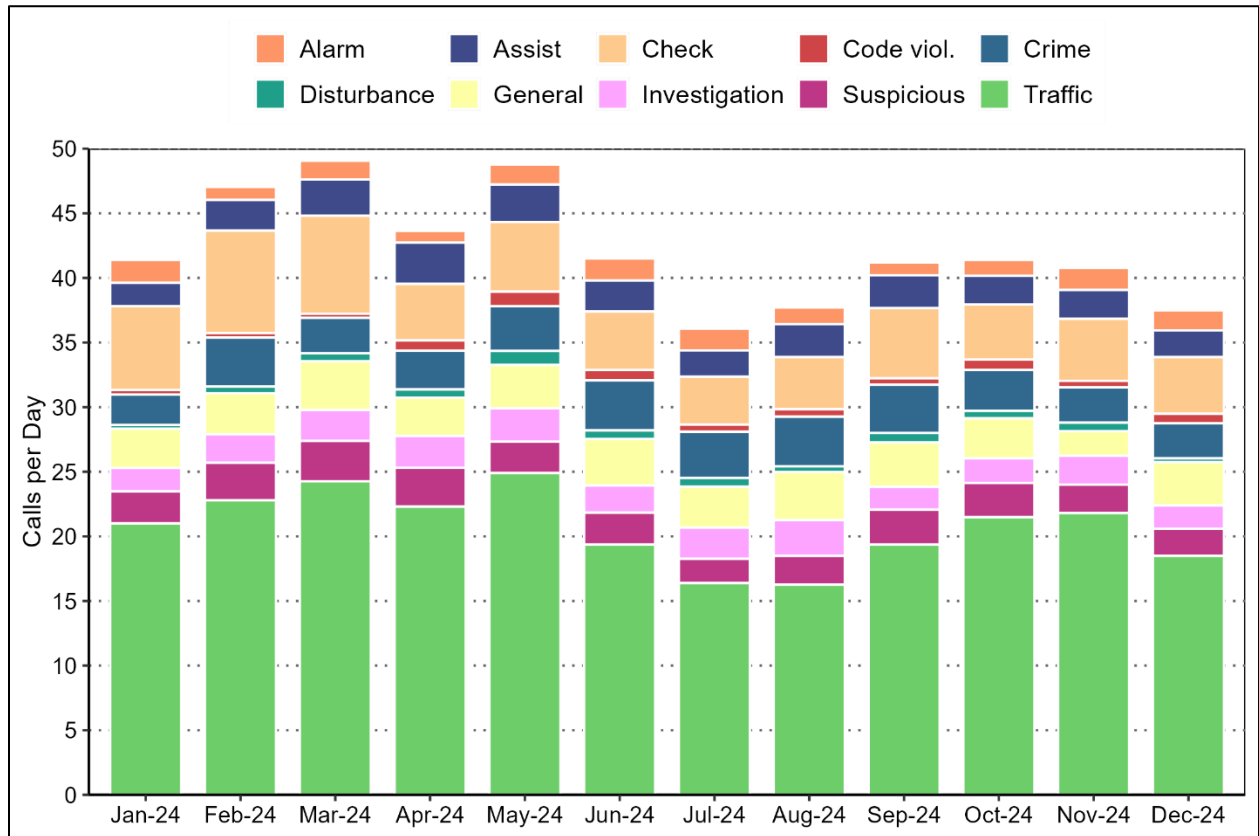
TABLE 9-4: Calls per Day, by Initiator and Month

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

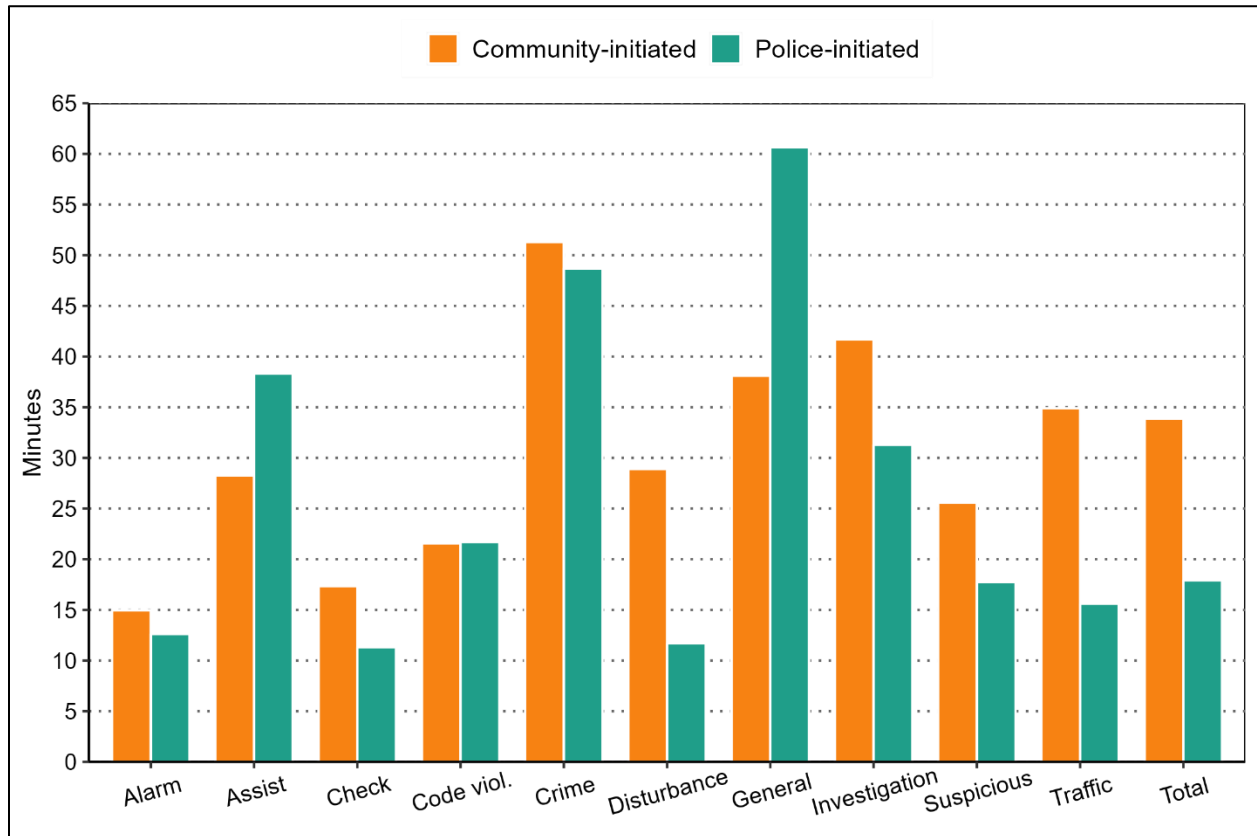
Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	1.7	1.0	1.7	1.9	2.2	1.8	1.5	1.6	2.1	2.0	1.6	2.0
Alarm	1.8	1.0	1.5	0.9	1.5	1.7	1.7	1.3	1.0	1.2	1.7	1.5
Animal	0.2	0.2	0.4	0.1	0.1	0.4	0.2	0.3	0.2	0.2	0.2	0.4
Assist citizen	1.4	2.1	2.2	2.7	2.4	1.9	1.6	2.0	1.8	2.0	2.0	1.6
Assist other agency	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

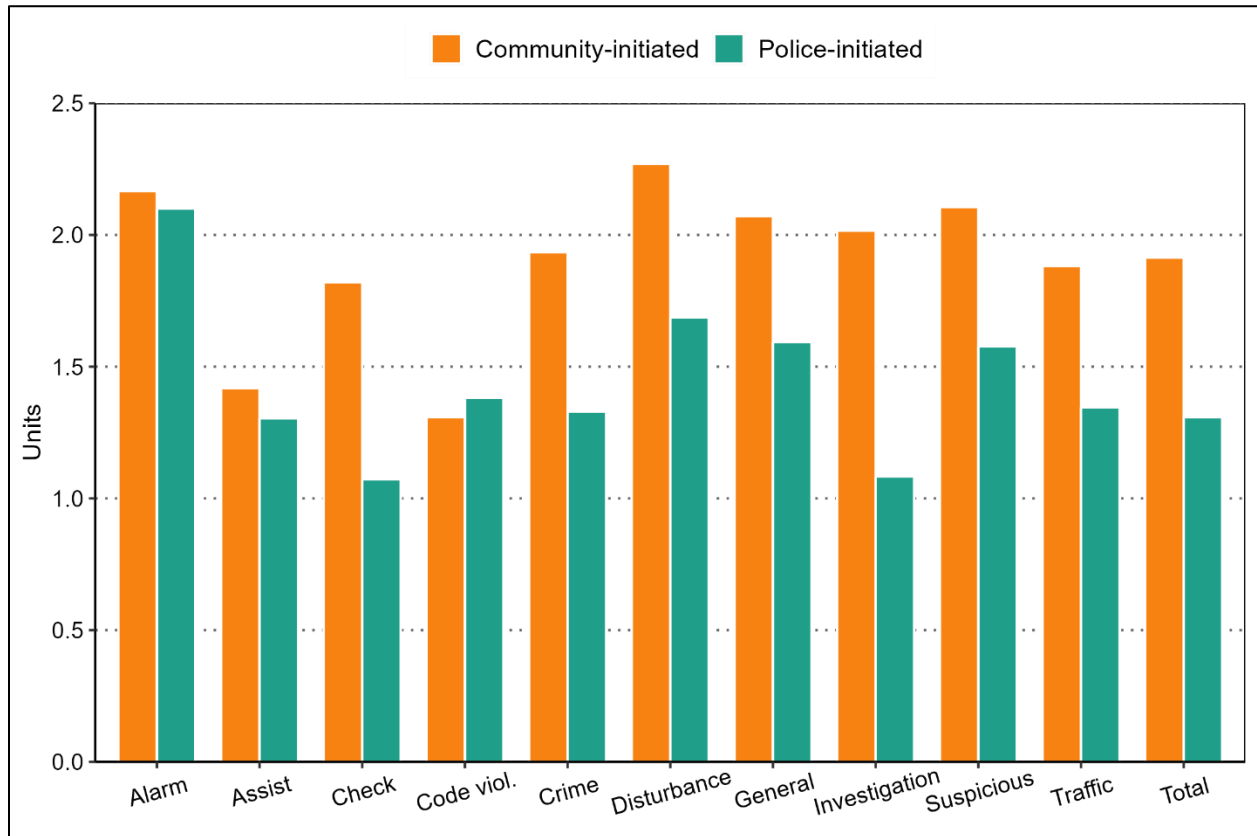
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	47.7	583	50.9	63
Alarm	15.0	504	12.6	10
Animal	28.6	69	13.1	18
Assist citizen	24.6	569	32.0	153
Assist other agency	45.1	125	61.8	41
Check	17.3	379	11.3	1,536
Civil matters	29.2	114	35.2	3
Code violation	21.6	172	21.7	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

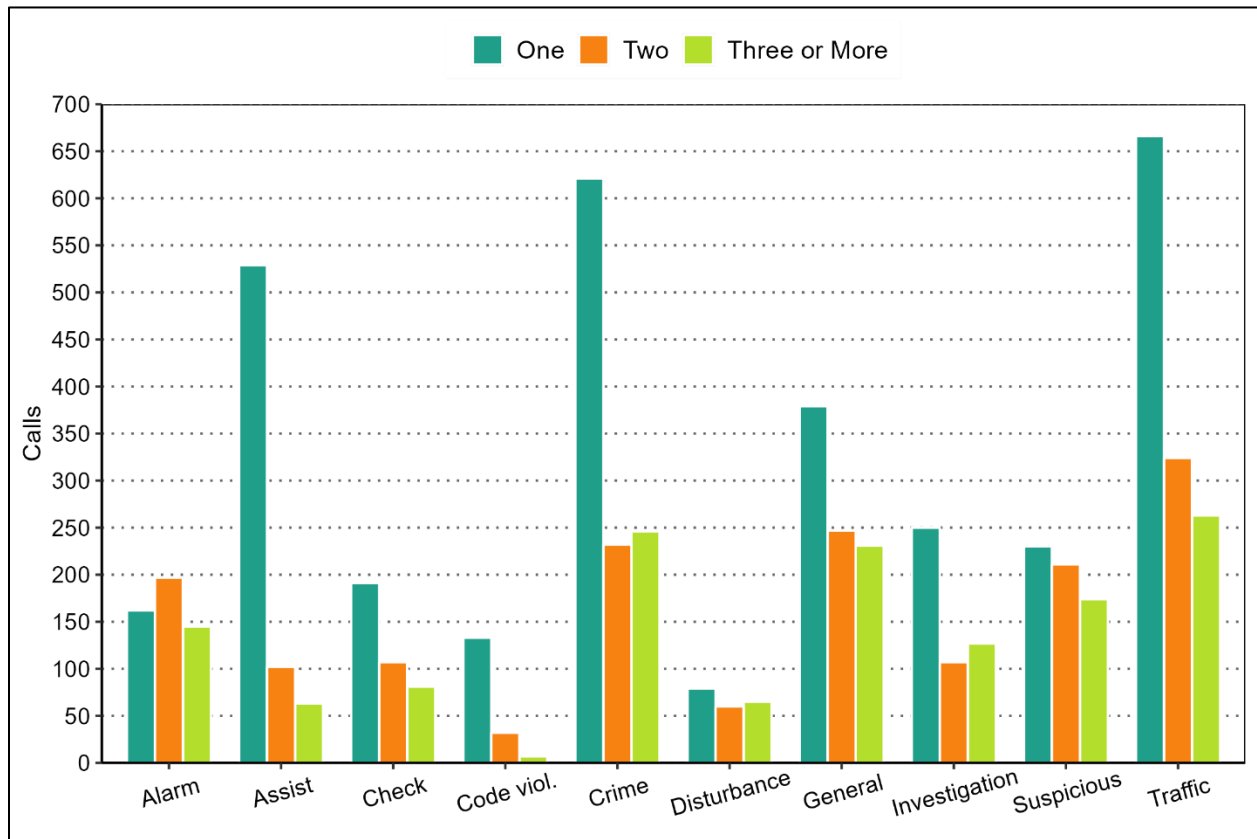


Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1. The information in Figure 9-7 and Table 9-7 is limited to calls and excludes events with zero time on scene.

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.

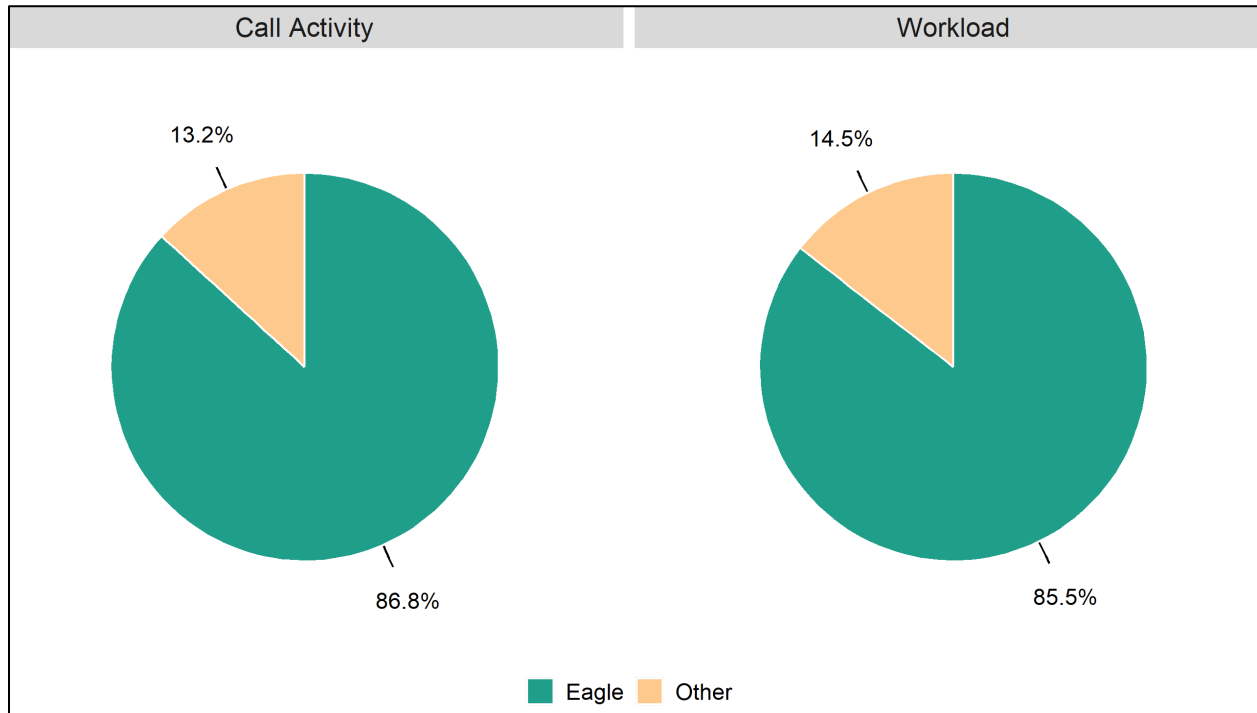
TABLE 9-8: Number of Responding Units, by Category, Community-initiated Calls

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

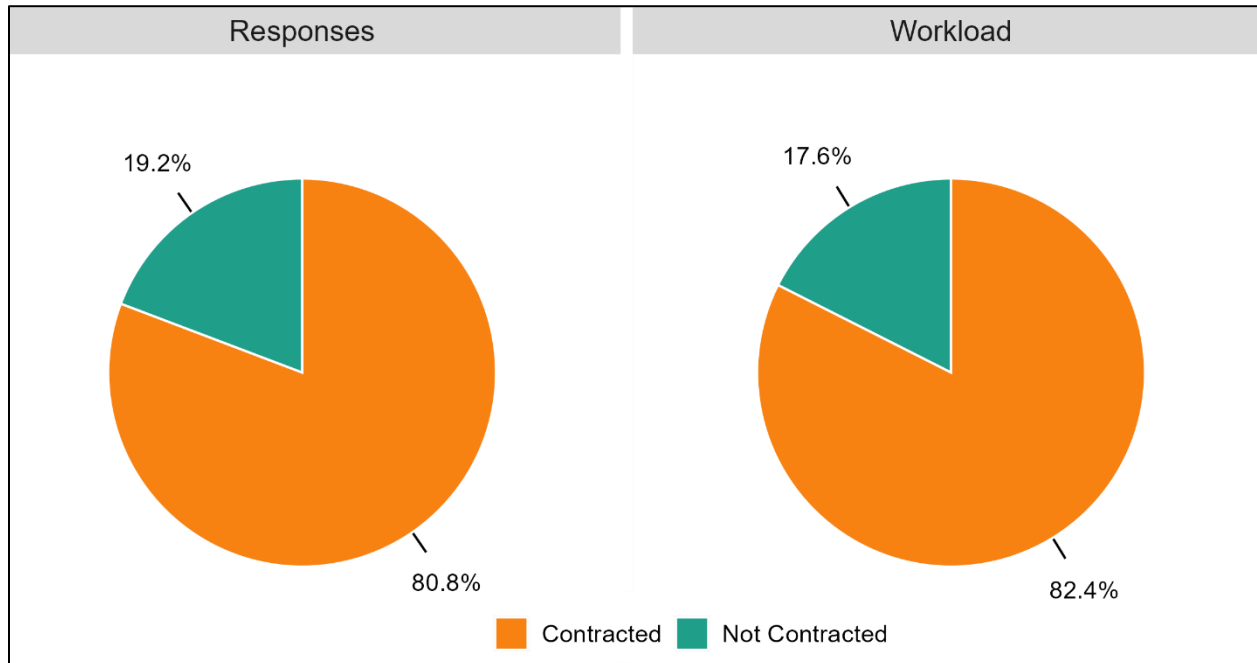
Category	Per Day	
	Calls	Work Hours
Accident	0.39	0.43
Alarm	0.42	0.15
Animal	0.06	0.04
Assist citizen	0.13	0.05
Assist other agency	0.11	0.17
Check	0.86	0.26
Civil matters	0.03	0.02
Code violation	0.07	0.03
Crime against persons	0.37	0.43
Crime against property	0.17	0.12
Crime against society	0.04	0.03
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

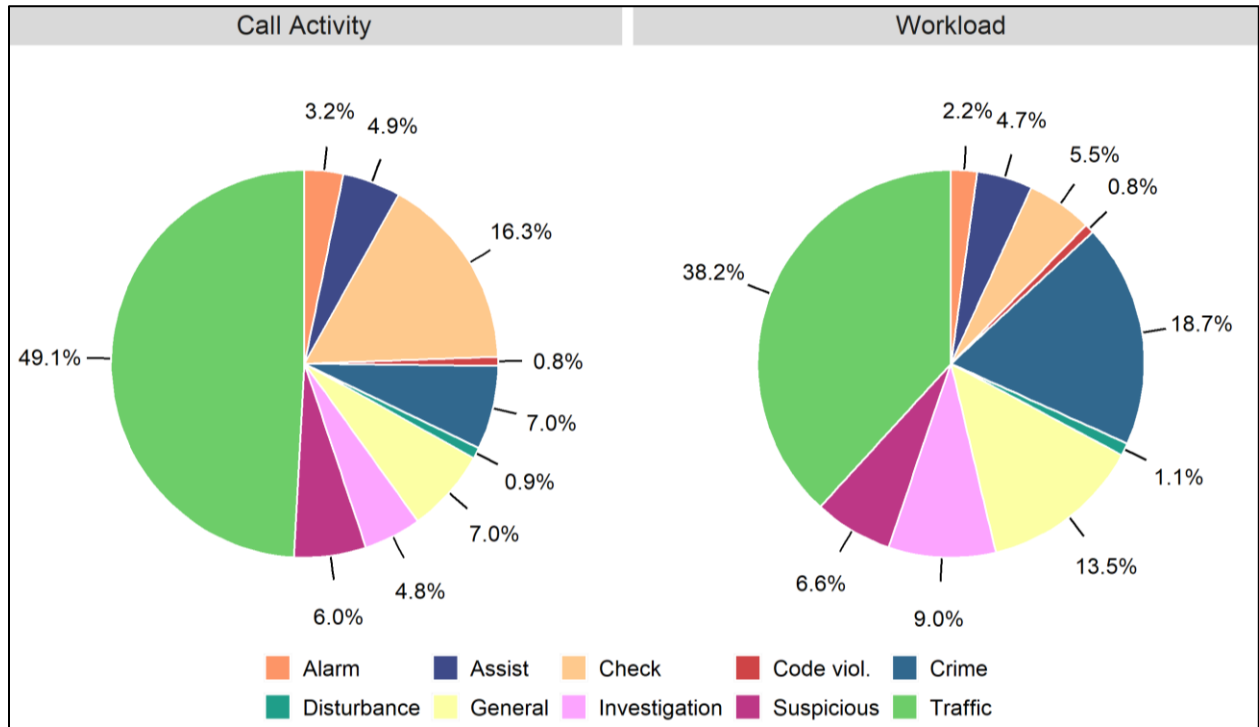


TABLE 9-16: Calls and Work Hours per Day by Category, Winter

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

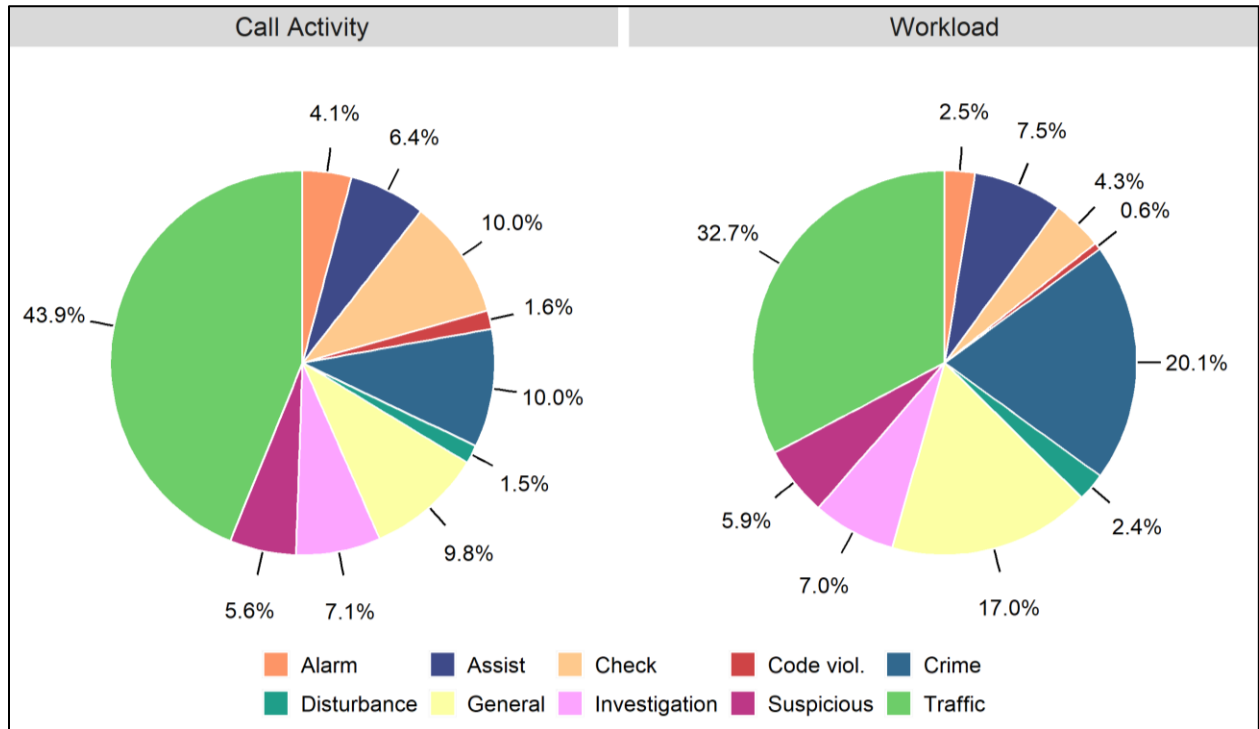


TABLE 9-17: Calls and Work Hours per Day, by Category, Summer

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

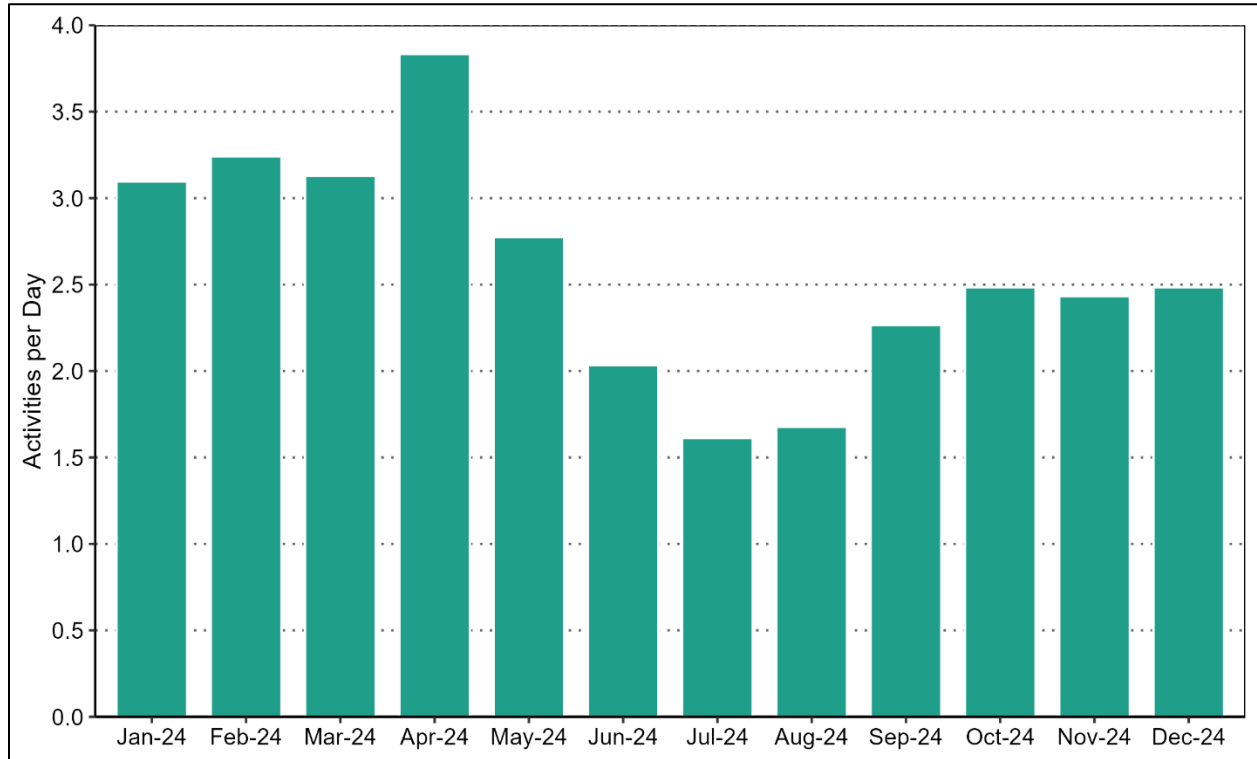


TABLE 9-19: Activities per Day, by Month

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

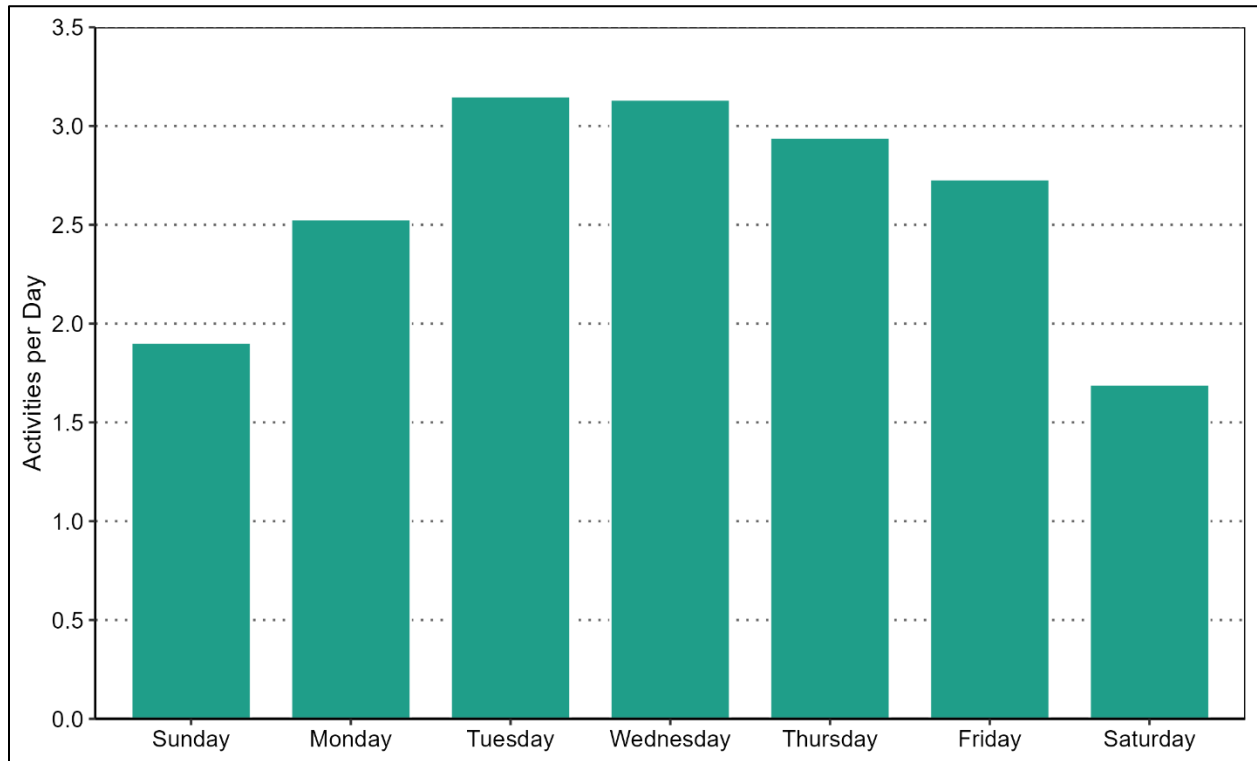


TABLE 9-20: Activities per Day, by Day of Week

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

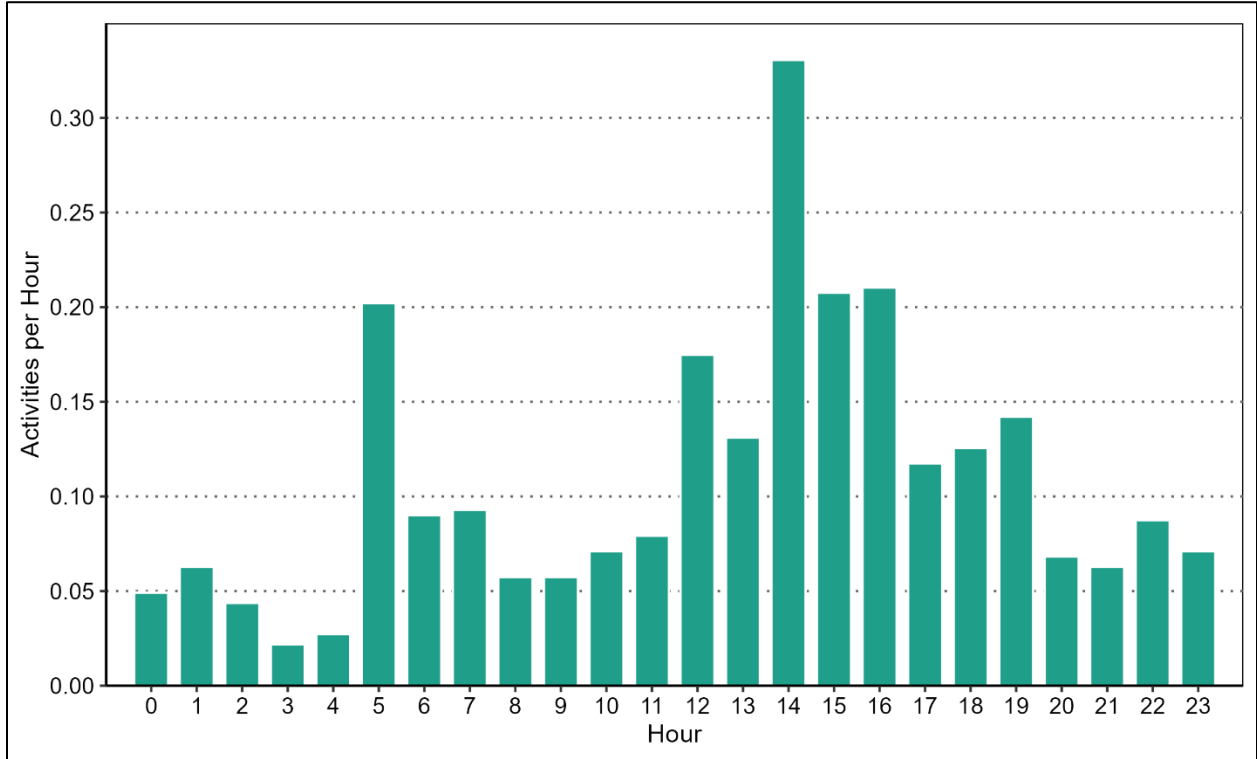


TABLE 9-21: Activities per Hour, by Hour of Day

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

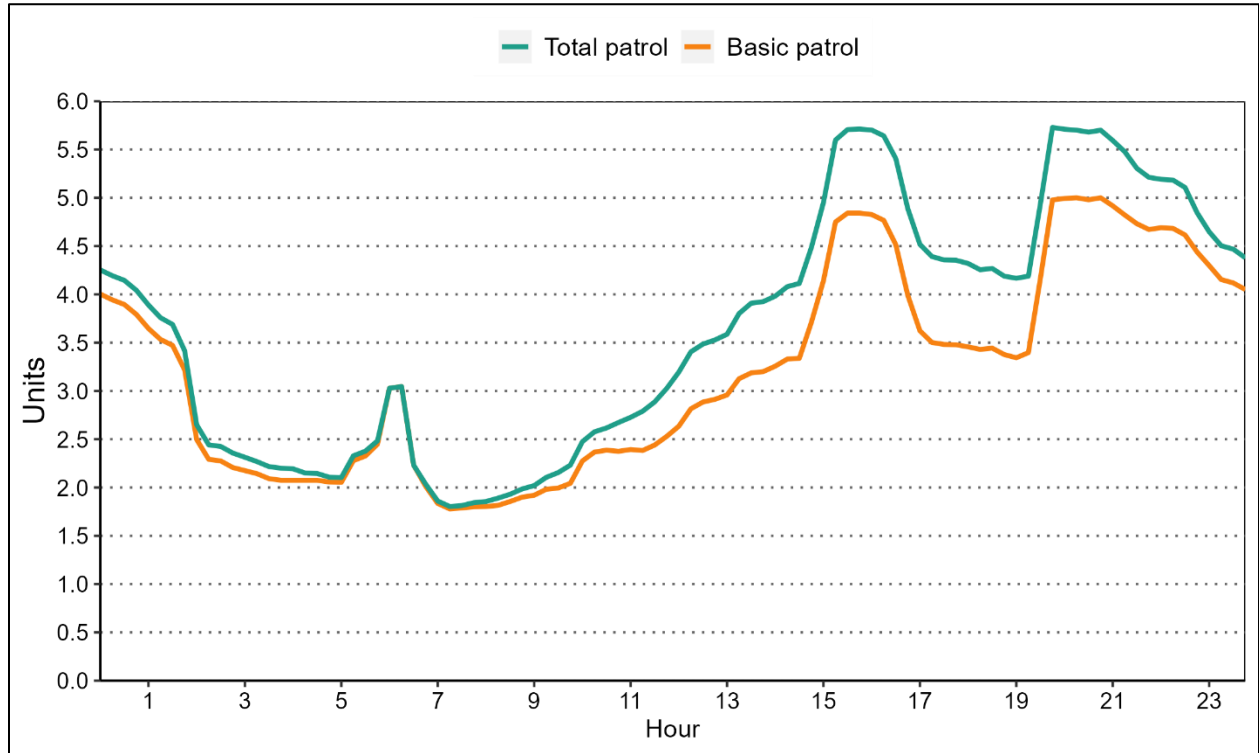


FIGURE 9-17: Deployed Units, Weekends, Winter

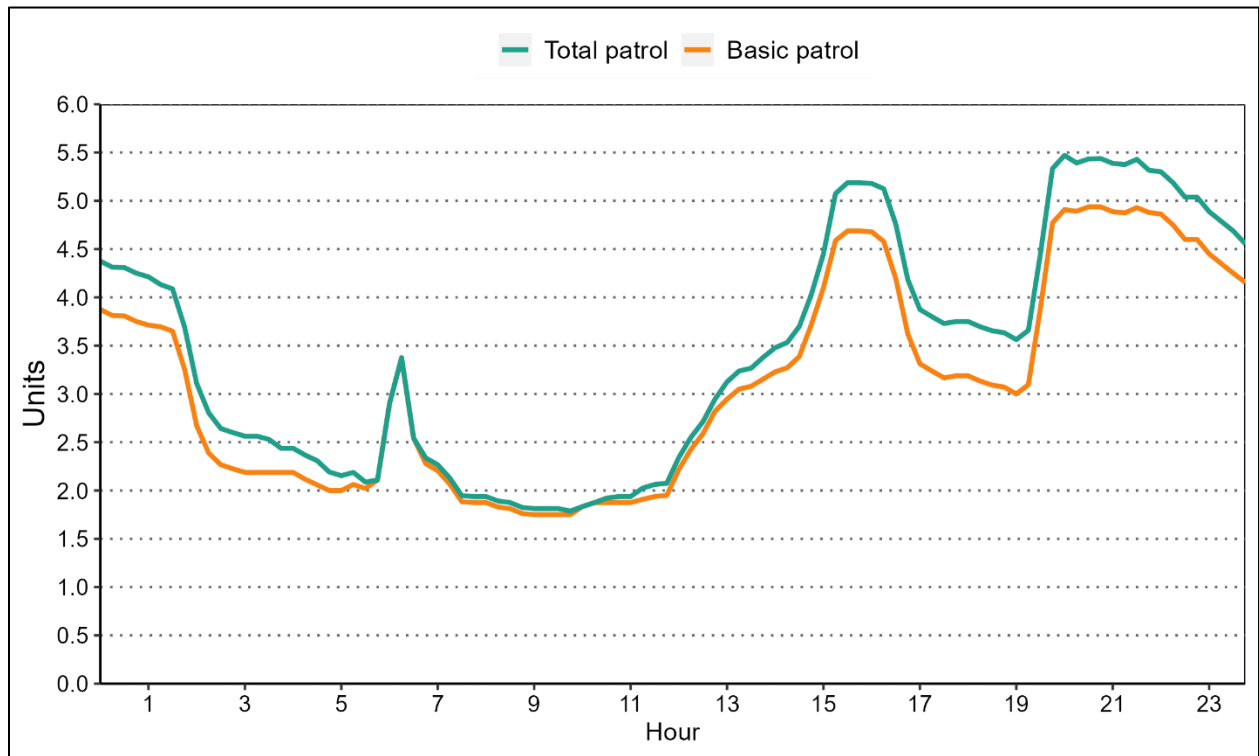


FIGURE 9-18: Deployed Units, Weekdays, Summer

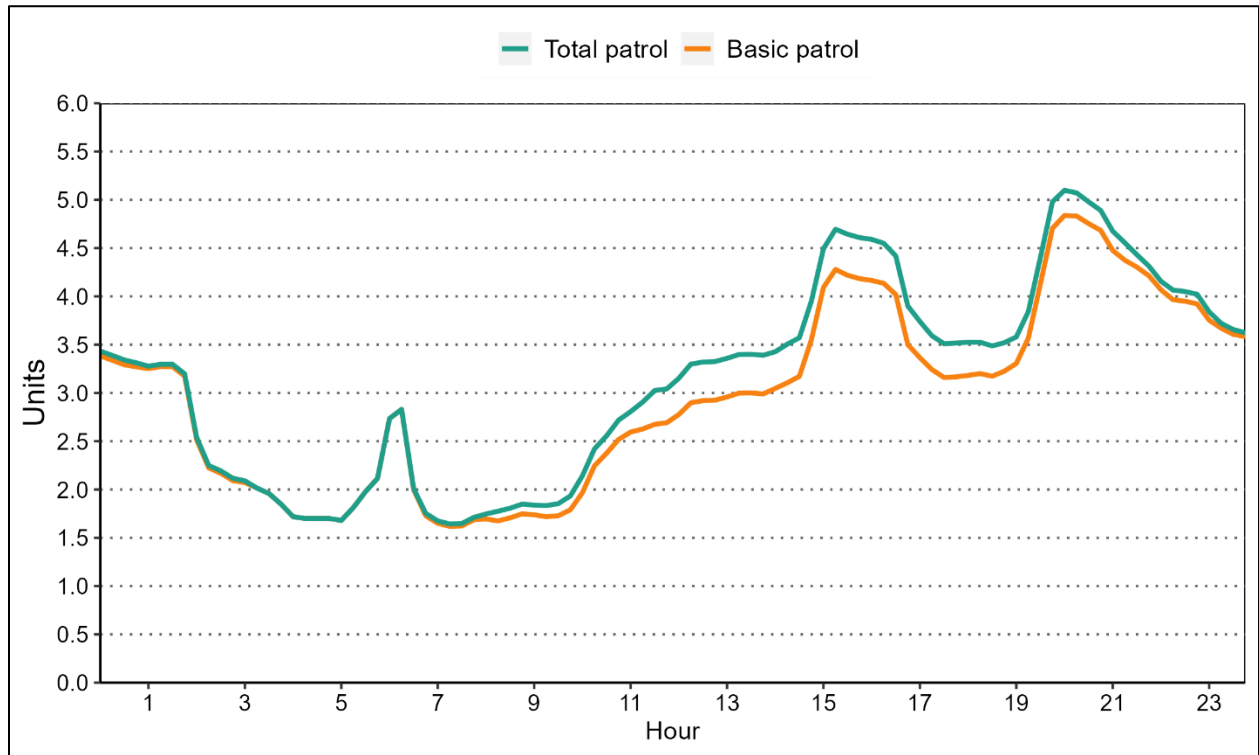
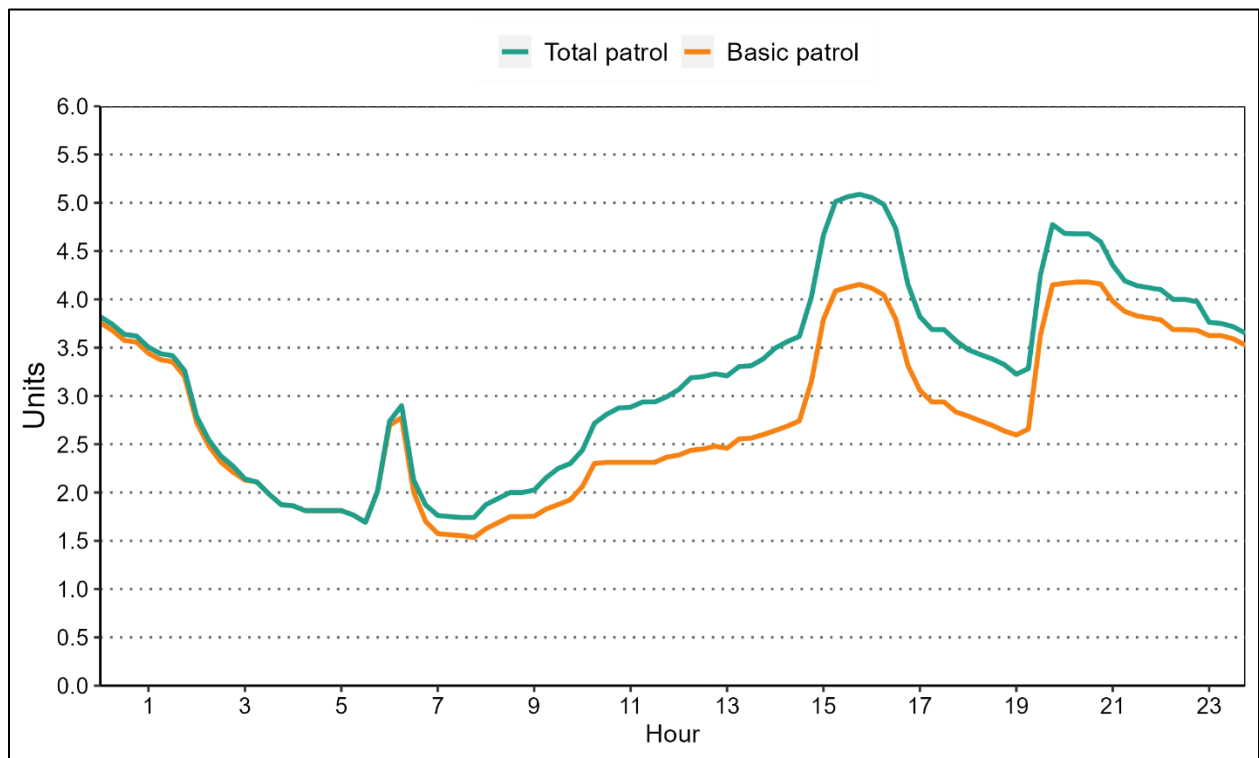


FIGURE 9-19: Deployed Units, Weekends, Summer



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

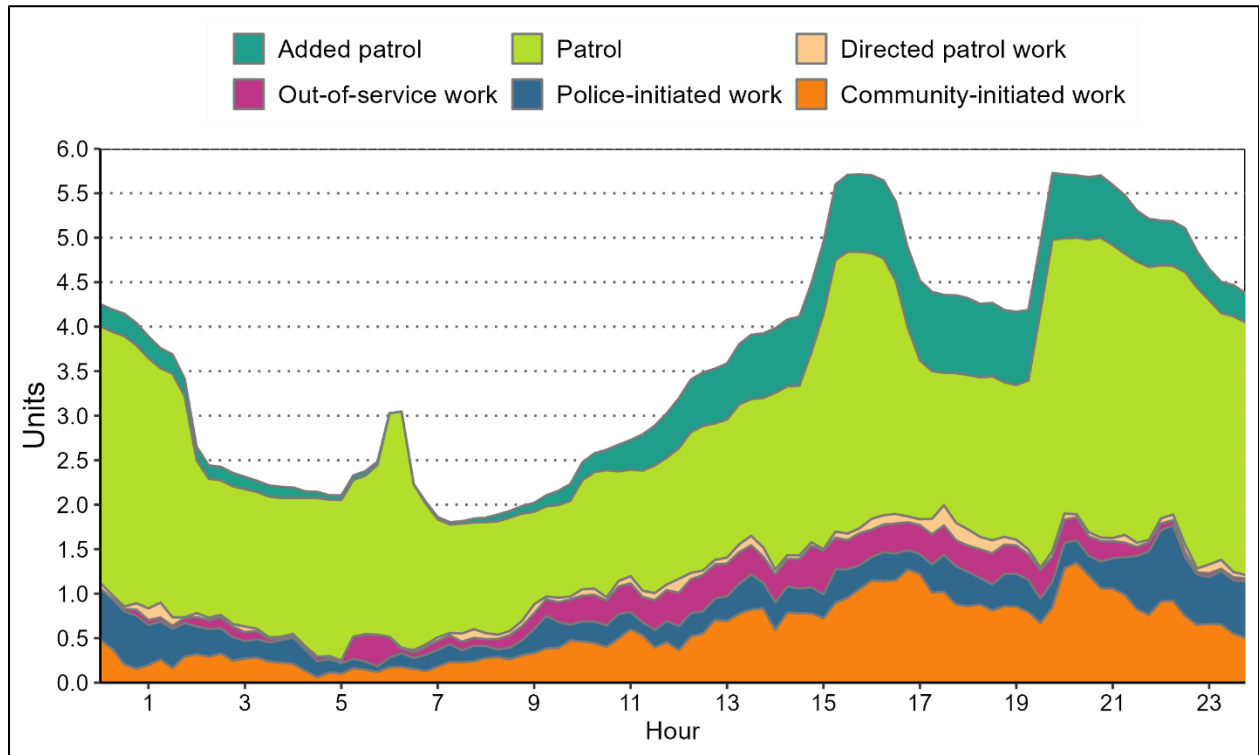


FIGURE 9-21: Deployment and All Workload, Weekends, Winter

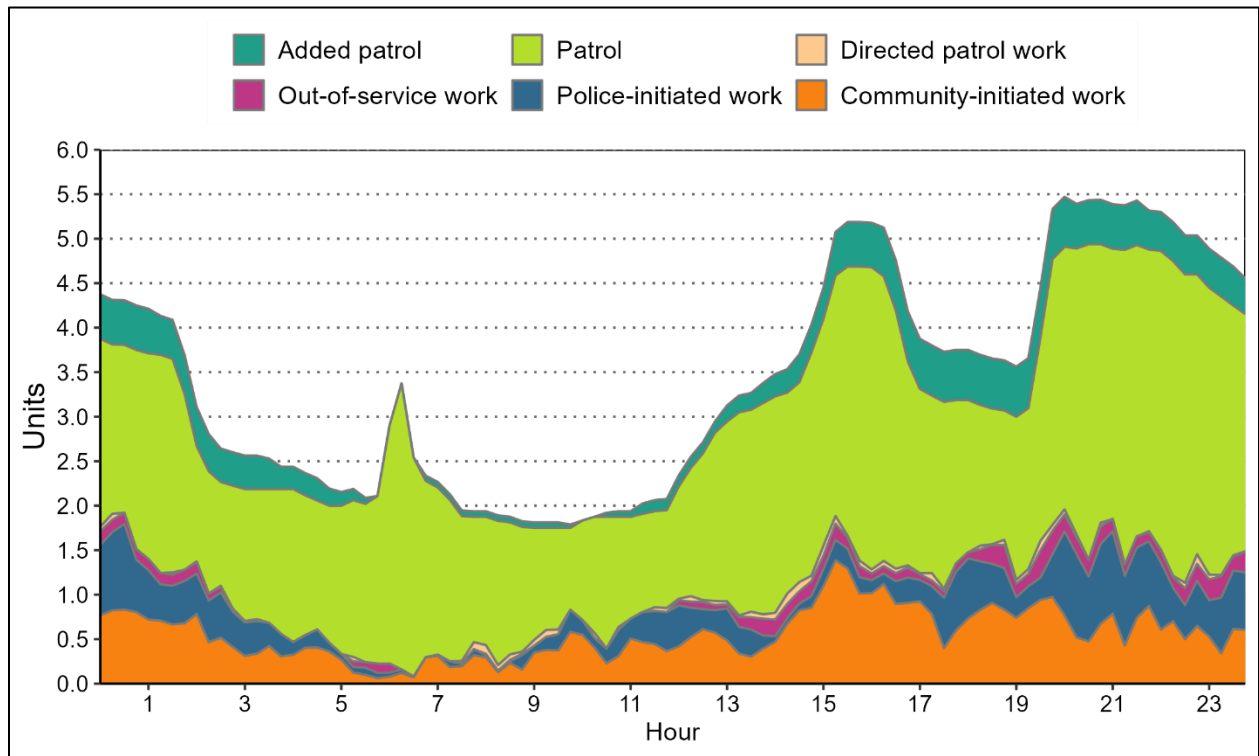


FIGURE 9-22: Deployment and All Workload, Weekdays, Summer

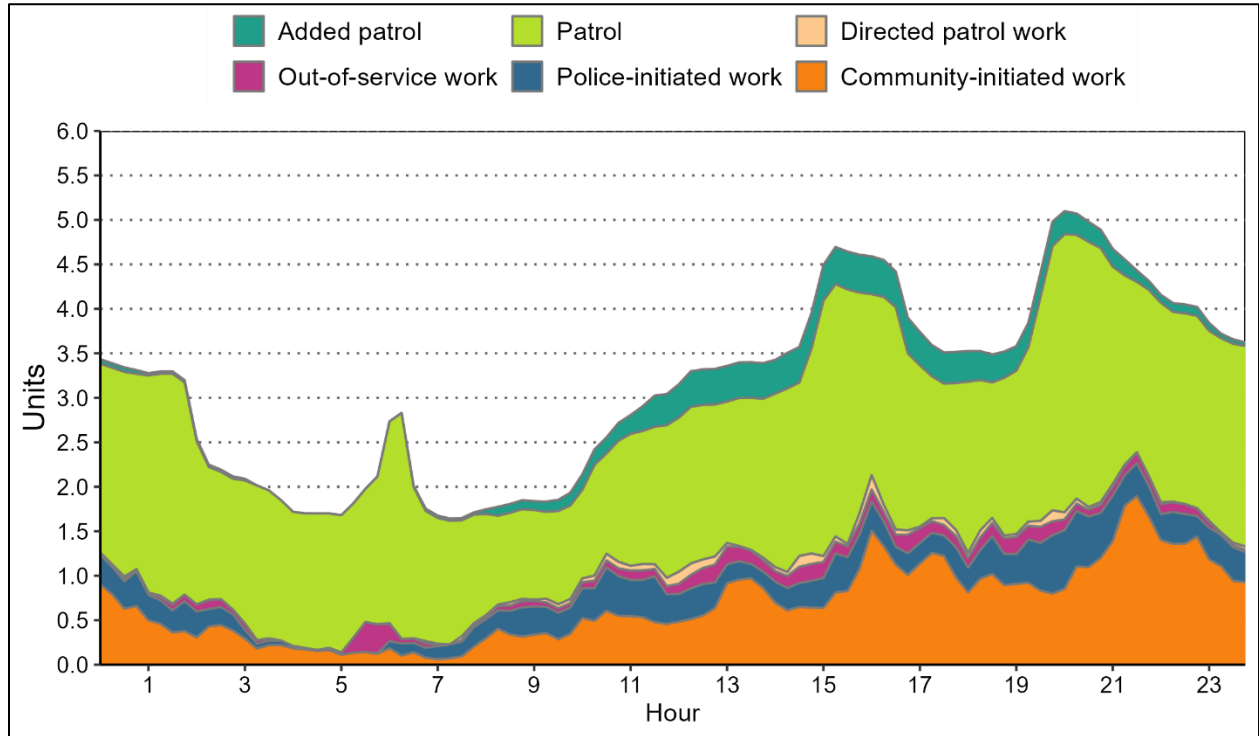
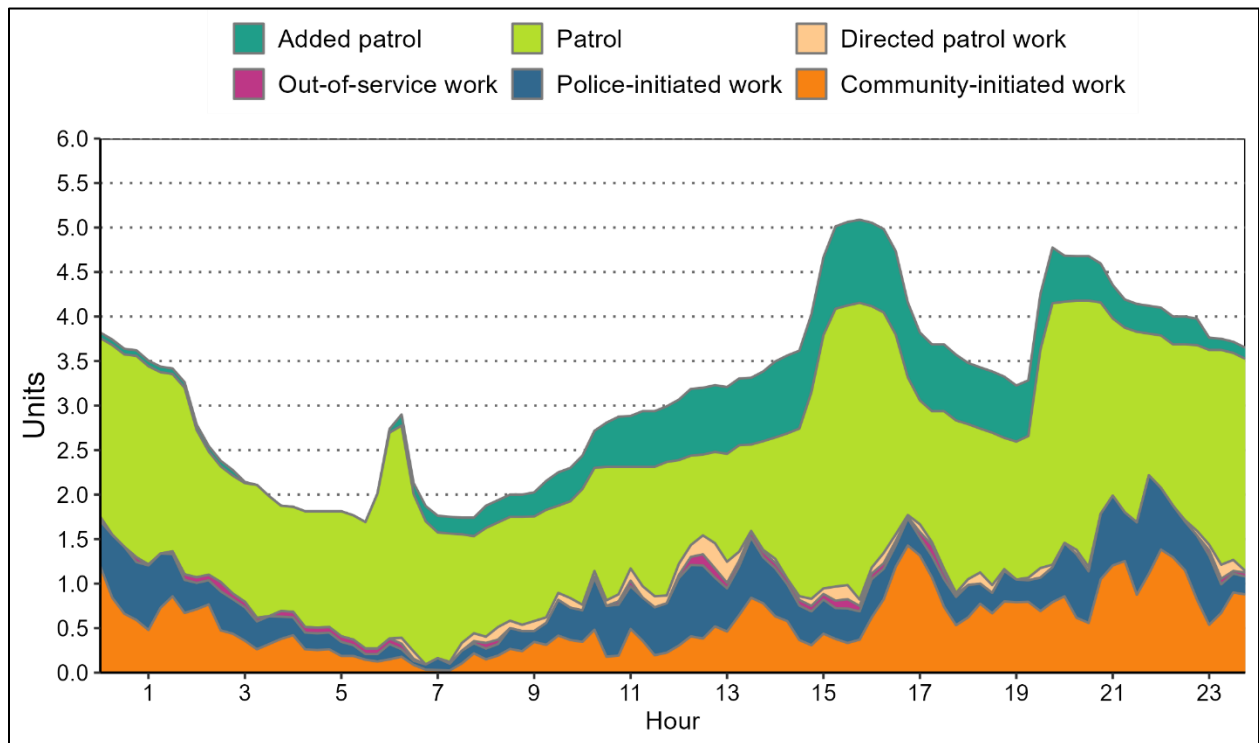


FIGURE 9-23: Deployment and All Workload, Weekends, Summer



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

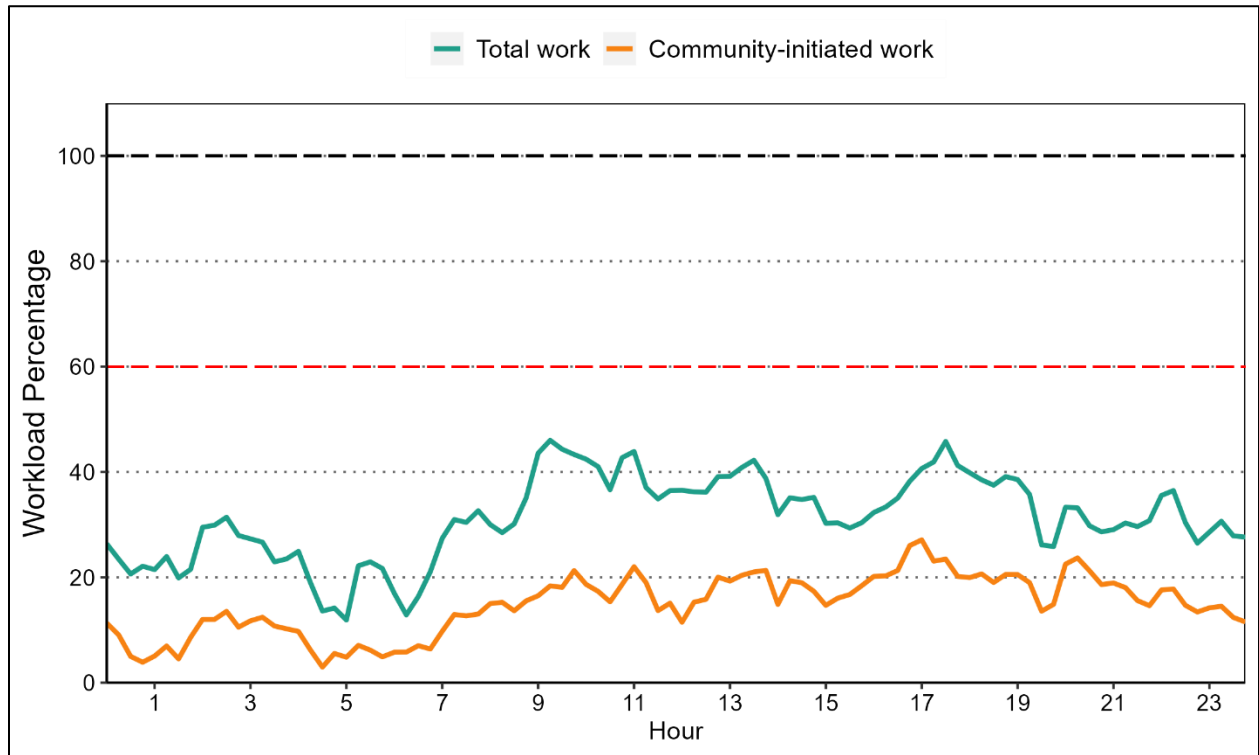


FIGURE 9-25: Percentage of Workload, Weekends, Winter

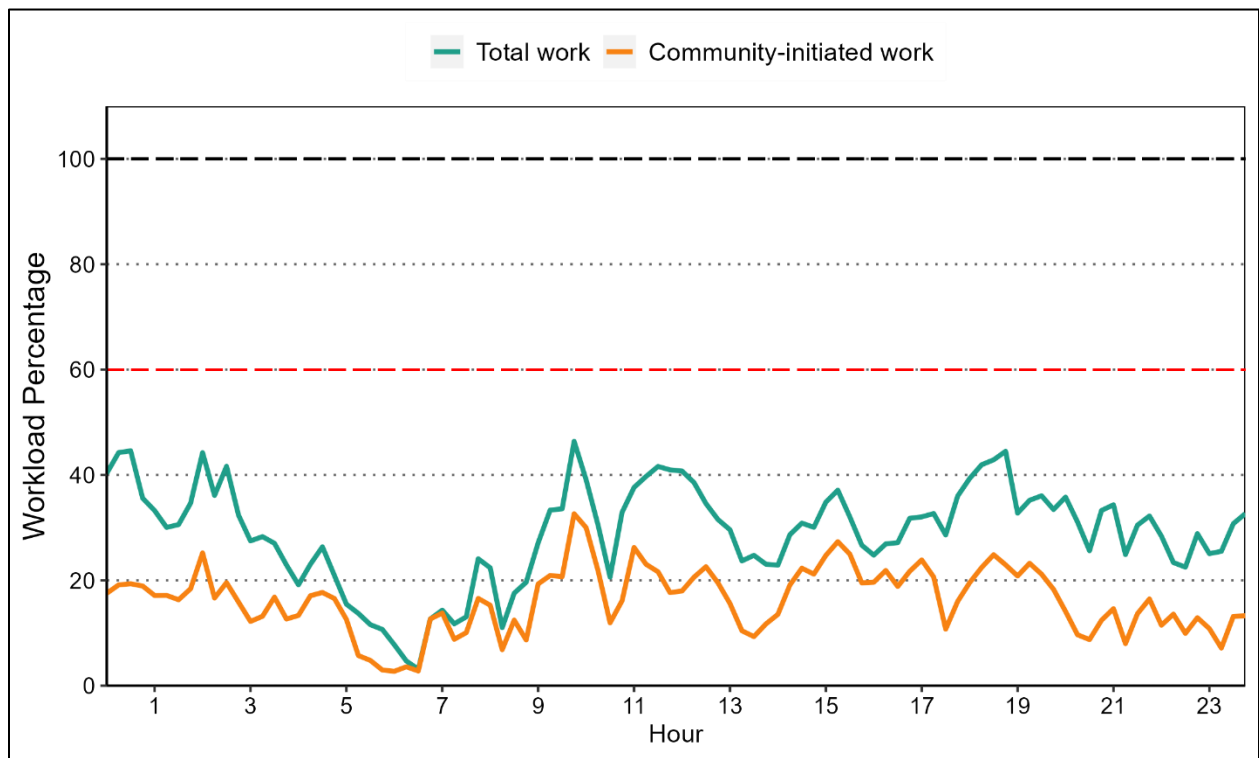


FIGURE 9-26: Percentage of Workload, Weekdays, Summer

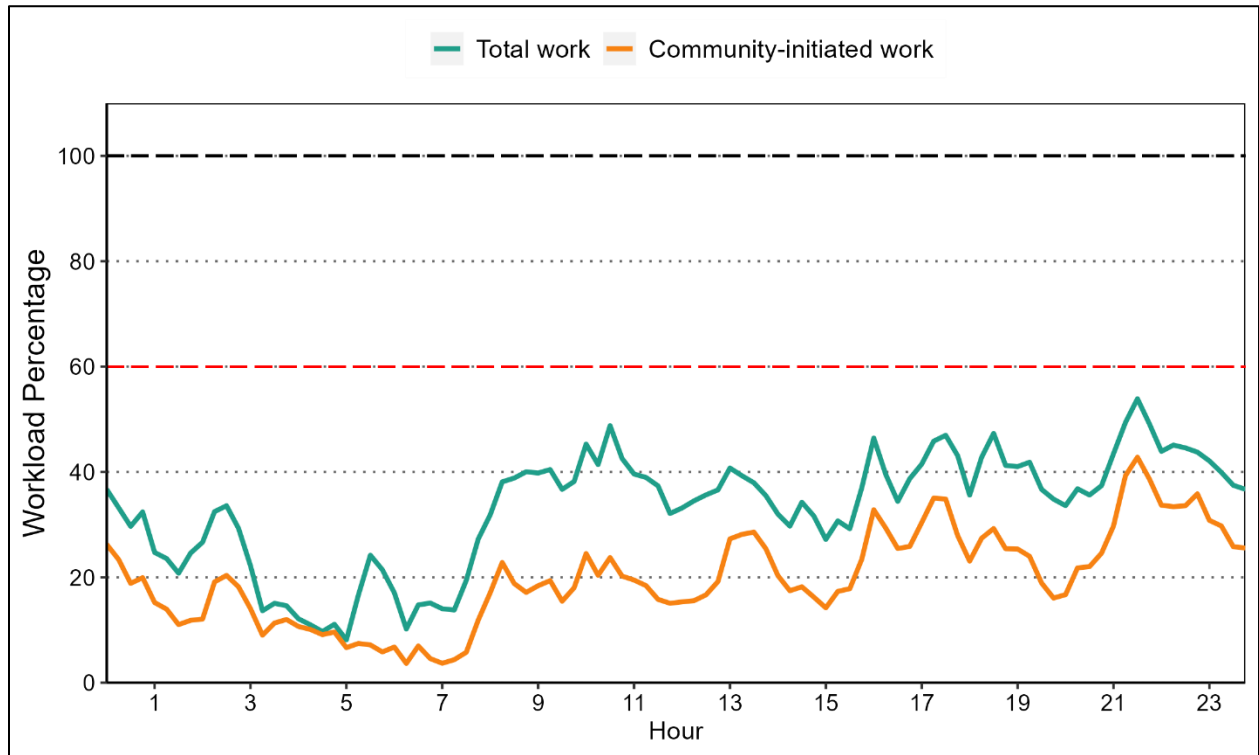
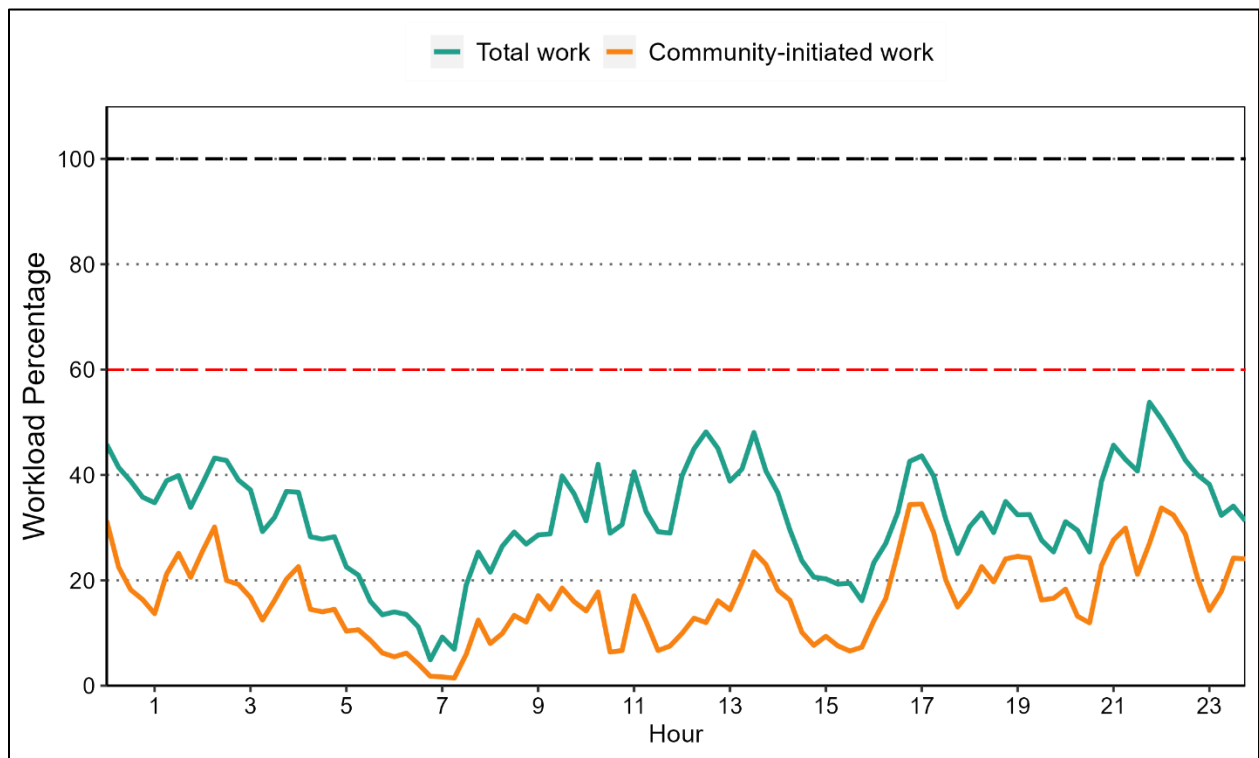


FIGURE 9-27: Percentage of Workload, Weekends, Summer



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.

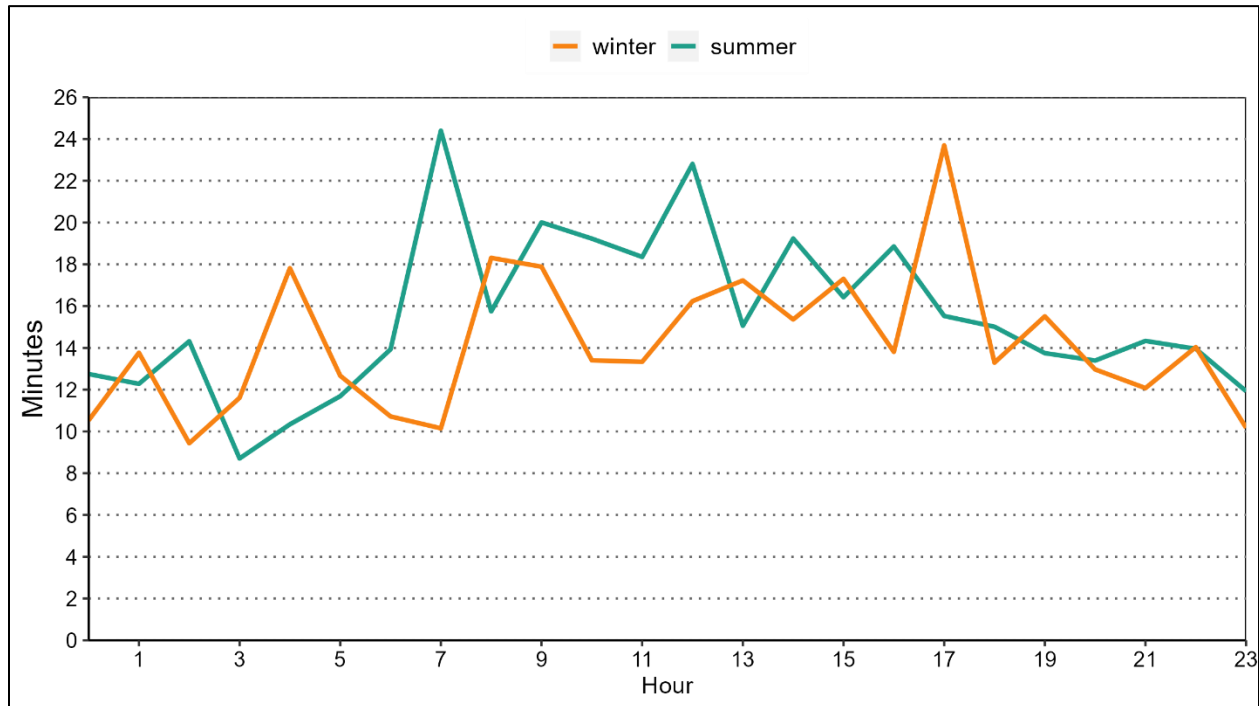
We begin the discussion with statistics that include all calls combined. We started with 2,481 calls for winter and 2,020 calls for summer. We limited our analysis to community-initiated calls, which amounted to 840 calls for winter and 996 calls for summer. Also, we removed calls lacking a recorded 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

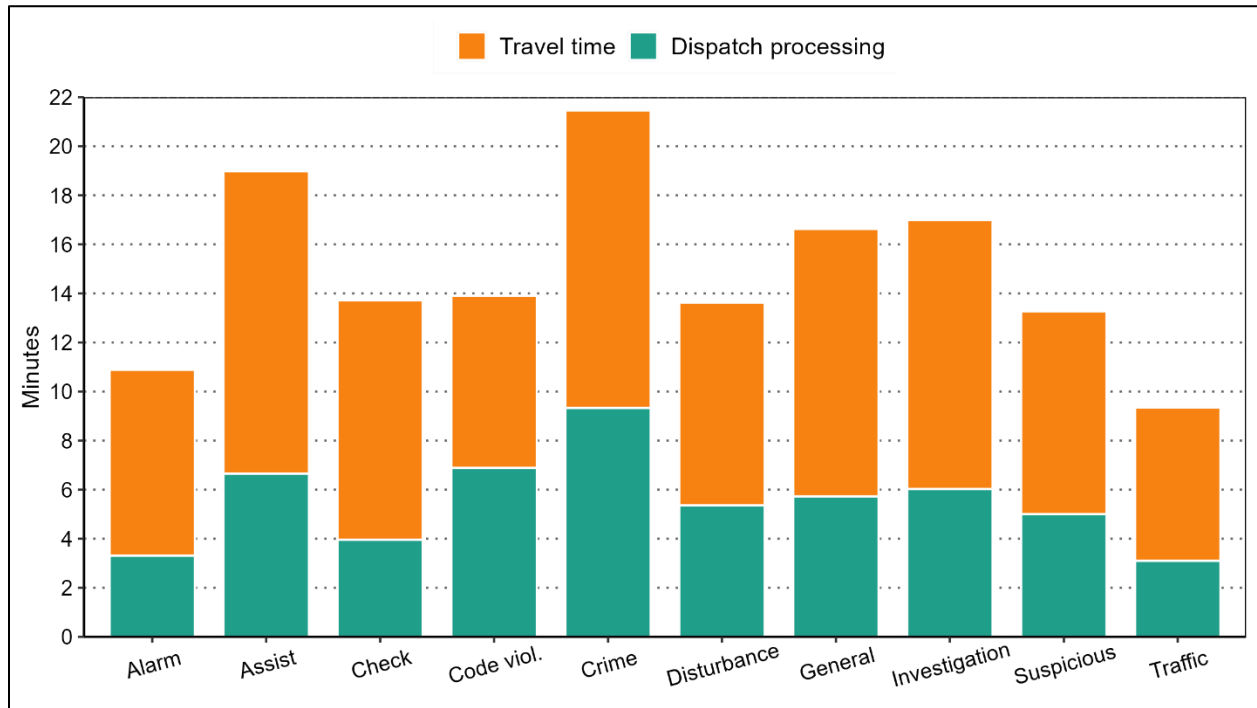


FIGURE 9-30: Average Response Time by Category, Summer

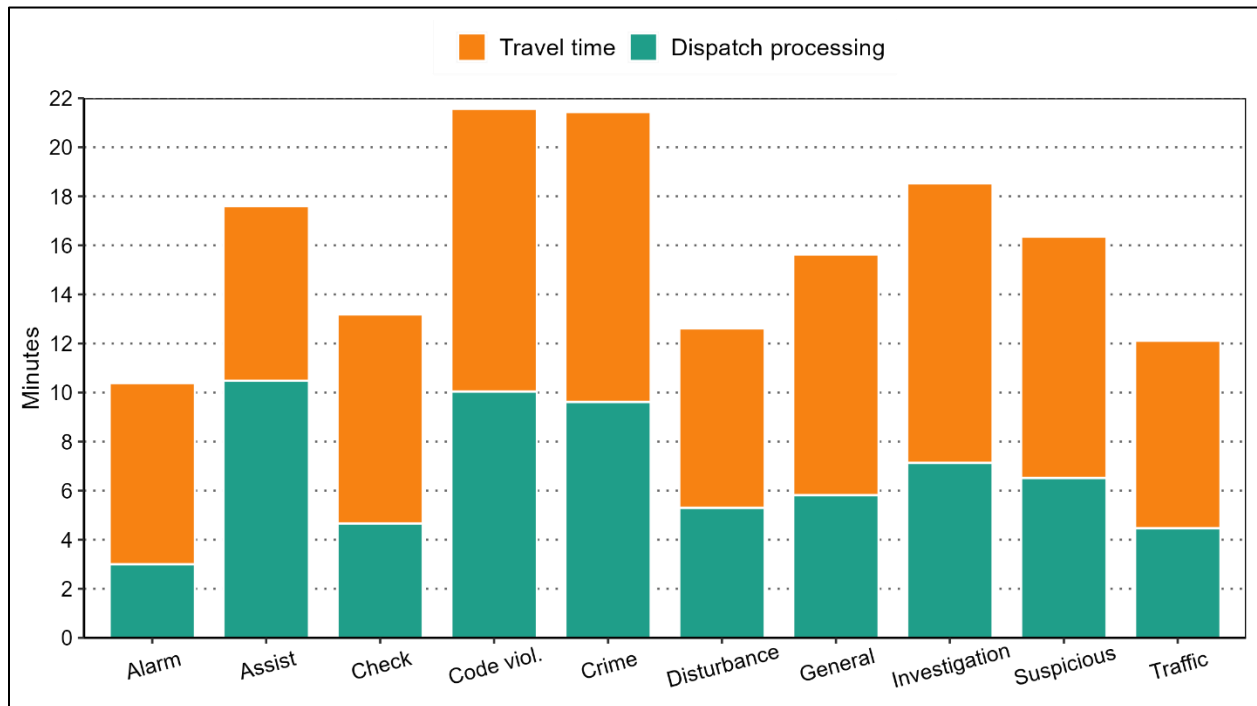


TABLE 9-22: Average Response Time Components, by Category

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

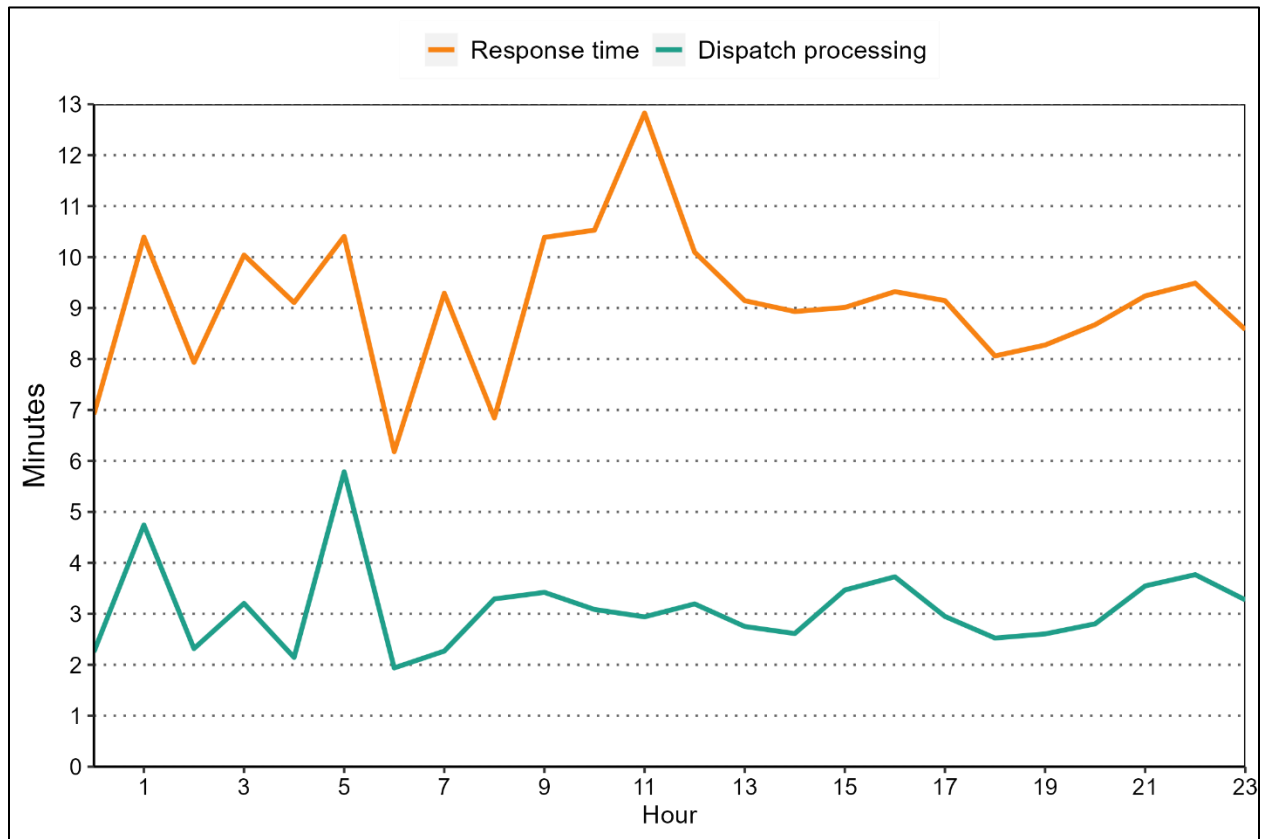
The department assigned priorities to calls with priorities “P2P - Higher Priority” and “P3 – Emergency” as the highest priorities. The following table shows average response times by priority. Also, we identified the majority of injury accidents based on their call descriptions, “50PI- Injury Crash,” 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:

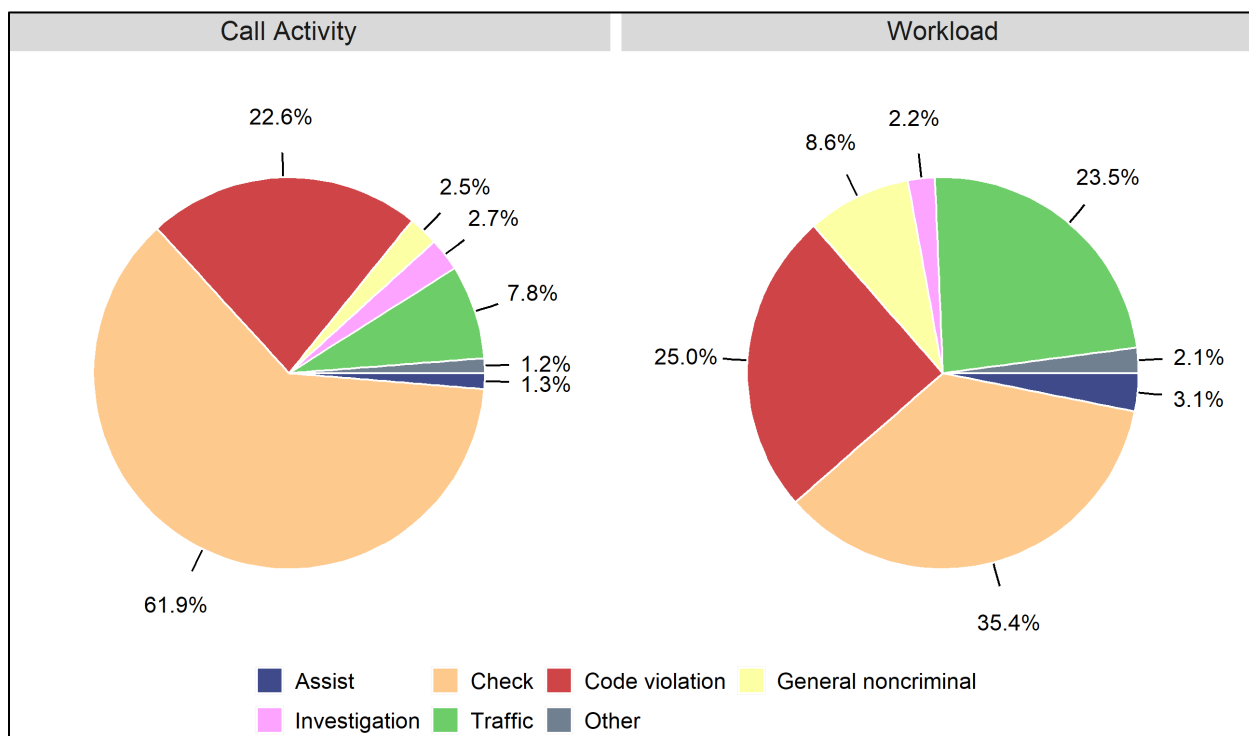
- There were 224 weekdays, 8 Saturdays, and 7 Sundays.
- Calls per day are measured by actual days worked in each month.

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

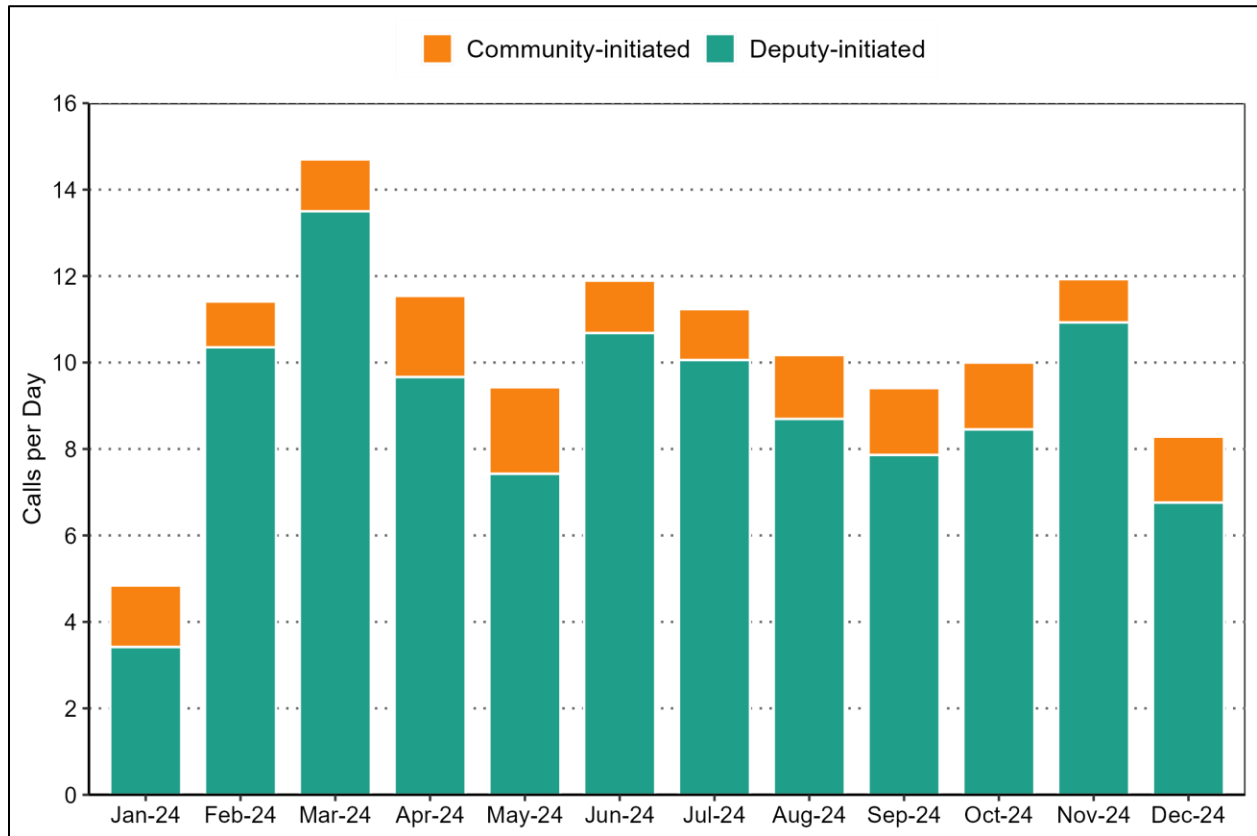


TABLE 9-26: Calls per Day by Initiator and Months, Code Enforcement Units

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:

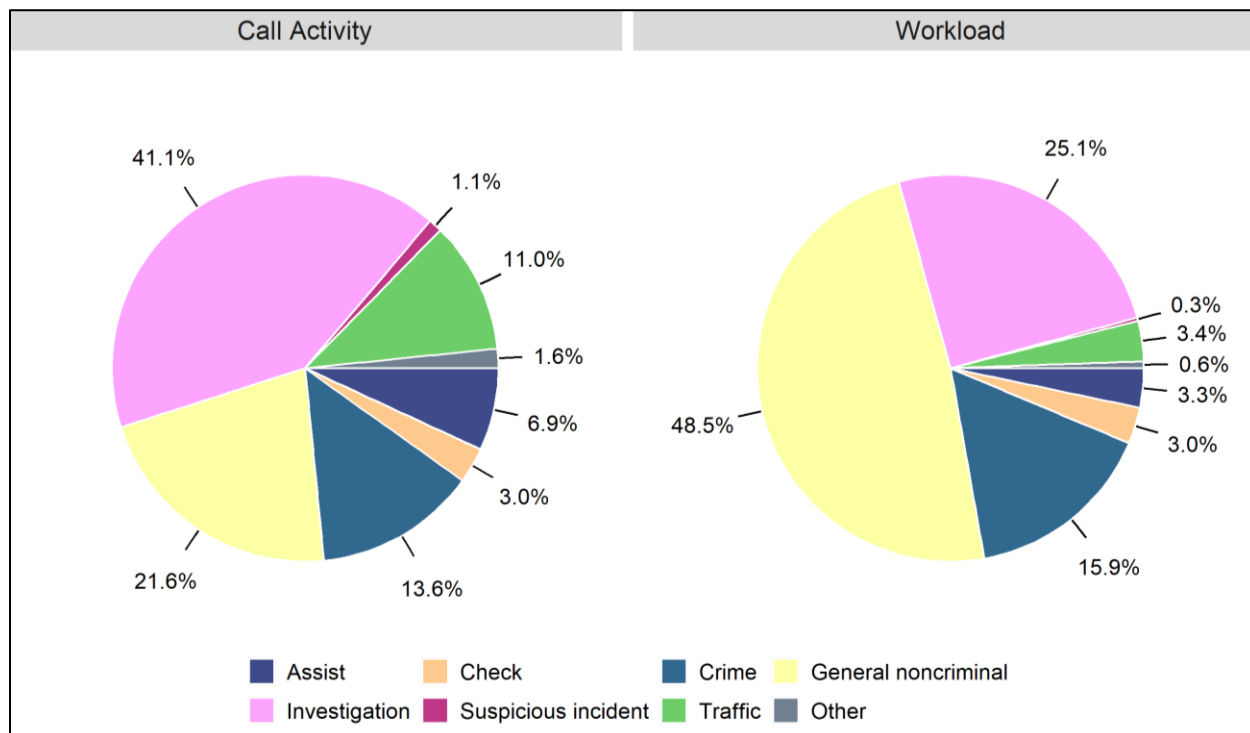
- There were 156 weekdays, 6 Saturdays, and 2 Sundays.
- Calls per day are measured by actual days worked in each month.

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

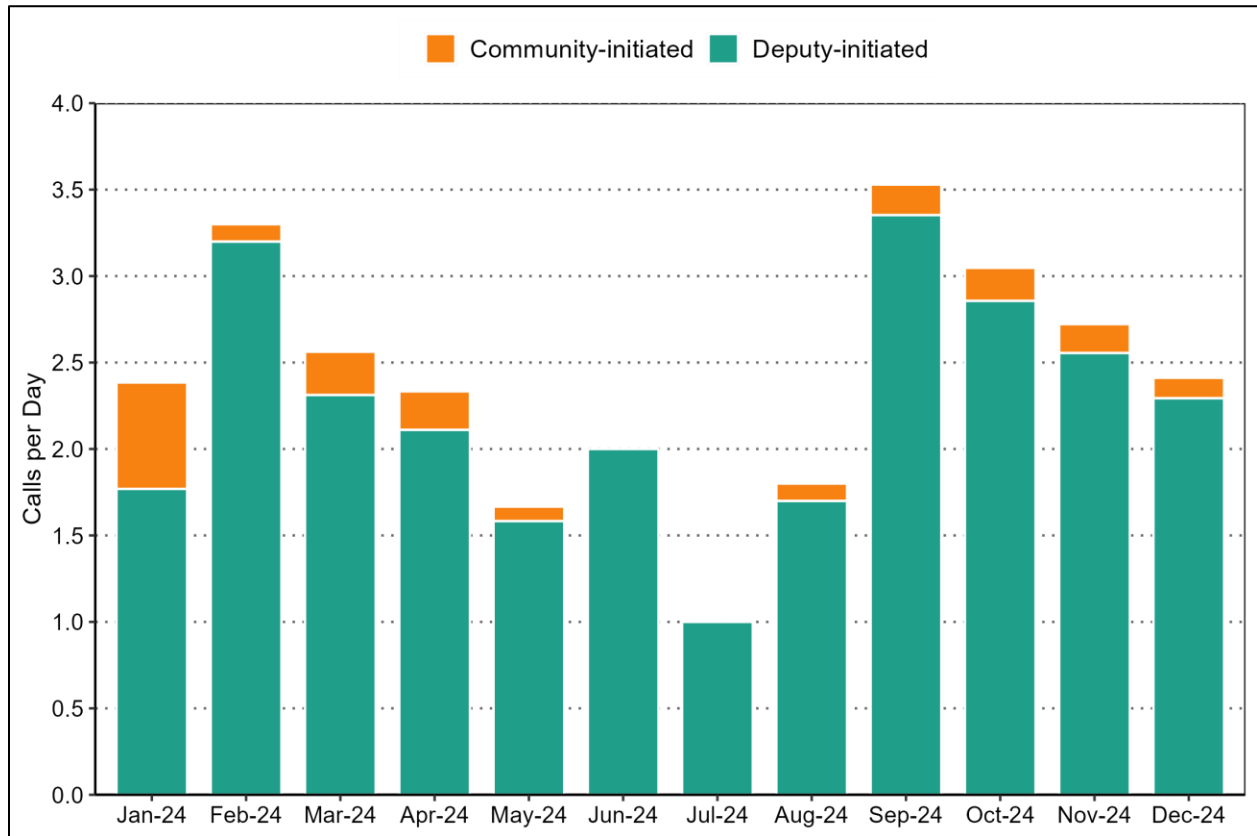


TABLE 9-28: Calls per Day by Initiator and Months, SRO Units

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:

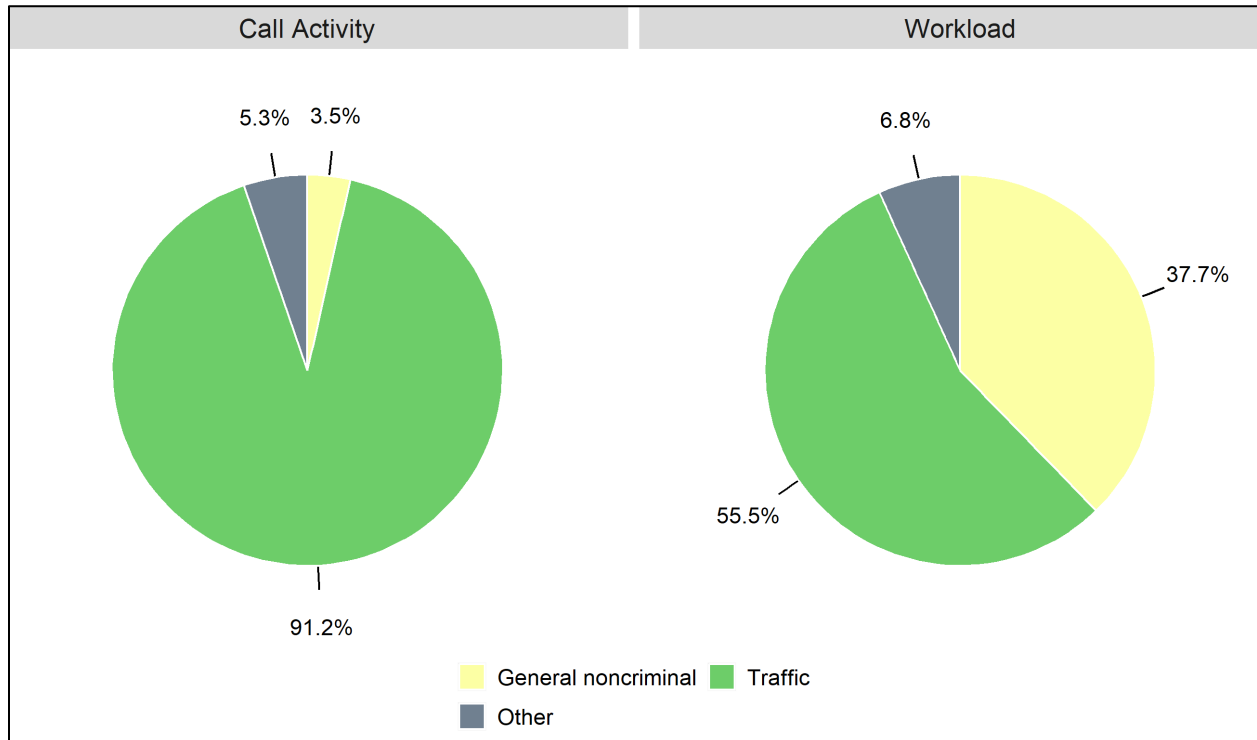
- There were 184 weekdays, 33 Saturdays, and 34 Sundays.
- Calls per day are measured by actual days worked in each month.

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

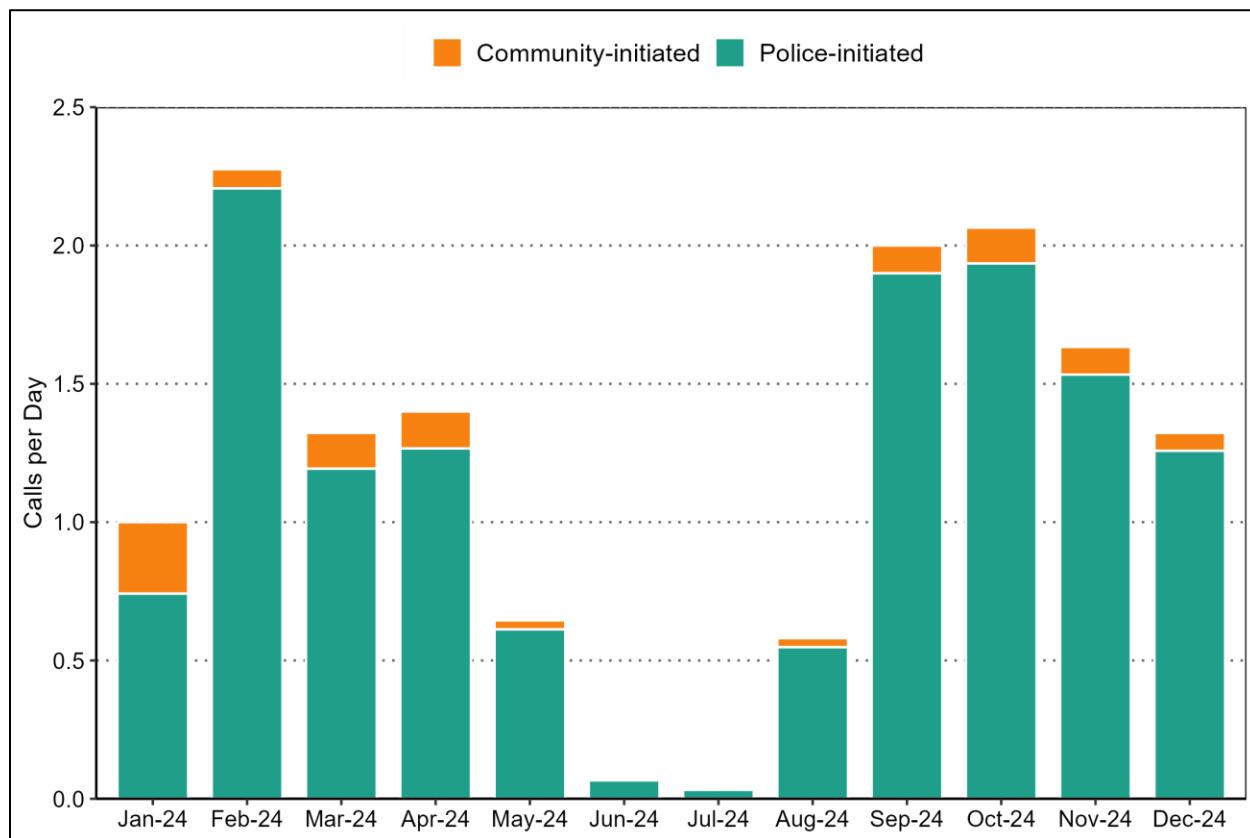


TABLE 9-30: Calls per Day by Initiator and Months, Traffic Units

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	Crime against society			
VBURGR-Veh Burg Rpt				
4X4-Illegal Off Roothing				
ANIMALABU-Animal Abuse				
BOMBTHR-BombThreat				
EXPLOSION-Check For Explosion				
FW-Illegal Fireworks				
ILLSHOOT-Illegal Shooting				
NARC-Narcotics Violation	Directed patrol	Directed patrol		
VICE-Vice Or Prostitution				
BEAT-Beat Foot Patrol				
BIKEPAT-Bicycle Patrol				
CPOL-Community Policing				
DP-Directed Patrol				
SURV-Surveillance	Disturbance	Disturbance		
XPAT-Extra Patrol				
HOUSE-Nuisance Problem House				
LDPARTY-Loud Party	Disturbance	Disturbance		
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		
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

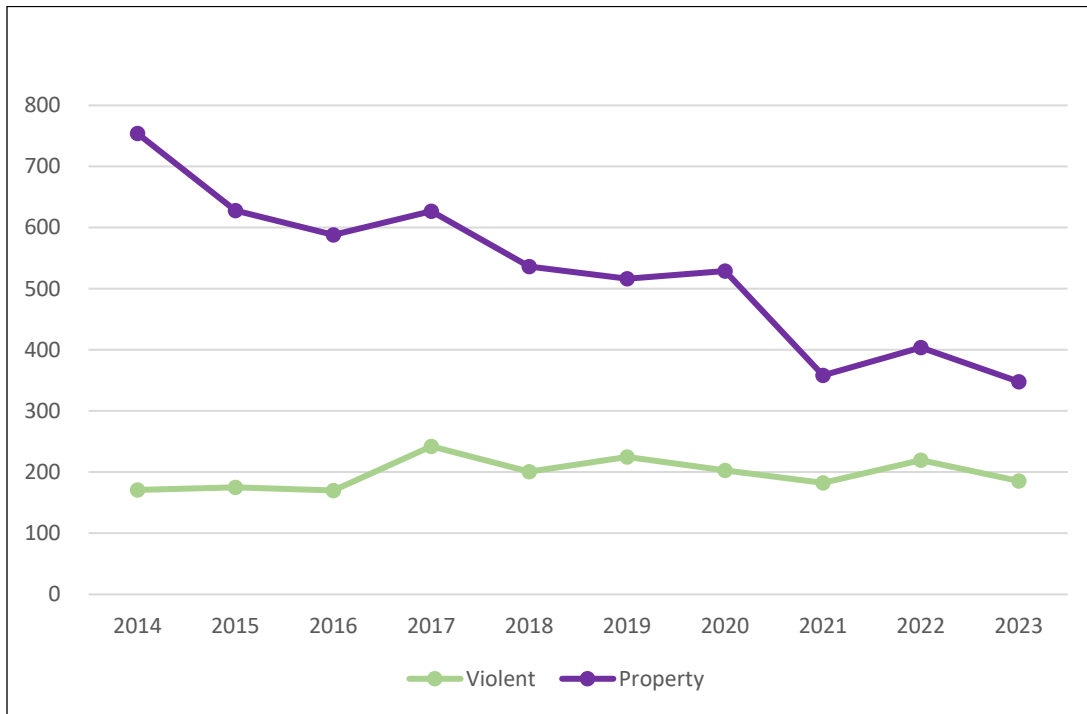


FIGURE 9-39: Reported Ada County SO and State Crime Rates, by Year

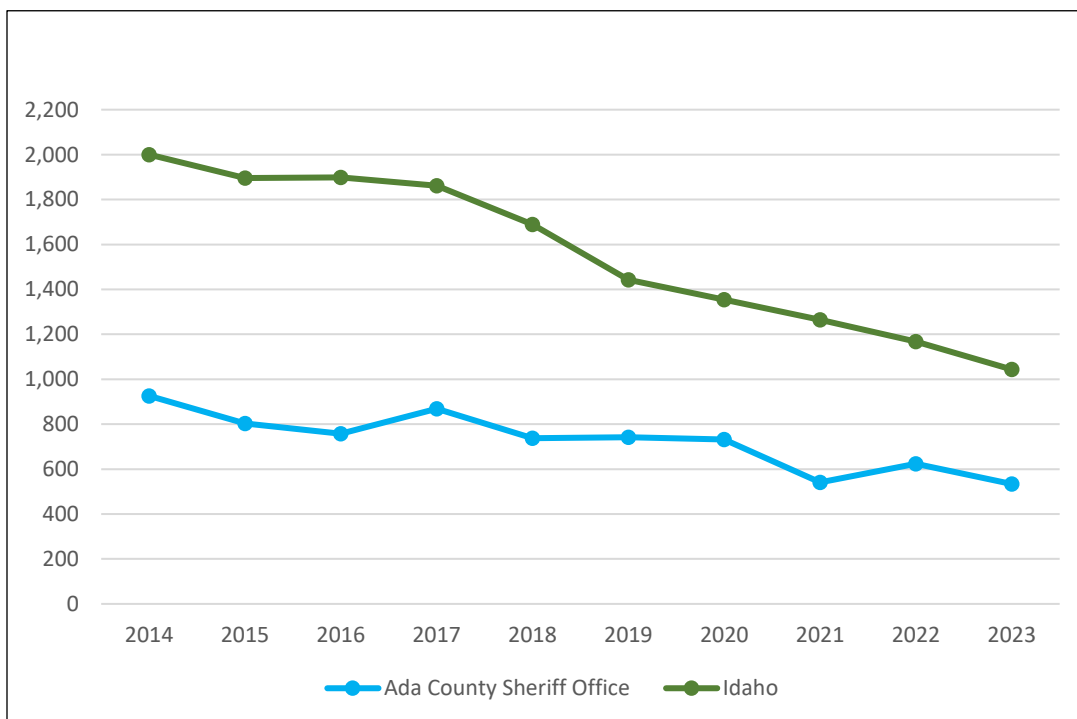


TABLE 9-33: Reported Ada County SO, Idaho, and National Crime Rates, by Year

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

POLICE OPERATIONS AND DATA REPORT

NORTH PORT POLICE DEPT., NORTH PORT, FLORIDA

FINAL REPORT



CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
475 K STREET NW STE 702 • WASHINGTON, DC 20001
WWW.CPSM.US • 716-969-1360

ICMA

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

ABOUT THE ASSOCIATION AND 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 efficiently and effectively.

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

Thomas J. Wieczorek, Director

Dov Chelst, Ph.D. Director of Quantitative Analysis

Shan Zhou, Data Analyst

Jarrod Burguan, Public Safety Consultant – Team Leader

Gene Ellis, Public Safety Consultant

Mickey Williams, Public Safety Consultant

Hugo McPhee, Public Safety Consultant

Dennis Kouba, Senior Editor

CONTENTS

- Tables vi**
- Figuresviii**
- Section 1. Executive Summary 1**
 - General Observations 2
 - Key Recommendations..... 3
- Section 2. Methodology 9**
- Section 3. Community Overview..... 10**
 - Community 10
 - Uniform Crime Reports..... 11
- Section 4. Department Overview 20**
 - Mission Statement 21
 - Vision Statement..... 21
 - Department Staffing 22
 - Policy 22
 - Accreditation..... 23
 - Succession Planning 24
 - Strategic Planning 26
 - Police Department Business Management Function 26
- Section 5. Administrative Bureau..... 29**
 - Records Section 31
 - Telecommunications Section 34
 - Asset Management, Fleet, and Facilities 38
 - Professional Standards Division (PSD)..... 40
 - Background Investigations..... 40
 - Internal Affairs (IA) 43
 - Support Services Division (SSD) 51
 - Accreditation..... 51
 - Information Technology (IT) 53
 - Training Division 54
 - New Officer Training 56
 - Field Training Officer (FTO) Program 57
 - New Sergeant Training 57
 - Training Master Plan 59
 - Proposed Reconfiguration of the Administrative Bureau..... 60

Section 6. Patrol Operations Bureau	61
Patrol Team Structure and Scheduling	61
Workload Analysis	63
Out-of-Service Activities	75
Response Times	77
All Calls	77
High-Priority Calls	79
Staffing and the Rule of 60.....	82
Rule of 60 – Part 1	82
Rule of 60 – Part 2.....	83
Deployment and All Workload	84
Workload Summary and Staffing Recommendation for Patrol.....	89
Comparing North Port to Other CPSM Projects.....	91
Section 7. Criminal Investigations Bureau	92
Operations and Staffing	92
Criminal Investigations Division	93
Intelligence Unit and Real Time Intelligence Center (RTIC)	95
Electronic Surveillance Unit (ESU)	96
Special Investigations Division (SID)	96
Advanced Technologies Division and Internet Crimes Against Children (ICAC).....	97
Property & Evidence and Crime Scene Processing.....	97
CIB Team Discussion and Feedback	98
Supervision	99
Staffing Structure and Schedule	100
Workload and Clearance Rates.....	102
Clearance Rates	103
Investigator Training.....	104
State Attorney Feedback.....	106
Section 8. Special Operations Bureau	108
Traffic Unit.....	108
K-9 Unit.....	111
Community Policing Unit	113
School Resource Officers (SRO)	113
Special Weapons and Tactics Team (SWAT)	114
Crisis Negotiation Team (CNT)	115
Dive Team	115
Unmanned Aerial Vehicle (UAV)/Drone Unit.....	115

Explosive Materials Unit.....	116
Conservation Unit.....	117
Emergency Response Team (ERT).....	118
Volunteers and Police Explorer Programs	119
Section 9. Summary	120
Section 10. Data Analysis Report.....	121
Workload Analysis	121
Out-of-Service Activities	142
Deployment	147
Response Times	157
All Calls	158
High-Priority Calls	164
K-9 Units	166
Traffic Units	170
Appendix A: Call Type Classification.....	174
Appendix B: Uniform Crime Report Information	177

§ § §

TABLES

TABLE 3-1: Reported Crime Rates in 2023 and 2024, by City	12
TABLE 3-2: Reported North Port, Florida, and National Crime Rates, by Year	14
TABLE 3-3: Reported North Port, State of Florida, and National Crime Clearance Rates, 2023	15
TABLE 3-4: Reported North Port, State of Florida, and National Crime Clearance Rates, 2024	15
TABLE 4-1: North Port Police Authorized and Actual Staffing Levels	22
TABLE 5-1: Administrative Bureau Authorized Staffing Levels for FY 2024/2025	29
TABLE 5-2: Records Section Staffing for FY 2024/2025	31
TABLE 5-3: Police Reports Processed, 2022–2024	32
TABLE 5-4: Information Requests Processed, 2022–2024	32
TABLE 5-5: Communications Section Staffing for FY 2024/2025	34
TABLE 5-6: Answered Telephone Calls by Communications, (2022–2024)	35
TABLE 5-7: PSD Staffing for FY 2024/2025.....	40
TABLE 5-8: NPPD Demographic Data	42
TABLE 5-9: Demographics by Percentage of North Port Residents and NPPD Employees	42
TABLE 5-10: Number of Employees Hired by the NPPD, 2022–2024	43
TABLE 5-11: Complaints and IA Investigations, 2022–2024.....	44
TABLE 5-12: Findings for Allegations Involving IA Investigations, 2022–2024	44
TABLE 5-13: Sample Early Intervention Program Thresholds.....	48
TABLE 5-14: SSD Staffing for FY 2024/2025	51
TABLE 6-1: Events per Day, by Initiator	64
TABLE 6-2: Events per Day, by Category	66
TABLE 6-3: Calls per Day, by Category	68
TABLE 6-4: Calls per Day, by Category and Month.....	69
TABLE 6-5: Primary Unit's Average Occupied Times, by Category and Initiator	71
TABLE 6-6: Average Number of Responding Units, by Initiator and Category.....	73
TABLE 6-7: Calls and Work Hours by Zone, per Day.....	74
TABLE 6-8: Activities and Occupied Times by Description.....	76
TABLE 6-9: Average Response Time Components, by Category	78
TABLE 6-10: Average Response Time Components, by Zone	79
TABLE 6-11: Average and 90th Percentile Response Times, by Priority	79
TABLE 6-12: Summary of Workload Calculations	89
TABLE 6-13: NPPD Comparable Data Across All CPSM Projects	91
TABLE 7-1: Person Crimes versus Property Crimes, 2022–2024	93
TABLE 7-2: CIB Authorized and Actual Staffing	101
TABLE 7-2: Crime Incidents and Clearance Rates for North Port, 2022–2024.....	104
TABLE 7-3: Example of FDLE Training Courses for Investigators	105
TABLE 8-1: Events, Calls, and Workload by Category, Traffic Unit	109
TABLE 8-2: Activities and Occupied Time by Description, Traffic Unit	109
TABLE 8-3: Calls Per Day, by Initiator and Month, K-9 Unit	111
TABLE 8-4: Events, Calls, and Workload by Category, K-9 Unit	112

TABLE 10-1: Events per Day, by Initiator	123
TABLE 10-2: Events per Day, by Category	125
TABLE 10-3: Calls per Day, by Category	127
TABLE 10-4: Calls per Day, by Initiator and Month	128
TABLE 10-5: Calls per Day, by Category and Month.....	130
TABLE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator	132
TABLE 10-7: Average Number of Responding Units, by Initiator and Category.....	134
TABLE 10-8: Number of Responding Units, by Category, Community-initiated Calls	136
TABLE 10-9: Calls and Work Hours by Zone, per Day.....	137
TABLE 10-10: Calls and Work Hours per Day, by Category, Summer	139
TABLE 10-11: Calls and Work Hours per Day, by Category, Winter.....	141
TABLE 10-12: Activities and Occupied Times by Description	142
TABLE 10-13: Activities and Workload per Day, by Month	143
TABLE 10-14: Activities per Day, by Day of Week	144
TABLE 10-15: Activities per Hour, by Hour of Day	146
TABLE 10-16: Average Response Time Components, by Category	160
TABLE 10-17: 90th Percentiles for Response Time Components, by Category.....	161
TABLE 10-18: Average Response Time Components, by Zone	163
TABLE 10-19: Average and 90th Percentile Response Times, by Priority	164
TABLE 10-20: Events, Calls, and Workload by Category, K-9 Units.....	166
TABLE 10-21: Calls per Day, by Initiator and Months, K-9 Units.....	168
TABLE 10-22: Activities and Occupied Times by Description, K-9 Units	169
TABLE 10-23: Events, Calls, and Workload by Category, Traffic Units.....	170
TABLE 10-24: Calls per Day by Initiator and Months, Traffic Units.....	172
TABLE 10-25: Activities and Occupied Times by Description, Traffic Units	173
TABLE 10-26: Call Descriptions by Category	174
TABLE 10-27: Reported Crime Rates in 2023 and 2024, by City	177
TABLE 10-28: Reported North Port, Florida, and National Crime Rates, by Year	179
TABLE 10-29: Reported North Port, Florida, and National Crime Clearance Rates, 2023.....	180
TABLE 10-30: Reported North Port, Florida, and National Crime Clearance Rates, 2024.....	180

§ § §

FIGURES

FIGURE 3-1: City of North Port (Boundaries) 10

FIGURE 3-2: Reported North Port Violent and Property Crime Rates, by Year..... 13

FIGURE 3-3: Reported City and State Crime Rates, by Year 13

FIGURE 3-4: Crime Runs by NPPD, One-year Study Period 16

FIGURE 3-5: Other Runs by NPPD, One-year Study Period..... 17

FIGURE 3-6: Traffic Stops by NPPD, One-year Study Period 18

FIGURE 3-7: Vehicle Accident Runs by NPPD, One-year Study Period 19

FIGURE 4-1: North Port Police Organizational Chart 20

FIGURE 6-1: North Port Police Patrol Structure..... 61

FIGURE 6-2: Percentage Events per Day, by Initiator..... 64

FIGURE 6-3: Percentage Events per Day, by Category..... 65

FIGURE 6-4: Percentage Calls per Day, by Category..... 67

FIGURE 6-5: Primary Unit's Average Occupied Times, by Category and Initiator 70

FIGURE 6-6: Number of Responding Units, by Initiator and Category..... 72

FIGURE 6-7: Percentage Calls and Work Hours, by Zone 75

FIGURE 6-8: Average Response Time by Time of Day, Winter and Summer..... 77

FIGURE 6-9: Average Response Times and Dispatch Processing for High-priority Calls, by Hour.... 80

FIGURE 6-10: Deployment and All Workload, Weekdays, Summer..... 84

FIGURE 6-11: Percentage of Workload, Weekdays, Summer 85

FIGURE 6-12: Deployment and All Workload, Weekends, Summer..... 86

FIGURE 6-13: Percentage of Workload, Weekends, Summer 86

FIGURE 6-14: Deployment and All Workload, Weekdays, Winter 87

FIGURE 6-15: Percentage of Workload, Weekdays, Winter..... 87

FIGURE 6-16: Deployment and All Workload, Weekends, Winter 88

FIGURE 6-17: Percentage of Workload, Weekends, Winter 88

FIGURE 10-1: Percentage Events per Day, by Initiator..... 123

FIGURE 10-2: Percentage Events per Day, by Category 124

FIGURE 10-3: Percentage Calls per Day, by Category..... 126

FIGURE 10-4: Calls per Day, by Initiator and Month 128

FIGURE 10-5: Calls per Day, by Category and Month 129

FIGURE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator 131

FIGURE 10-7: Number of Responding Units, by Initiator and Category..... 133

FIGURE 10-8: Number of Responding Units, by Category, Community-initiated Calls..... 135

FIGURE 10-9: Percentage Calls and Work Hours, by Zone 137

FIGURE 10-10: Percentage Calls and Work Hours, by Category, Summer 138

FIGURE 10-11: Percentage Calls and Work Hours, by Category, Winter 140

FIGURE 10-12: Activities per Day, by Month..... 143

FIGURE 10-13: Activities per Day, by Day of Week..... 144

FIGURE 10-14: Activities per Day, by Hour of Day..... 145

FIGURE 10-15: Deployed Units, Weekdays, Summer 148

FIGURE 10-16: Deployed Units, Weekends, Summer	148
FIGURE 10-17: Deployed Units, Weekdays, Winter.....	149
FIGURE 10-18: Deployed Units, Weekends, Winter	149
FIGURE 10-19: Deployment and All Workload, Weekdays, Summer.....	151
FIGURE 10-20: Deployment and All Workload, Weekends, Summer.....	151
FIGURE 10-21: Deployment and All Workload, Weekdays, Winter	152
FIGURE 10-22: Deployment and All Workload, Weekends, Winter	152
FIGURE 10-23: Percentage of Workload, Weekdays, Summer	154
FIGURE 10-24: Percentage of Workload, Weekends, Summer	154
FIGURE 10-25: Percentage of Workload, Weekdays, Winter.....	155
FIGURE 10-26: Percentage of Workload, Weekends, Winter	155
FIGURE 10-27: Average Response Time by Time of Day, Winter and Summer.....	158
FIGURE 10-28: Average Response Time by Category, Summer.....	159
FIGURE 10-29: Average Response Time by Category, Winter.....	159
FIGURE 10-30: Average Response Time Components, by Zone	162
FIGURE 10-31: Average Response Times and Dispatch Processing for High-priority Calls, by Hour	164
FIGURE 10-32: Percentage Calls and Work Hours, by Category, K-9 Units	167
FIGURE 10-33: Calls per Day, by Initiator and Month, K-9 Units.....	168
FIGURE 10-34: Percentage Calls and Work Hours by Category, Traffic Units	171
FIGURE 10-35: Calls per Day by Initiator and Month, Traffic Units.....	172
FIGURE 10-36: Reported North Port Violent and Property Crime Rates, by Year.....	178
FIGURE 10-37: Reported City and State Crime Rates, by Year	178

§ § §

SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the North Port Police Department (NPPD). While our analysis covered all aspects of the department's operations, particular areas of focus of this study included identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and the efficiency and effectiveness of division/unit processes.

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 demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, the development of alternatives and recommendations, and engagement with key city stakeholders.

Based upon CPSM's detailed assessment of the North Port Police Department, we conclude that NPPD is a good organization focused on the challenges of policing in today's environment—with a staff dedicated to the department's mission of providing quality police service. Throughout this report we will strive to allow the reader to look inside the department to understand its strengths and challenges. We sincerely hope that all parties constructively utilize the information and recommendations contained herein to improve the operations of the North Port Police Department so it can provide an even higher level of service to the community.

As part of this Executive Summary, we offer general observations that identify some of the department's more significant issues. We also list key recommendations for consideration, as we believe these recommendations will enhance organizational effectiveness. Often, these types of recommendations require a substantial financial commitment. It is important to note that this report will examine specific sections of the department and offer a discussion of our observations and recommendations for each.

The list of recommendations is extensive. Should the North Port Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete, but perhaps longer. The recommendations are intended to form the basis of a long-term improvement plan for the city and department. Though lengthy, this list of recommendations is standard in our operational assessments of agencies around the country and should not be interpreted as an indictment of the department. While all of the recommendations are important, we suggest that NPPD, in conjunction with the City Manager and community members, decide which recommendations should take priority for implementation.

§ § §

GENERAL OBSERVATIONS

- We found the North Port Police Department to be a professional, modern police organization. The employees appear dedicated to policing efficiently and ethically. Management appears thoughtful in delivering service as efficiently as possible while balancing employees' needs in order to create a positive workplace.
- The NPPD police facility is at capacity. The city and department are well aware of the facility's challenges and are seeking solutions. As of this report, community support for funding a new facility is a challenge.
- The department's employees and leadership appear open to any changes that are highlighted or recommended in this report. This is refreshing, as many organizations are often viewed as reluctant to implement change. This is not to say that the NPPD will elect to implement all of the recommendations in this report.
- This report will highlight recommendations for additional staffing in some areas. Some of these recommendations are intended to enable existing employees to dedicate more of their time to their primary assignment; others are designed to balance a workload gap in the department.
- Some recommendations will involve reorganizing NPPD administrative functions, including Professional Standards.
- There are underlying concerns between City Hall Staff and Police Department management regarding human resources (employment actions) and financial management. CPSM engaged in a number of discussions with the stakeholders involved. Many of these concerns stemmed from past interactions and litigation. There are some areas of this report that are intended to assist in that process, but we also note that many changes to the situation had already been implemented before CPSM conducted its on-site investigation.

§ § §

KEY RECOMMENDATIONS

Section 4 – Department Overview

(See pp. 20-27.)

1. CPSM recommends that NPPD evaluate a policy subscription service to see if it will enhance its police policy process.
2. If NPPD elects to retain its current policy model, CPSM recommends conducting a legal review when implementing or modifying a new or existing policy.
3. CPSM recommends that NPPD develop a succession plan.
4. CPSM recommends that the NPPD Executive Coaching Service focus on mid-management / supervision leadership development.

Section 5 – Administrative Bureau

Records Section

(See pp. 30-32.)

5. CPSM recommends the addition of a Digital Records Specialist position in Records.
6. CPSM also recommends the addition of a Retention Specialist position in Records.
7. Provided that Records adds the Digital Records Specialist and Retention Specialist positions, public services should be expanded to Monday through Friday, from 9:00 a.m. to 5:00 p.m.
8. Reclassify Specialist I positions as Specialist II, and ensure all future Specialist roles are hired and trained consistent to the Specialist II job description.

Telecommunications Section

(See pp. 33-36.)

9. NPPD Communications should serve as the primary PSAP for all 911 calls within the city
10. CPSM recommends the addition of a Senior Telecommunicator position to enable Communications to create a Training Coordinator role
11. Continue allowing telecommunicators to exercise 30 minutes per shift
12. Ensure the functionality of patrol vehicle GPS-enabled dispatching

Asset Management, Fleet, and Facilities

(See pp. 37-38.)

13. Monitor the performance of the current vehicle outfitting contractor and consider adding another service provider or contracting with a different one if the current contractor cannot efficiently outfit vehicles that meet the department's operational needs
14. Install an AED in every department vehicle
15. Develop a plan to acquire the essential facility assets needed to ensure appropriate work conditions for all employees
16. Create a full-time civilian assistant position to support the current Logistics Officer

Background Investigations

(See pp. 39-42.)

17. Create a system to track and record the annual number of background checks, including hires and those who fail, along with reasons for failure, separated by sworn and non-sworn applicants
18. Consider using background investigation software to improve operational efficiency and data collection
19. Continue monitoring demographic trends in the community and within the department to ensure alignment between the department and the community it serves

Internal Affairs

(See pp. 42-49.)

20. The Citizen Complaint Affidavit should be available in languages other than English
21. The department should consider using a commercial software platform dedicated to internal affairs issues to improve tracking and analysis of relevant data
22. The department should create a stand-alone policy regarding officer-involved shooting investigations
23. CPSM recommends the department formalize the complaint analysis functions conducted by the Administrative Bureau Captain and Chief of Police by creating a written summary of each alleged policy or law violation, the employee(s) accused, whether the allegations are to be investigated at the division level or through an IA investigation, and who should conduct the investigation
24. Findings regarding allegations should be made by the Captain who oversees the employee under investigation
25. The Captain responsible for preparing allegation findings should also provide an "administrative insight" memo that identifies relevant policies, training, equipment, staffing, or supervisory issues related to the matter investigated
26. Bifurcate the existing SOP 701.01 into two documents: one that offers policy guidance and a separate IA procedure manual that details how investigations should be conducted and documented
27. CPSM recommends amending SOP 701.01 to specify duties for each PSD and command staff member during IA investigations, findings, disciplinary actions, and related hearings, as discussed in the narrative
28. Utilize a specialized software platform to improve the department's analytical abilities related to personnel issues and trends, and facilitate the implementation of an Early Intervention Program
29. CPSM recommends the department create an SOP that outlines EIP thresholds, reviews expectations for EIP reports, and provides documentation requirements
30. Police leadership, human resources representatives, city attorney staff, and risk management representatives should regularly meet (monthly or quarterly) to discuss new complaints or claims, ongoing investigations, disciplinary processes, and ongoing litigation
31. Designate the City Attorney's police department liaison to be stationed at the police station

IT

(See p. 52.)

32. Develop a plan to establish redundancy within sworn leadership regarding IT programs and operations
33. Create an IT Unit supervisor position
34. Consider establishing a Cybersecurity Specialist position
35. Evaluate the necessity of establishing a dedicated Integration System Specialist role to ensure optimal communication and interfacing of software systems

Training

(See pp. 53-58.)

36. Create an overtime budget that is sufficient to enable the Training Unit to utilize the skills of collateral trainers consistently.
37. Issue rifles to all sworn employees.
38. Acquire a dedicated firearms facility for the department to utilize for training and required certifications.
39. Add classroom structures to the driver training facility.
40. Create a department SOP that outlines the specific roles and responsibilities within the FTO program.
41. Create a formalized mentoring program for new supervisors.
42. Create a department training master plan.

Bureau Reconfiguration

(See p. 59.)

43. Combine the current PSD and Training Divisions into a single Professional Standards and Training Division overseen by a Commander
44. Add a Sergeant position to the new division and who would be assigned to perform Professional Standards duties such as IA investigations and coordinating all hiring activities
45. Reassign asset and fleet responsibilities to the Support Services Division

Section 6 – Patrol Operations Bureau

(See pp. 60-80.)

46. CPSM recommends that NPPD adopt a policy that limits the number of consecutive hours an employee can work in a 24-hour period.
47. CPSM recommends that NPPD take steps to clarify out-of-service activity
48. CPSM recommends that NPPD take steps to ensure all out-of-service activity is accurately recorded.
49. CPSM recommends that NPPD evaluate its priority system and consider either creating a higher priority emergency category or moving select call types currently in P1 to a lower priority.

Patrol Staffing

(See pp. 81-89.)

50. CPSM recommends that NPPD add four (4) FTE officers to the mid-shift teams to offset the Patrol Division's workload (four total, one per shift).
51. CPSM recommends that NPPD reestablish the patrol CSO program by adding two (2) CSOs to the day-shift teams (one per team).
52. CPSM recommends that NPPD clarify its position on Sergeants' and shift Commanders' ability to cancel calls when it is determined that a sworn officer's response to a call is unnecessary.

Section 7 – Criminal Investigations Bureau

(See pp. 91-106.)

53. It is recommended that NPPD develop a training matrix for all CIB positions to ensure that professional development and ongoing skills enhancement remain a priority for all CIB personnel, including professional staff investigators and crime analysis staff.
54. Improve communications with the State Attorney Office and involve them early in cases.
55. CIB needs to collaborate with stakeholders in communications as well as processes.
56. Regular forums should be established between detectives and the State Attorney Office.

Section 8 – Special Operations Bureau

Traffic Unit

(See pp. 107-109.)

57. Adopt DDACTS Deployment Strategy: The department should consider implementing the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model. DDACTS integrates location-based crime and traffic crash data to guide strategic deployment, maximizing resource efficiency, and improving public safety outcomes. This model can help reduce both crashes and criminal activity by targeting overlapping high-risk zones and aligning officer presence with peak activity times.
58. Improve Out-of-Service Documentation: The Bureau Captain should regularly audit out-of-service entries to ensure accurate and meaningful documentation. The frequent use of vague descriptors such as "busy" or "miscellaneous" should be replaced with more specific terminology that clearly reflects an officer's activity. Clear categorization will support transparency, performance analysis, and more informed resource allocation.

Tactical Team (SWAT)

(See p. 113.)

59. Regional SWAT Collaboration: It is recommended that NPPD explore the formation of a regional SWAT team in partnership with neighboring jurisdictions. This approach would enhance operational readiness across the region and reduce the staffing and resource burden on NPPD alone.
60. Improved Data Collection: A systematized monthly reporting process for all specialized units (including SWAT, Dive Team, and others) should be implemented. This will improve oversight, planning, and long-term strategic decision-making.

Crisis Negotiation Team

(See p. 114.)

61. Regionalization: Because the team is small and crisis negotiation requires specialized skills, it is recommended that NPPD consider establishing a regional Crisis Negotiation Team in partnership with other law enforcement agencies in the area. A regional setup could improve operational capacity, broaden the pool of trained negotiators, and offer greater flexibility during lengthy or complex incidents. This strategy would also promote interoperability and ensure sufficient staffing for high-risk situations while making the most efficient use of resources across jurisdictions.

UAV (Drone) Unit

(See pp. 114-115.)

62. Combined Team with NPPD: To further expand operational capabilities, it is recommended that NPPD establish a joint UAV team with the Fire Department. A collaborative approach would improve resource sharing, expand deployment potential, and enhance the city's overall preparedness and response capabilities during emergencies, natural disasters, and large-scale incidents.

Explosive Materials Unit (EMU)

(See pp. 115-116.)

63. It is recommended that the department ensure all EMU team members receive the appropriate training and are equipped with the necessary tools to safely and effectively respond to incidents involving explosive materials and other extremely dangerous substances. This investment is critical for protecting both first responders and the public during these high-stakes operations.
64. It is recommended that NPPD personnel regularly obtain monthly Explosive Materials Unit (EMU) usage data and after-action reports from the Sarasota Police Department. This information should be reviewed by NPPD command staff to ensure accurate tracking of deployments and activities involving NPPD personnel, as well as to support accountability, performance evaluation, and strategic planning.

Emergency Response Team (ERT)

(See p. 117.)

65. Pursue a Regional ERT Model: NPPD should strongly consider pursuing a joint or regional ERT in partnership with the Sarasota County Sheriff's Office or other nearby agencies. This approach would provide economies of scale, reduce redundancy, and allow for more efficient use of training and equipment resources.
66. Budget for Critical Equipment: The department should prioritize funding for essential equipment, specifically ballistic vests and helmets, to ensure team safety and operational effectiveness.

Volunteer and Explorer Program

(See p. 118.)

67. Currently, the Citizens Police Academy (CPA) Program is housed within the Administrative Bureau under the Training Unit. While this placement provides a natural fit with broader department training initiatives, CPA programs are also highly effective recruiting avenues for police volunteer programs. In light of this, NPPD should consider transferring oversight of the CPA program to the SRO Sergeant. This shift would better align the academy with the department's growing Volunteer Program, allowing for a more coordinated approach to

community engagement and volunteer recruitment. Integrating these functions under a single leadership structure could enhance program synergy, improve participant transition into volunteer roles, and ultimately expand the department's civilian support network.

Overall Special Operations Bureau Recommendation

(See p. 118.)

68. Evaluate Unit Sustainability: While specialized units provide valuable capabilities, NPPD must evaluate which units align best with community expectations and operational sustainability. This includes determining which units should remain solely under NPPD control, which could be better served through regional collaboration, and whether any units should be restructured or decommissioned to better allocate resources.

§§§

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the North Port Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. 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, particularly for patrol operations, are based on CPSM's examination of 65,783 CAD events¹ from July 1, 2024, to June 30, 2025, which include calls handled by the department's patrol officers. Of those calls, 25,801 were community-initiated calls requiring service, and 36,131 were calls initiated by NPPD police officers.

Interviews

This study relied extensively on intensive interviews with personnel. Remote (via Zoom), on-site, and in-person interviews were conducted with people throughout the organization and the city.

Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the North Port Police Department. Information on planning, personnel staffing, deployment, monthly reports, annual reports, operations manuals, evaluations, training records, and performance statistics was reviewed by the 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, investigations, and administrative services such as records, property and evidence, professional standards, and administrative functions. CPSM representatives engaged in all 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 on our comprehensive evaluation of all relevant factors.

1. "Events" differ from "calls for service." This is outlined in the body of the report.

SECTION 3. COMMUNITY OVERVIEW

COMMUNITY

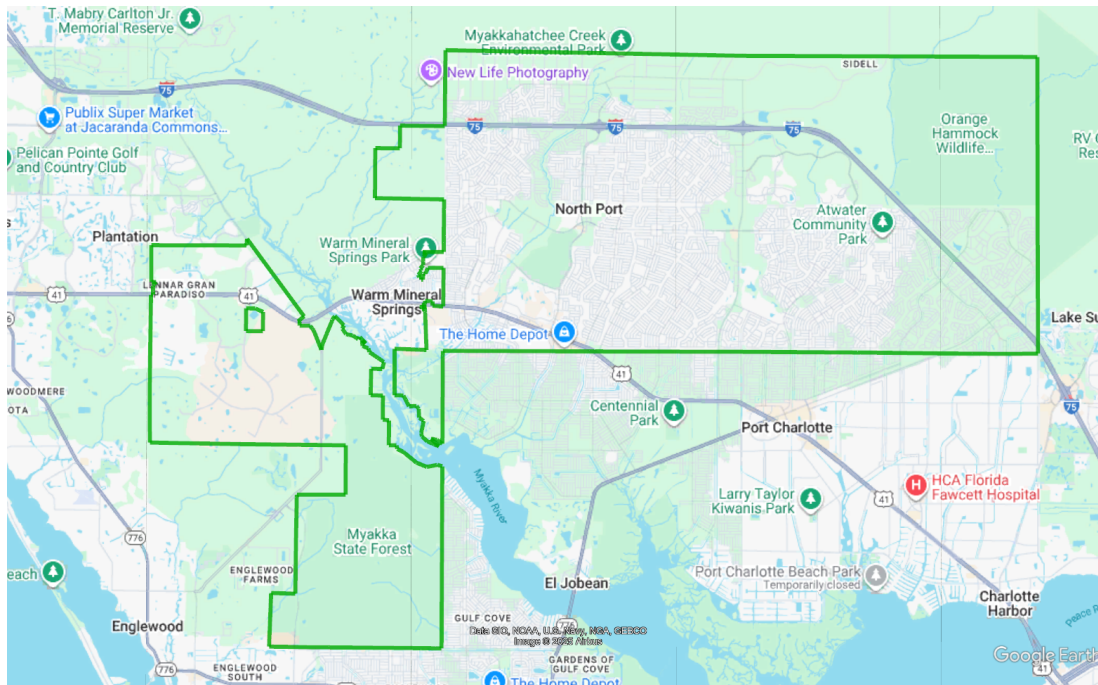
North Port is a rapidly growing city in Sarasota County, located on Florida's Gulf Coast between Sarasota and Fort Myers. Established in 1959 as a planned community with a grid of canals and spacious lots, it was initially marketed as an affordable retirement and family destination. Today it ranks as one of the state's largest cities by land area (more than 104 square miles) yet maintains a suburban-to-rural feel in many neighborhoods. With a population exceeding 93,000 as of 2024, North Port has transformed from a quiet retiree enclave into one of Florida's fastest-growing municipalities, attracting young families, remote workers, and snowbirds seeking lower costs than in nearby Sarasota or Venice.

Economically, North Port remains largely residential, with a growing commercial core along U.S. 41 and the newer Toledo Blade Boulevard corridor. Major retailers, restaurants, and the new Sarasota Memorial Hospital–North Port campus have arrived in recent years, reducing the need to drive to Sarasota for services.

Community life revolves around family-friendly amenities, including the North Port Aquatic Center, the Morgan Family Community Center, and numerous youth sports complexes. The city hosts seasonal events at CoolToday Park, spring-training home of the Atlanta Braves, which draws visitors from across southwest Florida. While North Port lacks a traditional downtown or beachfront—its nearest Gulf beaches are a 30-minute drive to Manasota Key—it compensates with low traffic, spacious lots, and a laid-back atmosphere that feels distinctly “old Florida” even as new rooftops spread across former cattle ranches and tomato fields.

The following figure is a boundary map of North Port.

FIGURE 3-1: City of North Port (Boundaries)



Population and Demographic Estimates

The City of North Port is among the fastest-growing communities in Florida. The official U.S. Census Bureau 2020 population estimate for North Port was 74,793 persons. As of April 1, 2024, the University of Florida, Bureau of Economic and Business Research estimated the population of North Port to have grown by 17,606 persons, thus bringing the population estimate to 92,399. This is the population number provided by NPPD for this study. The U.S. Census estimates the 2025 population to be 85,102, with a median age of 44 years. The following measures are also estimated by the U.S. Census Bureau:

- Population Demographics:
 - White: 72%
 - Two or more races: 15%
 - Black or African American: 4.8%
 - Other: 4%
- Median Household Income: \$78,587
- Per Capita Income: \$34,981
- Unemployment rate: 3.65%
- Poverty rate: 6.6%
- Homeownership: 81.2%

Uniform Crime Reports

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent publicly available national-level information. This includes crime reports for 2015 through 2024, along with clearance rates for 2023 and 2024. *Please note that crime rates are expressed as incidents per 100,000 population.*

The following table compares communities and cities in the State of Florida, including North Port. In general, North Port has lower violent and property crime rates than most of its peer cities. North Port also has lower crime rates than the state and national averages.

§ § §

TABLE 3-1: Reported Crime Rates in 2023 and 2024, by City

Municipality	State	2023				2024			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Boca Raton	FL	99,395	162	1,926	2,088	100,557	171	1,677	1,848
Boynton Beach	FL	80,964	443	2,442	2,885	81,473	417	2,283	2,700
Bradenton	FL	57,544	608	1,884	2,492	57,503	449	1,866	2,315
Ocala	FL	66,338	547	2,965	3,512	70,046	500	3,049	3,549
Plantation	FL	98,106	253	2,477	2,730	98,100	210	2,273	2,483
Sanford	FL	64,218	621	2,780	3,401	66,900	543	2,253	2,795
St. Cloud	FL	67,184	164	945	1,109	68,966	188	758	947
Wellington	FL	61,370	147	1,087	1,234	61,652	130	795	925
Winter Haven	FL	57,382	324	1,689	2,013	59,450	235	1,549	1,785
North Port	FL	90,356	102	973	1,075	93,930	94	781	875
Florida		22,610,726	290	1,516	1,807	23,372,215	267	1,420	1,687
National		336,806,231	380	1,934	2,314	340,110,988	359	1,760	2,119

The following figure shows the trend for violent and property crime in North Port over the ten-year period of 2015 to 2024. Both categories of crime have seen an overall decline during that period. Property crime had a brief rise in 2018 but dropped sharply after that time.

The subsequent figure compares the 10-year overall crime rate in North Port to the state of Florida's. While the trend for both North Port and Florida has been a steady decline, North Port's overall crime rate is about half that of the state's. Additionally, North Port has significantly lower crime than its comparable cities in Florida. The department credits its commitment to fighting crime, community involvement and its use of technology to maintain a safe community.

FIGURE 3-2: Reported North Port Violent and Property Crime Rates, by Year

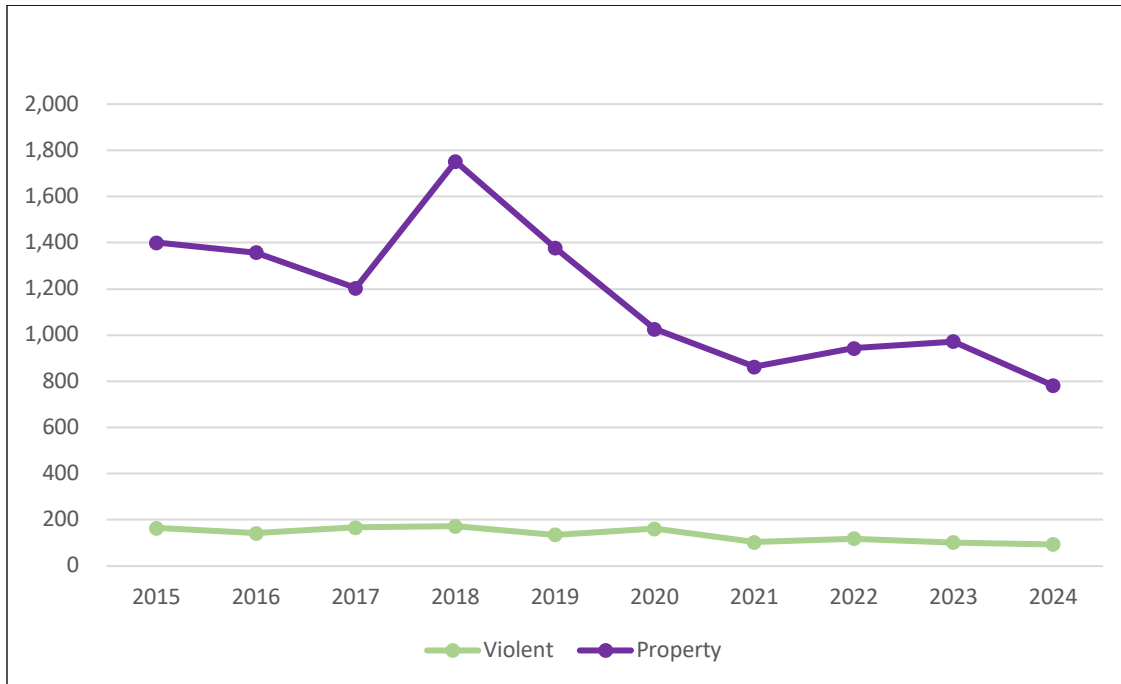


FIGURE 3-3: Reported City and State Crime Rates, by Year

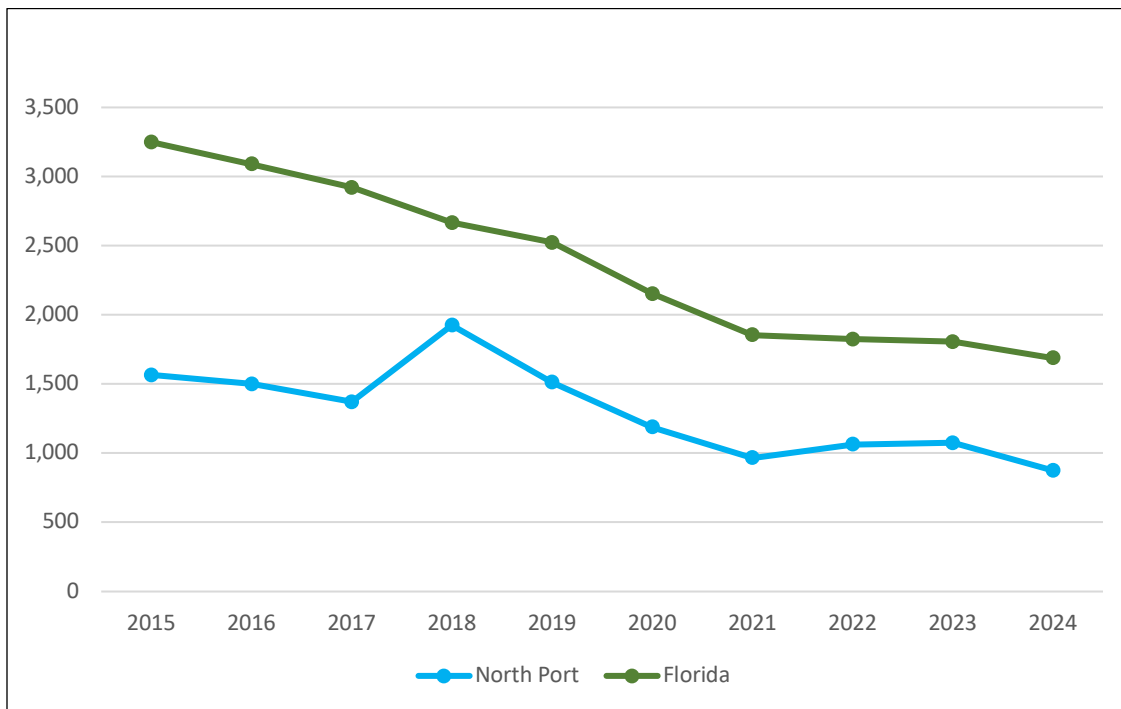


TABLE 3-2: Reported North Port, Florida, and National Crime Rates, by Year

Year	North Port				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2015	61,148	165	1,400	1,565	20,388,277	459	2,791	3,249	321,418,820	372	2,481	2,854
2016	63,386	142	1,358	1,500	20,750,677	427	2,663	3,089	323,127,513	387	2,459	2,846
2017	65,498	168	1,203	1,371	20,984,400	408	2,512	2,920	325,719,178	377	2,361	2,738
2018	67,682	173	1,752	1,925	21,299,325	385	2,282	2,667	327,167,434	371	2,245	2,616
2019	70,181	135	1,378	1,513	21,477,737	378	2,146	2,524	328,239,355	364	2,132	2,497
2020	72,389	162	1,026	1,188	21,733,312	384	1,769	2,153	329,484,123	386	1,967	2,353
2021	78,129	104	863	966	21,828,069	337	1,518	1,855	332,031,554	387	1,832	2,219
2022	84,459	120	944	1,063	22,244,823	259	1,566	1,825	333,287,557	389	1,974	2,362
2023	90,356	102	973	1,075	22,610,726	290	1,516	1,807	336,806,231	380	1,934	2,314
2024	93,930	94	781	875	23,372,215	267	1,420	1,687	340,110,988	359	1,760	2,119

Note: State and national data are FBI estimates from the Summary Reporting System (SRS), with the dataset last modified on August 5, 2025.

The following tables compare the crime clearance rates reported to the FBI by NPPD for 2023 and 2024 with the state and national crime clearance rates. There will be more discussion on clearance rates in the Investigations section of the report.

TABLE 3-3: Reported North Port, State of Florida, and National Crime Clearance Rates, 2023

Crime	North Port			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	3	100%	792	489	62%	19,677	11,227	57%
Rape	16	7	44%	5,370	2,059	38%	131,033	35,147	27%
Robbery	8	0	0%	7,058	2,155	31%	220,158	61,660	28%
Aggravated Assault	65	0	0%	38,263	14,482	38%	873,773	405,532	46%
Burglary	84	26	31%	26,900	5,430	20%	819,784	119,125	15%
Larceny	770	292	38%	192,807	34,942	18%	4,394,394	661,446	15%
Vehicle Theft	25	12	48%	22,821	4,127	18%	1,055,283	88,502	8%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on August 15, 2025).

TABLE 3-4: Reported North Port, State of Florida, and National Crime Clearance Rates, 2024

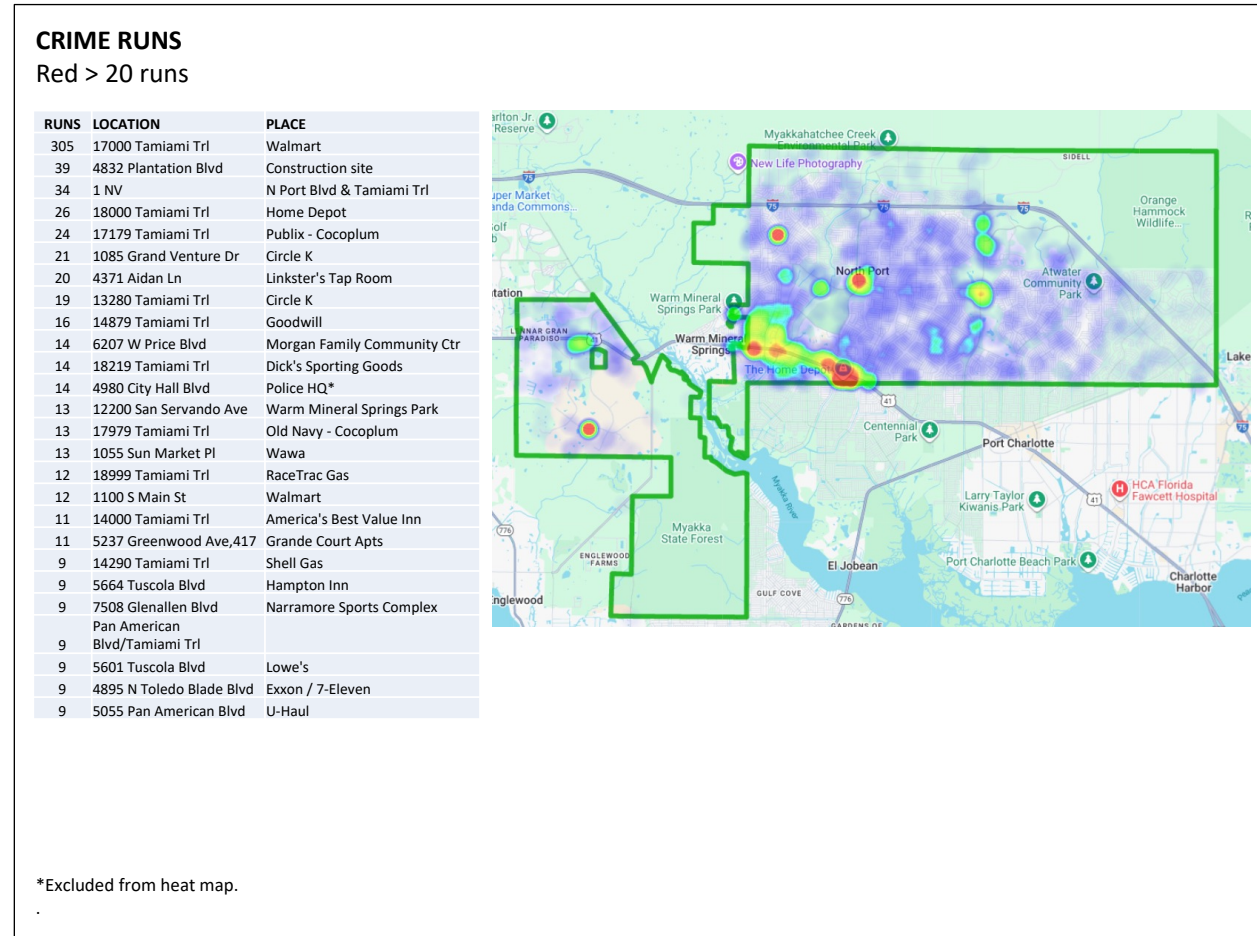
Crime	North Port			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	655	404	62%	16,924	10,061	59%
Rape	23	8	35%	4,823	1,600	33%	125,354	33,690	27%
Robbery	4	0	0%	6,694	1,952	29%	201,294	61,373	30%
Aggravated Assault	61	0	0%	35,734	14,039	39%	842,290	413,538	49%
Burglary	48	11	23%	25,666	5,324	21%	759,043	115,617	15%
Larceny	670	231	34%	186,417	35,422	19%	4,146,760	713,595	17%
Vehicle Theft	16	5	31%	19,697	3,459	18%	846,233	78,384	9%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on August 15, 2025).

The following pages are a series of heatmaps showing crime runs, itther runs, traffic stops, and vehicle collisions for the one-year study period. Police heatmaps are invaluable tools for resource allocation and proactive policing, transforming raw crime and CAD data into visual patterns that reveal high-risk areas at a glance. By aggregating incident reports—such as burglaries, assaults, or vehicle thefts—into color-coded density maps, law enforcement agencies can identify “hot spots” where criminal activity clusters, enabling departments to deploy patrols more efficiently and potentially deploy strategies to address high-volume crime and call locations specifically during peak times.

CPSM offers these heatmaps as a visual representation of NPPD CAD data that may be of interest to the department and the community.

FIGURE 3-4: Crime Runs by NPPD, One-year Study Period



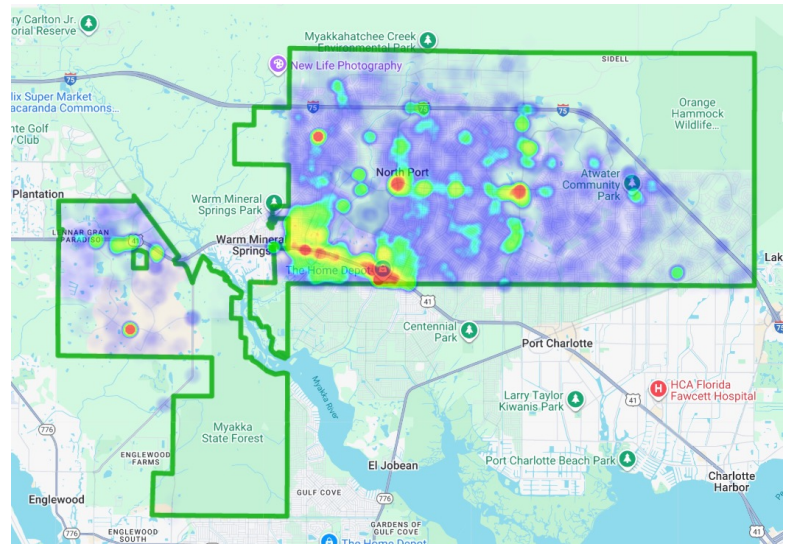
§ § §

FIGURE 3-5: Other Runs by NPPD, One-year Study Period

OTHER RUNS

Red > 100 runs

RUNS	LOCATION	PLACE
906	4980 City Hall Blvd	Police HQ*
480	17000 Tamiami Trl	Walmart
244	1 NV	N Port Blvd & Tamiami Trl
242	Wellen Golf St/Opal Sand Dr	
127	17179 Tamiami Trl	Publix - Cocoplum
122	Tamiami Trl/S Sumter Blvd	
122	Tamiami Trl/S Biscayne Dr	
	N Toledo Blade Blvd/E Price Blvd	
118		
109	N Sumter Blvd/W Price Blvd	
97	Opal Sand Dr/Galapagos Ct	
84	14000 Tamiami Trl	America's Best Value Inn
81	11700 Mezzo Dr	Costco
79	5122 Cambay St	Residential
74	18000 Tamiami Trl	Home Depot
73	1251 S Toledo Blade Blvd	Publix
72	Pan American Blvd/Tamiami Trl	
69	4371 Aidan Ln	Linkster's Tap Room
69	6400 W Price Blvd	North Port Market
68	Tamiami Trl/S Salford Blvd	
68	Tamiami Trl/North Port Blvd	
66	17979 Tamiami Trl	Old Navy - Cocoplum
66	1253 S Sumter Blvd	Publix - Heron Creek
64	6940 Outreach Way	North Port Rehabilitation and Nursing Center
64	1055 Sun Market Pl	Wawa
62	1085 Grand Venture Dr	Circle K
62	6207 W Price Blvd	Morgan Family Community Ctr
62	Cranfield Cir/Barnsdale Cir	



*Excluded from heat map.

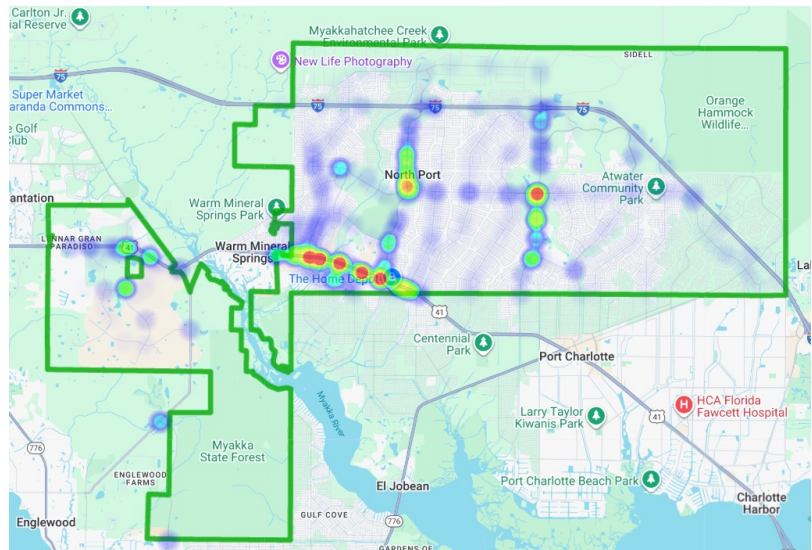
§ § §

FIGURE 3-6: Traffic Stops by NPPD, One-year Study Period

TRAFFIC STOPS

Red > 150 runs

RUNS	LOCATION
276	S Sumter Blvd/Tamiami Trl
263	E Price Blvd/N Toledo Blade Blvd
227	North Port Blvd/Tamiami Trl
162	Tamiami Trl/Tuscola Blvd
161	S Biscayne Dr/Tamiami Trl
152	Pan American Blvd/Tamiami Trl
136	N Sumter Blvd/W Price Blvd
121	Citizens Pkwy/S Toledo Blade Blvd
117	S Salford Blvd/Tamiami Trl
106	Sumter Crossing Dr/Tamiami Trl
103	Playmore Rd/S West Villages Pkwy
94	Morandi Ave/N Sumter Blvd
85	Kenvil Dr/S Toledo Blade Blvd
84	Ortiz Blvd/S Tamiami Trl
79	Mezzo Dr/S Tamiami Trl
79	Hansard Ave/N Sumter Blvd
78	Appomattox Dr/S Sumter Blvd
78	S River Rd/Winchester Blvd
73	North Port Blvd/S Biscayne Dr
70	Glenallen Blvd/W Price Blvd
65	Bobcat Trl/S Toledo Blade Blvd
64	N West Villages Pkwy/S Tamiami Trl
62	Grobe St/Tamiami Trl
55	Almonte Ter/Tamiami Trl
51	S Sumter Blvd/White Ibis Dr
51	N Toledo Blade Blvd/W Price Blvd



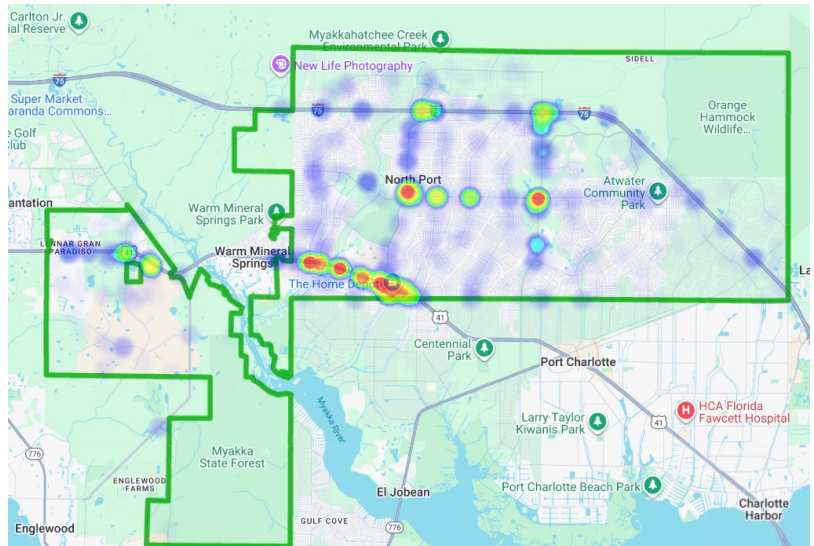
§ § §

FIGURE 3-7: Vehicle Accident Runs by NPPD, One-year Study Period

ACCIDENTS

Red > 25 runs

RUNS	LOCATION
43	S Biscayne Dr/Tamiami Trl
42	S Sumter Blvd/Tamiami Trl
35	N Sumter Blvd/W Price Blvd
28	E Price Blvd/N Toledo Blade Blvd
25	North Port Blvd/Tamiami Trl
24	Tamiami Trl/Tuscola Blvd
24	Pan American Blvd/Tamiami Trl
22	11700 Mezzo Dr
22	17000 Tamiami Trl
21	N I75/N Sumter Blvd
21	N Salford Blvd/W Price Blvd
19	N Cranberry Blvd/W Price Blvd
16	17179 Tamiami Trl
16	N I75/N Toledo Blade Blvd
15	S Salford Blvd/Tamiami Trl
12	1251 S Toledo Blade Blvd
12	Mezzo Dr/S Tamiami Trl
11	6400 W Price Blvd
11	14805 Tamiami Trl
11	Sumter Crossing Dr/Tamiami Trl
11	18000 Tamiami Trl
11	Bobcat Trl/S Toledo Blade Blvd
11	1100 S Main St
11	1790 S I75
11	N West Villages Pkwy/S Tamiami Trl



§ § §

SECTION 4. DEPARTMENT OVERVIEW

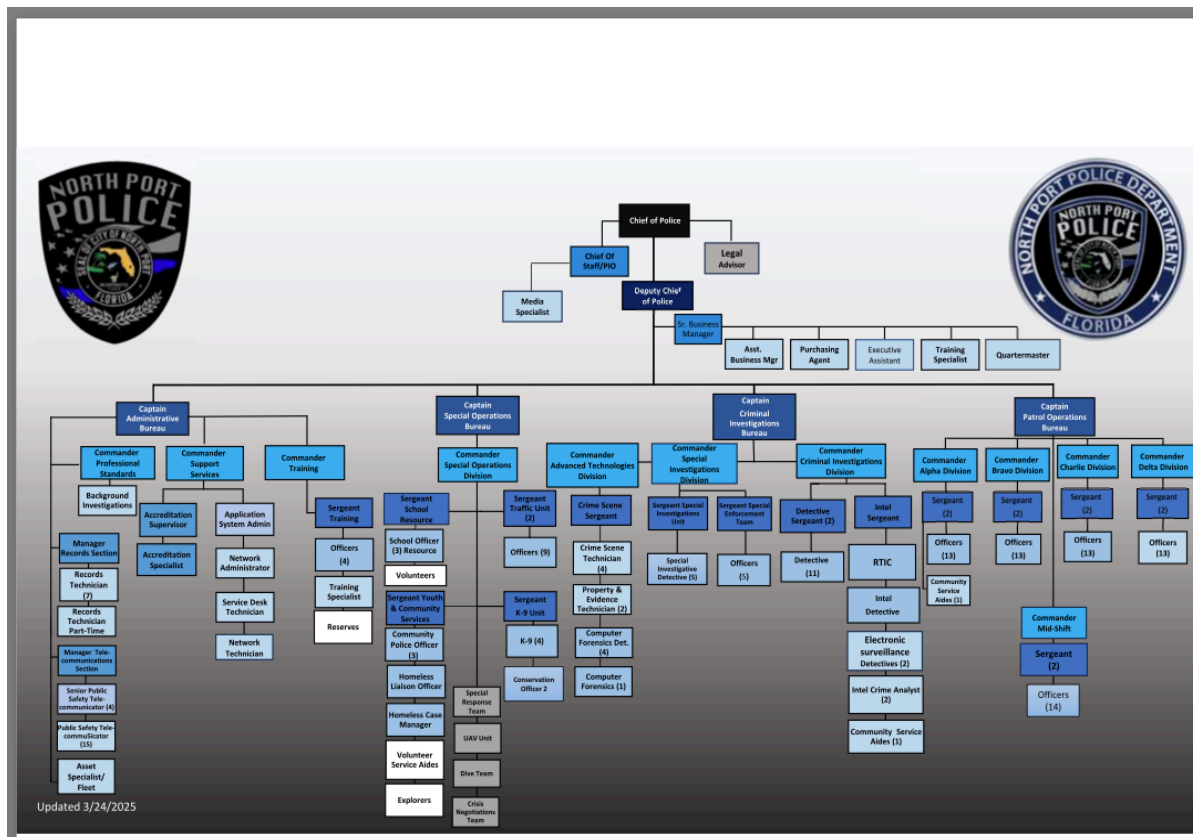
The North Port Police Department is the primary law enforcement agency for the City of North Port, Florida, a rapidly growing community in Sarasota County with more than 90,000 residents. It operates as a full-service municipal police department focused on proactive policing, crime prevention, community engagement, and maintaining public safety for residents, workers, and visitors.

The NPPD headquarters was built in 2006, when the department had 109 staff members (79 sworn officers and 30 civilians) serving a population of about 47,000. Today, NPPD has grown to 207 employees, plus many volunteers. The police building struggles to meet the agency's modern needs, and plans are underway to build a new facility to accommodate current and future growth. As of now, the funding for the new facility has not been identified.

The department has earned "Quadruple Excelsior" status, a Florida recognition for excellence in law enforcement standards.

NPPD is organized into four bureaus: Patrol Operations Bureau, Investigations Bureau, Special Operations Bureau, and Administrative Bureau, as denoted in the following organization chart.

FIGURE 4-1: North Port Police Organizational Chart



Source: North Port PD

Mission Statement

The Mission of the North Port Police Department is to provide the community with the highest level of law enforcement and crime prevention possible and to:

- Protect life and property;
- Preserve the peace;
- Prevent, reduce, and deter crime, and the fear of crime;
- Enforce the law fairly;
- Protect individual rights, and;
- To provide a safe and secure environment for all citizens.

In order to accomplish this mission, the Police Department will aggressively pursue crime prevention, crime suppression, investigative, and community-oriented programs. Our mission includes the creation of partnerships within the community we serve to secure and promote safety for all residents and visitors.

Vision Statement

The vision of the North Port Police Department is to be a Department committed to excellence, with quality of service to the community as a priority. The Department is a leader in the police service profession, with everyone utilizing a multi-philosophical policing approach in every enforcement task they undertake. We strive to partner with the community and work together to improve the overall quality of life that everyone can enjoy.

Every member of the organization is accountable for his or her actions and we are responsible to the community for all we do. Decisions are made based upon the mission, values and policies of the department, always mindful to do the right thing. The department values diversity and treats each other, and all members of the community, with dignity and respect. Members are committed to the prevention of crime and disorder and provide personalized police service tailored to the unique needs of our community.

Understanding that no community can be vibrant and prosper without public safety, we invite all citizens to help make this vision a reality and to ensure this vision drives decision-making in every facet of our daily lives.

We reaffirm our commitment to service and dedicate ourselves to the pursuit of excellence.

§ § §

Department Staffing

The following table shows the authorized and actual staffing, and vacant positions, as of the time of the CPSM study.

TABLE 4-1: North Port Police Authorized and Actual Staffing Levels

Position	Authorized	Actual	Vacant
Sworn			
Police Chief	1	1	
Deputy Chief	1	1	
Captain	4	4	
Commander	12	12	
Sergeant	22	22	
Corporal	12	12	
Officer	106	101	5
Total Sworn	158	153	5
Civilian²			
Managers	4	4	
Supervisors	7	6	1
Employees	46	44	2
Total Civilian	57	54	3
Total Employees	215	207	8

Source: NPPD – Effective November 2025

POLICY

The importance of good police policy lies in its role as a foundational framework that ensures accountability, consistency, and public trust in law enforcement. Clear, well-defined policies establish standardized procedures for critical functions such as use of force, arrests, searches, and community interactions, reducing the risk of arbitrary or discriminatory decision-making by individual officers. By setting explicit boundaries and expectations, good policies protect both civilians and officers from allegations of misconduct. Moreover, good policies serve as a legal and ethical shield for departments, minimizing costly lawsuits and enhancing operational legitimacy in the eyes of the public.

Effective police policy also drives organizational improvement and adaptation to societal changes. Regularly updated policies incorporate lessons from past incidents, advancements in technology (such as body-worn cameras), and evolving legal standards, enabling departments to address emerging challenges. Ultimately, it is the framework that promotes change within policing.

2. NPPD has several civilian positions with various titles that are assignment-specific. Many of the positions are mentioned in the body of the report. For the purpose of this table they were summarized.

An agency has two options for developing policy:

■ **Manage a policy manual internally.**

- Pros: Individualized to the agency; allows for historically consistent policy.
- Cons: Difficult to stay up to date with emerging industry changes.

■ **Subscribe to a policy subscription service.**

- Pros: Up-to-date, legally reviewed policies that are consistent with industry best practices and language. Easy to manage the process once developed.
- Cons: Requires agencies to move away from internally generated, historical policies.

The North Port Police Department manages its policy manual internally. The existing policies within the manual have been written “in-house” by NPPD employees over the course of several years. A civilian manager oversees the policy manual. We learned that NPPD shares and receives model policies through its accreditation partnerships with other Florida agencies. It will then modify those policy examples for NPPD operations.

Certain sections of this report highlight policies in the NPPD manual. Our team did not review every policy to ensure that it meets best practices in all areas. In general, we can have confidence that the existing policies meet Florida standards, as NPPD is accredited and the accreditation process ensures an in-depth review of policies in critical operational areas. However, there is no legal review attached to the implementation of a new or modified policy. Legal reviews are essential because they can protect an organization from poorly worded policies or the potential that policy language is legally incorrect.

Subscribing to a policy subscription service can be time-consuming during initial setup. But once the agency manual is established within these services, the updates are expedited and legally reviewed. Subscription services also include integrated attestation processes that confirm an employee has received the new policy, as well as a method for testing officers to ensure they understand the policy in a scenario setting. North Port has a process in which employees sign for a new policy, indicating they have received it and “understand” it. Subscription services go a step further in providing documented evidence that employees have been tested to ensure proper application.

North Port should explore a subscription-based service (e.g., Lexipol) to determine whether it better fits departmental needs. If NPPD elects to retain its current policy process, it is recommended that a legal review by a city attorney be incorporated into the development of a new policy or the modification of an existing one.

Accreditation

The North Port Police Department is accredited by the Commission for Florida Law Enforcement Accreditation. NPPD was first accredited in February 2000 and has been reaccredited every three years since then. In 2015, NPPD was upgraded to “Quadruple Excelsior” status, indicating a higher level of commitment to and compliance with Florida state standards. The department is very proud of the work it has committed to this process. This level is among the highest tiers attainable within the Florida accreditation system. NPPD is one of 18 agencies that have reached this level.

For context, law enforcement accreditation is a voluntary process through which police agencies are evaluated against a set of standards to demonstrate that they meet or exceed

established best practices in policing. These processes are designed to enhance accountability, reduce liability, ensure high-quality police service, and improve public confidence.

The Commission on Accreditation for Law Enforcement Agencies (CALEA) is a national body that performs this work. CALEA was established in 1979 and considers itself the “gold standard” for accreditation. However, agencies that have pursued CALEA have found it to be an expensive and time-consuming process. As a result, many states have established their own process, including standards and proofs that are similar to CALEA but state-specific. Florida is one of the states that has established its own process for state agencies.

NPPD employs a full-time civilian manager position to manage its accreditation process. This position also manages other administrative tasks, including management of the policy manual.

SUCCESSION PLANNING

Succession planning in police departments is critical to maintain operational continuity and institutional knowledge, particularly in environments where leadership turnover can disrupt public safety. Experienced commanders and specialized officers often retire or leave after decades of service, taking with them expertise in many critical areas of department operations. Without deliberate planning, departments risk knowledge gaps that weaken decision-making and strain remaining personnel who must compensate for lost capacity. Through a deliberate strategy and focused effort, agencies can plan for the future and minimize the leadership vacuums that have the potential to affect a department during unexpected retirements or transitions.

Effective succession planning also strengthens organizational resilience, morale, and diversity. Proactive development programs signal to officers that career advancement is attainable through merit and preparation, boosting retention and motivation across ranks. Moreover, planned transitions reduce the reliance on emergency promotions or external hires who may lack contextual understanding, minimizing costly missteps in policy implementation or community policing initiatives.

It should be noted that “succession planning” in this context does not mean that agency members early in their careers are handpicked as future managers and leaders. Policing should never work in that way; there should be fairness in opportunity based on merit, not favoritism. In this context, proper planning involves ensuring that personnel at certain stages in their careers receive specific training designed best to prepare them for their current positions and future success.

There are very good courses and training for police employees at various stages of their careers. For instance, there are management courses that focus on leadership and provide training in areas that career police officers typically do not face (city finance, administrative functions, HR related matters, etc.). Likewise, there are specialty courses for officers who are early in their career and who have been assigned to specialty units such as traffic investigations or human trafficking.

North Port PD does not have a codified succession plan. CPSM's interviews with NPPD staff indicated mixed feelings about the department's efforts in this area. For instance, in interviews with sergeants and mid-level managers, we were left with the impression that NPPD has done very little to address succession planning proactively or to prepare future leaders in the organization. We discussed this with management and received a different perspective.

Management provided training records for NPPD members who have undergone leadership-related training and also

provided a number of examples of "requested" training approved by management.



CPSM believes that NPPD should develop a codified succession plan.³ Doing so would lay the foundation for ensuring that all personnel who reach a particular stage in their career (position or rank) receive the specific training mandated for that position within a specified period of time. Beyond that, a plan could offer additional recommended training for employees seeking development opportunities. A plan such as this would let employees know what is expected of them when promoted or placed into a specialty assignment, and would communicate to them that mandatory training should be completed before additional training is requested.

Mid-management/Supervision Leadership Development

This issue highlights a second concern that we observed, which is also related to succession planning. We noted above discussions with some department leaders (sergeants and above) who would not give credit to the agency in areas where the agency was striving to improve its personnel. In this example, the agency was able to provide records that showed otherwise. We certainly understand that efforts may not be perfect, and there can be managerial / leadership inconsistencies that drive cultural and morale issues in the organization. CPSM is under no illusion that we can accurately diagnose an organizational issue in a short period of time with a small sampling of the organization. But we did observe a certain lack of ownership in department matters from some "leaders" (sergeants and above). We believe this should be addressed.

In some discussions with city/department leadership, we addressed leadership team building—where differences can be meshed out and institutional ownership can be expected—and which could benefit the organization. In those discussions, we learned that NPPD has already engaged a leadership coaching/mentorship program. However, at the time of this assessment, leadership coaching had not been delivered to anyone below the executive staff. An additional session with a cross-section of mid-level managers and supervisors is planned in the coming months. We applaud the organization for taking this step and suggest that the coach commit time to helping those leaders understand that their words and actions have consequences that affect all personnel below them. What we saw being modeled by some mid-level leaders was also being modeled by officers below them in the department.

3. This recommendation goes with the Master Training Plan recommendation in the following section of this report.

STRATEGIC PLANNING

Strategic planning is crucial for any organization aiming to achieve long-term success in an ever-changing environment. It provides a clear roadmap that aligns resources, efforts, and goals toward a shared vision, preventing reactive decision-making and wasted opportunities. By systematically assessing strengths, weaknesses, opportunities, and threats (SWOT analysis), strategic planning enables proactive responses to challenges and market shifts. Without it, cities/police departments risk drifting aimlessly and misallocating resources.

The North Port Police Department does not have its own strategic plan. However, the City of North Port does have a current "Strategic Vision Plan" that is effective through 2025.

POLICE DEPARTMENT BUSINESS MANAGEMENT FUNCTION

The CPSM team was asked to evaluate NPPD's business management function and provide observations for future improvement. The consultant team spent time with embedded police department business team members. There has been considerable turnover in this function in recent years and several anomalies have been identified both internally and by City Finance. The following is a list of some, but not all, concerns noted by business management staff at the police department in recent months:

- Inconsistent purchasing practices by police staff.
- Unapproved deviation from approved purchases by police staff.
- Unclear contractual processes and follow-through.
- Real or perceived confusion on established purchasing practices.
- Lack of communication and decisive help from City Finance.
- Unclear purchasing protocols emanating from City Finance.
- Lack of training on the nuances of North Port's financial protocols.

Business management staff embedded in NPPD are quick to point out that the new City Hall Finance Director is addressing many of the concerns noted, and some concerns have been resolved. The current business manager has extensive experience in this area and was previously employed by a nearby county, so is familiar with generally accepted accounting principles (GAAP) and nuances of public entity budgeting.

Internally, the business management function at NPPD has implemented "Smart Sheets" and is relying more heavily on the use of Power DMS to build protocols and system improvements such as digital submissions, tracking of submittal documents, and creating real-time budget analysis. Additionally, the following internal safeguards have been implemented:

- MOUs created through the use of Power DMS software.
- Contracts are created and or uploaded to Power DMS.
- Re-creation of workflows.
- Working in alignment with job descriptions.
- Outreach to the City Finance Director for improved communications and guidance.
- Grant tracking and overview.

City Hall Finance Observations

CPSM staff reached out to the City Finance Director, who described the NPPD business manager's reporting relationship as historically a direct report to the Police Department Chief rather than to city hall leadership.

The finance director noted significant turnover and confusion within the NPPD business manager's office, and that the city's Finance Department has experienced turnover as well. Finance staff have often been in the dark about purchasing processes within the police department, and are only made aware of issues once they are well down the path and, occasionally, beyond the point of intervention.

Finance staff advised that procedures are now being jointly developed, with a training manual being created to standardize processes and ensure policy adherence. Finance staff typically do not experience similar issues with other departments, such as Public Works, so the assumption is that the Police Department lacks processes or attention to detail. Finance staff is also quick to point out that new business manager staff are far more dialed into proper protocol and adherence to financial best practices, as the concerns of past months are now being more fully addressed, and NPPD staff are viewed as wanting to cooperate and follow the correct processes.

Current business manager staff are being tasked with creating and implementing Standard Operating Procedures (SOPs) and for training NPPD staff to ensure compliance with City Hall purchasing requirements.

A recurring theme in working with police department staff is that communication is often lacking, especially in the early stages of a purchase, which could have been avoided with a simple call to City Hall for clarification on best practices and/or policy. As noted above, positive changes have been occurring and the purchasing anomalies of the past have largely been corrected or are on track to be corrected. CPSM staff learned that these purchasing anomalies have not been prevalent in other city departments, suggesting that the NPPD needs to understand better and/or follow the purchasing protocols currently in place.

Finance staff are optimistic that the issues experienced with NPPD staff in the past regarding purchase processes have been mainly corrected, and look forward to a much more collaborative partnership with NPPD business staff. CPSM staff made a note and suggested that formalized training be provided across all departments on evolving purchasing practices, so that these problems and challenges are not inadvertently replicated elsewhere and so that staff are fully aware of protocols and expectations.

Recommendations:

- CPSM recommends that NPPD evaluate a policy subscription service to see if it will enhance its police policy process. (Recommendation No. 1.)
- If NPPD elects to retain its current policy model, CPSM recommends conducting a legal review when implementing or modifying a new or existing policy. (Recommendation No. 2.)
- CPSM recommends that NPPD develop a succession plan. (Recommendation No. 3.)
- CPSM recommends that the NPPD Executive Coaching Service focus on mid-management / supervision leadership development. (Recommendation No. 4.)

§ § §

SECTION 5. ADMINISTRATIVE BUREAU

Effectively managing a complex police department requires a strong emphasis on administrative and support tasks, including hiring, training, equipment procurement, fleet operations, technology implementation, records management, emergency telecommunications, and facilities maintenance. The department's Administrative Bureau oversees these functions.

The Administrative Bureau is led by a captain who supervises three sworn commanders, each heading a division, along with two civilian managers overseeing the Records and Telecommunications Sections, and a civilian Logistics Officer responsible for managing the department's fleet of vehicles and facilities.

The following table provides details about staff allocation for the Administrative Bureau during FY 2024/2025, including a breakdown of sworn and professional personnel.

TABLE 5-1: Administrative Bureau Authorized Staffing Levels for FY 2024/2025

	Sworn	Civilian	Part-Time
Administration Bureau			
Captain	1		
Logistics Officer		1	
Professional Standards Division			
Commander	1		
Background Investigator		1	
Records Section			
Manager		1	
Supervisor		1	
Records Specialists		4	
Digital Records Specialists		2	
Records Technician (Part-time)			1
Telecommunications Section			
Manager		1	
Senior Public Safety Telecommunicator		4	
Public Safety Telecommunicator		15	
Support Services Division			
Commander	1		
Accreditation Supervisor		1	
Accreditation Specialist		1	

	Sworn	Civilian	Part-Time
Network Administrator		1	
Service Desk Technician		1	
Network Technician		1	
Application Administrator		1	
Training Division			
Commander	1		
Sergeant	1		
Officers	4		
Training Specialist		1	
Reserve Officers	5		
Total	9⁴	37	1

4. The total sworn allotment does not include the five part-time volunteer reserve officers.

RECORDS SECTION

The Records Section functions as the central storage for the department's police reports and related documents. It is responsible for maintaining, processing, and distributing reports and citations in accordance with Florida's public records laws. Records is also tasked with responding to public records requests for police-related information.

Department SOP 102 offers detailed guidance on policies and procedures related to Records, including the following:

- Filing and storing reports.
- Processing public records requests.
- Executing seal and expungement orders.
- Records destruction.
- Access and security of records.
- National Incident-Based Reporting System (NIBRS) and Federal Bureau of Investigation Uniform Crime Reporting (UCR) procedures.
- Records staff training.

Records underwent a reorganization in March 2025 in consultation with the City Clerk's Office. The primary focus of the restructuring was to enhance the timeliness of the department's responses to public records requests. The department aims to generally reply to public information requests within five days, acknowledging that extensive requests may take up to two weeks. The reorganization involved changing records technicians to records specialists and placing a greater emphasis on specific assigned job functions for Records staff.

The following table shows the full-time equivalent staffing allocation for Records during FY 2024/2025.

TABLE 5-2: Records Section Staffing for FY 2024/2025

Position	2024/2025 Authorized FTE
Manager	1
Supervisor	1
Records Specialist I	2
Records Specialist II	2
Digital Records Specialists	2
Records Technician (Part-time)	1
Total FTE	8.5

The Manager directly supervises two Digital Records Specialists and the Supervisor. The Supervisor oversees two Records Specialists I's, two Records Specialists II's, and the part-time Records Technician. Records Specialists I's are primarily responsible for handling daily requests from the State Attorney, vacation house checks, liaison work with allied agencies, and subpoenas. Records Specialists II's mainly assist with reviewing and redacting audio and video recordings, such as body-worn cameras (BWC), in-car camera footage, and documents, as well as reviewing daily paperwork, facilitating NIBRS and UCR data, ensuring report and data quality,

and supporting Records Specialist I duties. Digital Records Specialists mainly spend their time processing extensive public records requests (defined as requests that take more than 30 minutes to complete). A significant portion of their time is dedicated to reviewing and redacting videos, including BWC recordings, before public release. Lastly, the part-time Records Technician helps with public records requests within the police station lobby.

Records currently offers public access on Mondays from 1:00 p.m. to 4:00 p.m., and from 9:00 a.m. to 4:00 p.m., Tuesday through Friday. The part-time Records Technician mainly provides the lobby service with help from the Records Specialist I's. However, as discussed later in this section, adding an extra Digital Records Specialist along with a Retention Specialist would enable Records to provide public services Monday through Friday from 9:00 a.m. to 5:00 p.m.

Records staff work a staggered schedule to ensure service is available to day and night shift officers. Records staff are generally on duty from 5:30 a.m. to 4 p.m. during the workweek.

Records staff accomplish a substantial amount of work. The following table shows the number of police reports processed by Records in 2022–2024.

TABLE 5-3: Police Reports Processed, 2022–2024

Year	Police Reports Processed
2022	9,124
2023	9,390
2024	9,619
Total	28,133

The following table shows the number of information requests processed by Records in 2022–2024.

TABLE 5-4: Information Requests Processed, 2022–2024

Year	Total	Public Requests	Internal Requests
2022	4,808	2,101	2,707
2023	5,022	2,709	2,313
2024	5,288	3,480	1,808
Total	15,118	8,290	6,828

The data shows that from 2022 to 2024, reports processed by Records increased by 5.4 percent (an added 495 reports). At the same time, the number of information requests grew by 10 percent (an increase of 480 requests). As law enforcement scrutiny is expected to continue or even rise, it is reasonable to assume that police reports and information requests will either stay at current levels or grow further. Additionally, due to the growing complexity of law enforcement—such as the use of BWCs, in-car cameras, and technological advances—the complexity of both police reports and related information requests will also increase, making them more burdensome and time-consuming to process and manage.

The review of Records highlights several areas for potential improvement. Although the department aims to respond to extensive public records requests within one to two weeks, current response times range from approximately four to six weeks. This delay is mainly due to the volume of recorded media that must be reviewed and redacted before public release. It was reported that Records generally maintains an average of 250 to 350 hours of work associated

with pending extensive public records requests. To better achieve the goal of responding within one to two weeks, it is recommended that Records add an additional Digital Records Specialist. The addition of one specialist is expected to help Records meet the targeted response time for extensive public records requests.

Additionally, although Records is tasked, per department SOP, with managing the purging of records and the execution of seal and expungement orders, current staffing levels do not support having a dedicated staff member for these duties. Instead, staff are primarily assigned to handle the ongoing flow of reports and citations, as well as respond to public records requests. This has led to a significant backlog of documents within Records. In particular, documents dating back to 2012 have not been evaluated for purging or destruction. Therefore, it is recommended that Records create a new Retention Specialist position. This role will be responsible for conducting and overseeing records purging and destruction, along with executing seal and expungement orders. Additionally, this position may assist in preparing responses to public records requests and ensuring Records services are available to the public Monday through Friday, 9:00 a.m. to 5:00 p.m.

Lastly, as previously discussed, Records has both Specialist I and Specialist II positions. The Specialist II roles include all duties of Specialist I, such as reviewing and redacting audio and video recordings such as BWC videos, in-car camera footage, and documents, along with daily paperwork review, NIBRS and UCR data facilitation, and report and data quality control. In a relatively small unit such as Records, cross-trained staff capable of performing similar tasks offer greater flexibility when assigning work, including redundancy in case of absences or unexpected vacancies. Therefore, it is recommended that the Specialist I positions be reclassified as Specialist II. Additionally, all future Specialist roles should be hired and trained to meet the standards of Specialist II.

Records Section Recommendations:

- CPSM recommends the addition of a digital records specialist position. (Recommendation No. 5.)
- CPSM also recommends the addition of a Retention Specialist position. (Recommendation No. 6.)
- Provided that Records adds the Digital Records Specialist and Retention Specialist positions, public services should be expanded to Monday through Friday, from 9:00 a.m. to 5:00 p.m. (Recommendation No. 7.)
- Reclassify Specialist I positions as Specialist II, and ensure all future Specialist roles are hired and trained consistent to the Specialist II job description. (Recommendation No. 8.)

§ § §

TELECOMMUNICATIONS SECTION

The dispatch and communications function is a vital part of an effective public safety and law enforcement agency. Often the first point of contact for a citizen seeking help, emergency dispatchers play a crucial role in shaping the community's attitude toward the agency. The speed and accuracy with which they gather information from callers and relay it to responders significantly affect the safety of citizens, officers, and fire/EMS personnel alike. In cases of crimes in progress, their work can significantly influence the chances of apprehending criminals.



NPPD is fortunate to have a dedicated and well-trained Communications Center available to answer telephone calls and coordinate police responses 24/7. SOP 801.02 provides procedures and regulations for telecommunications operations, including communication expectations, radio channel selection, handling of sensitive information, unit assignment to calls for service, dispatching crimes in progress, checking on the safety of officers during traffic stops or other high-risk incidents, canceling or reclassifying calls for service, call priorities 1-5 (with priority 1 as an emergency and priority 5 as a non-emergency), use of alert tones, tactical

dispatch plans, and review of recorded transmissions. The policy is supported by several additional SOPs that offer further guidance on Communications operations. The overall direction for Communications aligns with well-established law enforcement practices.

The following table shows the staffing for Communications in FY 2024/2025.

TABLE 5-5: Communications Section Staffing for FY 2024/2025

Position	2024/2025 Authorized FTE
Manager	1
Senior Public Safety Telecommunicator	4
Public Safety Telecommunicator	15
Total	20

Telecommunicators and supervisors work 12-hour shifts, either from 6:00 a.m. to 6:00 p.m. or from 6:00 p.m. to 6:00 a.m., with no overlap coverage. Staff indicate that the schedule allows for sufficient coverage and a smooth transition between shifts. Notably, it was learned that Communications staff are permitted to exercise within certain limits for 30 minutes per shift. This provides a valuable opportunity for staff to move around and de-stress during their extended shift, which is typically sedentary and stressful. Continuing this practice is recommended.

The Communications staffing allocation includes one supervisor and three telecommunicators for each of four teams. However, Communications requires at least two telecommunicators and/or a supervisor on each shift. Having four employees per team, when only two are needed per shift, allows staff to take leave, cover temporary vacancies, and staff shifts above the minimum requirement.

A Public Safety Answering Point (PSAP) is the initial contact point for 911 calls. When someone dials 911, their call is directed to the nearest PSAP, where trained emergency dispatchers

evaluate the situation and coordinate the necessary response. Whether it involves a medical emergency, a fire, or a law enforcement issue, PSAPs are essential in making sure that help arrives as quickly and efficiently as possible. A primary PSAP may handle emergency service requests within the same communications center or transfer the call to another agency (e.g., fire, EMS, or law enforcement).

Currently, 911 emergency calls originating within the City of North Port are answered by the Sarasota County Sheriff's Office (SCSO) as the primary PSAP. When SCSO answers a 911 call requesting police assistance from the NPPD, they transfer the call to NPPD Communications, which then gathers the necessary information and initiates the appropriate emergency response.

It was observed that this arrangement sometimes causes problems because staff reported incidents where SCSO failed to transfer calls promptly to NPPD Communications, leading to delays in service, or transferred calls that were not suitable for an NPPD emergency response.

This arrangement has several disadvantages for the department and the city. First, for 911 callers seeking police assistance, there is an unavoidable delay caused by having SCSO answer the call, speak with the caller to assess their needs, recognize that the caller requires NPPD services, and then transfer the call to NPPD Communications. Second, this setup understandably and predictably leads residents and businesses within the city to contact NPPD Communications directly using non-emergency lines rather than calling 911, since they know the 911 call will be answered by SCSO personnel. This pattern is particularly concerning because it undermines the main benefits of the 911 system, including the ease of dialing for help during emergencies and the priority given to call answering and response by Communications.

It is recommended that the department take on the primary PSAP designation for 911 calls originating within the city. This would allow NPPD Communications to serve as the initial contact point for such calls. If a caller requests police assistance, Communications will be positioned to dispatch resources quickly. For fire, EMS, or other services, Communications can connect the caller to the appropriate agency. An important benefit of having NPPD telecommunicators handle 911 calls within the city is their familiarity with local landmarks, roads, businesses, and activities. This familiarity naturally reduces the time needed for an NPPD telecommunicator to identify the caller's location and relevant details, resulting in faster response times by emergency personnel. We understand this recommendation is complicated due to the relationship with Sarasota County and the county must be willing to work with NPPD to allow this transition to take place. NPPD advised that up this point the county is unwilling to allow this change. However, we believe it is a recommendation that is still in the best interest of the community.

The following table displays the number of telephone calls answered by Communications from 2022 to 2024.

TABLE 5-6: Answered Telephone Calls by Communications, (2022–2024)

Year	Total Telephone Calls Answered	Number of 911 Calls Transferred from SCSO
2022	42,739	6,228
2023	44,311	8,275
2024	45,113	7,193

An impressive aspect of the Communications section is its dedication to training NPPD telecommunicators. Communications has developed a comprehensive training manual that

guides the 240 hours of state-mandated training conducted on-site at NPPD. The training is delivered by experienced NPPD staff. It includes seven to nine weeks of instruction on answering emergency calls for service, two weeks dedicated to teletype familiarity and operation, five to seven weeks of police radio dispatch training, and an additional two to four weeks for trainees to demonstrate their skills under the supervision of a trainer.

NPPD Communications personnel are all cross-trained in call taking and police dispatching, which provides flexibility in staffing. A core philosophy, reaffirmed and consistent with training best practices, is NPPD Communications' emphasis on "training the individual," not the position. This approach is particularly important for high-stress and complex roles such as telecommunicators. This philosophy and mindset position NPPD Communications for success in its training efforts.

Notably, Communications is not facing difficulties in recruiting and retaining telecommunicators. Nationally, agencies are encountering significant challenges in recruiting and keeping emergency telecommunicators. According to a 2024 survey by the National Emergency Number Association, 82 percent of more than 1,400 respondents reported that they cannot fill open positions.⁵ However, staff reported that Communications has sufficient prospective employees to fill expected vacancies. It is likely that the leadership and training approach within Communications produces dedicated and committed telecommunicators to a degree that exceeds the national average.

However, it is recommended that the department increase staffing in order to create a dedicated Communications Training Coordinator position. Currently, the ongoing training of telecommunicators is managed by staff as collateral duties alongside their full-time roles in Communications. A training coordinator would ensure that the comprehensive training program created by NPPD Communication remains current and aligned with the latest training trends and content, without overburdening staff who already face demanding and challenging positions as telecommunicators. This could be achieved by adding an additional Senior Telecommunicator position, which would enable Communications to assign a supervisor as the training coordinator and enhance supervisory redundancy within Communications. To facilitate this, it is recommended that the Senior Telecommunications Operator job description be reviewed and revised to include the following duties:

- Maintain training compliance and certification for all telecommunicators.
- Maintain, update, and facilitate the recertification of the telecommunications training program.
- Maintain, update, and instruct the telecommunicator recruit curriculum.
- Participate in training advisory meetings.
- Plan, schedule, and conduct telecommunicator training meetings biannually or as needed.
- Facilitate biennial recertification processes for all Communications staff.
- Conduct annual in-service training for all telecommunicators to ensure compliance with state training requirements.
- Create lesson plans for training programs.

5. <https://carbyne.com/the-pulse-of-9-1-1-2024-ebook-2/?submissionGuid=d11540ee-c43f-4316-a2ee-6b7ff9964379>

- Conduct monthly quality assurance evaluations for all telecommunicators and refer identified discrepancies and incidents of underperformance to the telecommunications manager.
- Collaborate with surrounding agencies and academies to continue to advance the training efforts and needs of Communications personnel.
- Perform the duties of a telecommunicator as needed.

Regarding the ProPhoenix Computer-Aided Dispatch (CAD) system used by the department, it was discovered that the function allowing telecommunicators to dispatch the closest officers to incidents using patrol vehicle GPS data was inoperable. It is essential for telecommunicators to know the location of officers and their assigned vehicles when dispatching or coordinating emergency responses. It is recommended that the GPS-enabled dispatching functionality tied to vehicles be restored to provide telecommunicators with consistent and reliable GPS data for officers' vehicles.

Telecommunications Section Recommendations:

- NPPD Communications should serve as the primary PSAP for all 911 calls within the city. (Recommendation No. 9.)
- CPSM recommends the addition of a Senior Telecommunicator position to enable Communications to create a Training Coordinator role. (Recommendation No. 10.)
- Continue allowing telecommunicators to exercise 30 minutes per shift. (Recommendation No. 11.)
- Ensure the functionality of patrol vehicle GPS-enabled dispatching. (Recommendation No. 12.)

§ § §

ASSET MANAGEMENT, FLEET, AND FACILITIES

The department presently has one full-time civilian Logistics Officer (LO) responsible for managing department assets, fleet, and facilities services. With support from the quartermaster, the LO is tasked with managing, inventorying, assigning, and maintaining equipment such as police radios, radars, automated external defibrillators (AEDs), fire extinguishers, and in-car cameras.

Along with managing equipment, the LO oversees a fleet of more than 300 vehicles, ensuring they are properly maintained and ready for use. This involves coordinating with city fleet services as well as vendors and dealers who offer service, installation, and maintenance for department vehicles. During this review, it was found that the LO often needs to transport department vehicles to these service providers, which can be a 30-minute drive. Because the LO works alone, they must either find someone to drive them back, hire a rideshare, or wait at the service location until the work is done. This creates significant inefficiencies in fleet management and could be improved by hiring a full-time logistics assistant to support the LO, as discussed later in this section.

As part of fleet management, outfitting all new police vehicles requires installing specific equipment, including the following:

- Light bars.
- Mobile radios.
- Radar.
- Push and PIT bar bumpers.
- Emergency lights and siren.
- Prisoner cage.
- Spotlight.
- Laptop computer mount.
- Gun rack.
- In-car camera.

Each patrol vehicle is outfitted through a contracted service provider, a common practice in the police industry. The current provider is reportedly able to outfit one vehicle per week. However, it was noted that the service level of the provider has fluctuated over time. Therefore, it may become necessary to consider using another or an additional vehicle outfitting provider if the current contractor is unable to outfit vehicles as needed by the department.

It has been determined that the current configuration of marked police vehicles requires AEDs to be installed only in vehicles assigned to supervisors. Throughout law enforcement, it has been observed that installing AEDs in all police vehicles increases the chances of having an AED near a victim in need of emergency help, often enabling department members to take lifesaving actions. Therefore, it is advised that AEDs be installed in all department vehicles.

Regarding fleet replacement, it was learned that marked patrol vehicles are generally replaced at five years or at 80,000 miles, while non-patrol vehicles are replaced at six years or at 80,000 miles. These replacement guidelines are consistent with police operations nationwide. Additionally, it was learned that the department maintains an inventory of approximately two

dozen vehicles in a “spare fleet” to be used in place of vehicles that become inoperable and while vehicles are being replaced or outfitted.

The department maintains a take-home vehicle program for employees, which is governed by SOP 201.06. The policy allows employees to take their assigned vehicle home if they live within a bordering community and within a 20-mile radius outside the city. The vehicle must be parked at the employee’s residence (driveway) or at the nearest fire station within a 20-mile radius. Sworn members living within 40 miles of the city limits may also take their vehicles home. Additionally, employees assigned marked or unmarked patrol units may use the vehicle within city limits during off-duty periods if they live in the city or are on-call at the time. This policy provides recruiting and retention benefits, along with operational advantages, and aligns with police practices nationwide.

The LO is also responsible for acting as the department’s primary liaison for facilities issues, including maintenance. The LO collaborates with the City Facilities Department whenever department staff encounter facilities problems to ensure repairs are completed. It was learned that the department has outgrown its current facilities, causing staff to work in closet spaces and other areas not conducive to a comfortable and efficient work environment. It is recommended that the department develop a plan to secure the necessary facility assets to provide suitable work conditions for all staff.

The duties assigned to the LO are diverse and complex. From fleet administration and facilities maintenance to asset management, the LO often needs to transport assets to various locations, frequently miles outside the city. These responsibilities require hiring a full-time Assistant LO to support the current LO. The assistant will add redundancy within the department across the different areas managed by the LO and provide logistical support, which will improve the LO’s efficiency and effectiveness in their duties.

Asset Management, Fleet, and Facilities Recommendations:

- Monitor the performance of the current vehicle outfitting contractor and consider adding another service provider or contracting with a different one if the current contractor cannot efficiently outfit vehicles that meet the department’s operational needs. (Recommendation No. 13.)
- Install AEDs in every department vehicle. (Recommendation No. 14.)
- Develop a plan to acquire the essential facility assets needed to ensure appropriate work conditions for all employees. (Recommendation No. 15.)
- Create a full-time civilian assistant position to support the current Logistics Officer. (Recommendation No. 16.)

§ § §

PROFESSIONAL STANDARDS DIVISION (PSD)

PSD is led by a commander and supported by a civilian background investigator. However, due to the recent loss of the background investigator, PSD has operated with a temporarily assigned officer conducting background investigations while a new background investigator is hired. PSD is responsible for conducting pre-employment background investigations, internal affairs (IA) investigations, reviewing all use of force (UOF) and pursuit incidents, maintaining the department's log of disciplinary actions, facilitating promotional processes with the assistance of hired consultants, conducting Live Scans, coordinating annual physicals for all employees, administering light-duty and injured employee actions, assisting with public information request responses, and conducting or reviewing department audits.

The following table displays the staffing allocation for PSD in FY 2024/2025.

TABLE 5-7: PSD Staffing for FY 2024/2025

Position	2024/2025 Authorized
Commander	1
Civilian Background Investigator	1
Total	2

Background Investigations

The law enforcement profession consistently faces the challenge of renewing its ranks. For nearly every agency, this remains an ongoing effort. However, for some time now, 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 more difficult. This has contributed to a growing shortage of law enforcement officers across the country.

The department is committed to recruiting and hiring diverse, high-quality personnel by carefully evaluating their integrity, good moral character, skills, knowledge, and abilities. To fill current and future vacancies for all positions, recruitment efforts focus on attracting qualified applicants. However, to maintain public trust and confidence, the department recognizes that the selection process is crucial for ensuring operational effectiveness.



Department SOP 100.05 outlines guidelines for recruitment and personnel selection by department staff. The SOP mandates that recruitment for police officers remains open to maintain a continuous pool of eligible applicants for current and future positions. It designates the following responsibilities to the Administrative Bureau regarding the selection process:

- Liaison with Human Resources.
- Coordinate application processing.
- Plan and organize the execution of physical ability tests.
- Schedule and conduct oral interviews.

- Schedule polygraph examinations.
- Conduct background investigations.
- Coordinate psychological assessments with HR assistance.
- Maintain and file records of each applicant's selection process.

The SOP specifies that background investigations must cover the following elements:

- Educational background.
- Employment background.
- Military background (if needed).
- Driving history / driver's license check.
- Financial history.
- Criminal history.
- Local records check.
- Fingerprints check.
- NCIC/FCIC check.
- Family history.
- Marital history.
- Civil history.
- Personal reference checks.
- Psychological examination.
- Residential history.
- Roommate history.
- Licensing history.
- Social media check.
- Florida Department of Law Enforcement (FDLE) Automated Training Management System (ATMS) check.
- National decertification index check.

Law enforcement agencies should be aware of both their personnel demographics and the community demographics they serve. In line with community policing principles, the SOP explicitly states that the department intentionally hires a diverse workforce.

The following table shows the demographic data for the department.

TABLE 5-8: NPPD Demographic Data

	Male	Female	White	Asian	African American	Hispanic	Other
NPPD Sworn	138	20	130	3	5	19	1
NPPD Civilian	16	39	48	2	1	4	0

The following table shows demographic data as percentages for the department compared to the City of North Port.

TABLE 5-9: Demographics by Percentage of North Port Residents⁶ and NPPD Employees

	Total	Male	Female	White	African-American	Hispanic	Asian	Other*
City of North Port	88,931	49%	51%	76%	4%	14%	1%	5%
NPPD Personnel**	213 ⁷	72%	28%	84%	3%	11%	2%	1%

Note: *Hispanic includes respondents of any race. Other categories are non-Hispanic. **Includes sworn and non-sworn employees.

It is common across the country for law enforcement agencies to have a higher percentage of male employees than the community they serve, while the percentage of female employees is lower compared to the community. According to the national 30 by 30 Campaign, which aims to increase the number of women in law enforcement, women make up less than 14 percent of sworn officers nationwide. The department's percentage of sworn women is about 13 percent, which aligns with the national average. However, in terms of race or ethnicity, the department closely reflects the community it serves. It is recommended that the department continue to monitor demographic trends both in the community and within the department to ensure they remain aligned.

The department regularly employs a civilian background investigator trained according to Florida law enforcement standards to conduct background investigations. However, due to an increase in IA investigation activity and the recent departure of the civilian background investigator, the captain overseeing Administrative Services has taken a leadership role in managing departmental background investigations with help from a temporarily assigned officer. In addition to managing background investigations, the position also involves coordinating candidate application reviews, testing, and pre-employment interviews.

A review of the historical background investigation data shows that the department has not recorded the number of background investigations conducted. It is advisable for the department to establish a process to log the number of investigations each year, along with tracking the number of employees hired. This data can often be used to improve recruiting efforts and better understand the barriers faced by personnel seeking employment within the department.

6. Source: <https://censusreporter.org/profiles/16000US1249675-north-port-fl/>.

7. This number differs from previous totals only because of the effective date of the report from NPPD.

The following table shows the number of employees hired by the department from 2022 to 2024.

TABLE 5-10: Number of Employees Hired by the NPPD, 2022–2024

Position	2022	2023	2024
Sworn	15	19	19
Civilian	6	15	14
Total	21	34	33

It was reported that both civilian and sworn background investigations take about three months to complete. While this average matches the time frame of law enforcement agencies nationwide, it is recommended that the department implement background investigation software that automates many of the investigative steps. This would make the investigations more efficient and quicker. Besides saving time, the software would also improve the data retention efforts mentioned earlier. One widely used background investigation software is eSOPH by Miller Mendel Inc., however, there are several other solutions the department might find helpful.

Background Investigations Recommendations:

- Create a system to track and record the annual number of background checks, including hires and those who fail, along with reasons for failure, separated by sworn and non-sworn applicants. (Recommendation No. 17.)
- Consider using background investigation software to improve operational efficiency and data collection. (Recommendation No. 18.)
- Continue monitoring demographic trends in the community and within the department to ensure alignment between the department and the community it serves. (Recommendation No. 19.)

Internal Affairs (IA)

Department SOP 701.01 guides IA investigations. The department's policy is to promptly and thoroughly investigate all allegations, from any source (including anonymous), of misconduct by departmental personnel.

The SOP requires that all complaints be received in a professional, polite, and courteous manner, whether submitted in person, via telephone, or through other means. The department has published the Citizen Complaint Affidavit (Affidavit) to document complaints against employees. This form is available at the police station, can be delivered by a supervisor to a complainant, can be mailed to a complainant, and is accessible on the department website. However, it was noted that the complaint form is only available in English. It is recommended that the complaint form be made available in languages other than English to serve community members better.

The SOP categorizes complaints as Category I and II, and differentiates between IA investigations and "division-level investigations." IA investigations, which are defined as investigations of a moderate to serious nature, are typically conducted by the Commander overseeing PSD under the supervision of the Administrative Bureau Captain. "Division-level

investigations” are usually carried out by the employee’s supervisor under the oversight of the Bureau Captain. “Division level investigations” are described as inquiries into allegations against a department member for minor violations of department directives, including complaints related to inadequate police service, which would result in discipline no higher than a written reprimand.

The following table shows the number of complaints received and the IA investigations conducted from 2022 to 2024.

TABLE 5-11: Complaints and IA Investigations, 2022–2024

Year	Total Complaints	IA Investigations Conducted
2022	16	2 ⁸
2023	27	4
2024	27	4

For allegations investigated pursuant to an IA investigation, the investigator is responsible for providing findings for each allegation investigated. The possible findings include the following:

- **Unfounded:** The investigation proved the allegation was either false or there was no credible evidence to support it.
- **Not-Sustained:** The investigation could not prove or disprove the allegation.
- **Sustained:** The investigation proved the allegation against the member or the agency was true.
- **Exonerated:** The investigation proved the allegation was true, but the action of the officer or the agency was justified, consistent with departmental policy.

The following table presents the findings for allegations investigated under an IA designation in 2022 through 2024.

TABLE 5-12: Findings for Allegations Involving IA Investigations, 2022–2024⁹

Year	Unfounded	Exonerated	Not Sustained	Sustained
2022	1			
2023	3		1	2
2024			3	7

A review of the data indicates that 85 percent of complaints received by the department over the past three years have been relatively minor and were able to be addressed without an IA investigation. Of the ten complaints handled through an IA investigation, more than half of the allegations investigated were found to be sustained.

Reviewing Personnel Complaints

Regarding the review of complaints received by the department, the SOP states that the Division Commander will review all complaints of member misconduct within their divisions. Allegations of violations are then forwarded through the chain of command to the

8. One of the investigations was administratively closed due to the death of the subject employee.

9. Some IA investigations involve more than one allegation. Therefore, there may be more findings per year than IA investigations.

Administrative Bureau Captain. The Administrative Bureau Captain reviews and discusses Category I and II complaints with the Chief of Police, who decides whether an IA investigation or a division-level investigation should be conducted.¹⁰

The review of complaints and administrative direction regarding what should be investigated following filed complaints is crucial for the health of a law enforcement agency and for public trust. Administrative leaders must carefully evaluate all complaints, identify explicit and implied allegations against employees, determine what needs to be investigated, which employee is involved, and who will conduct the investigation. Therefore, it is essential that the complaint analysis be thorough, deliberate, and properly documented. To achieve this, it is recommended that the department formalize the complaint analysis functions carried out by the Administrative Bureau Captain and Chief of Police. This formalization should include a written summary of each policy or law violation alleged in a complaint, specifying which employee(s) are accused, whether each allegation will be investigated at the division level or through Internal Affairs (IA), and who will conduct the investigation. The documented review and directive memorandum should then be filed with the complaint and any subsequent investigation reports. Formalizing the complaint review process ensures that documentation is maintained for future review, and provides clarity and recordkeeping of the review performed by the Administrative Bureau Captain and Chief of Police, along with the guidance issued by the Chief of Police.

Investigating Personnel Complaints

Regarding SOP 701.01, it was noted that the document is thorough, spanning 29 pages. The SOP offers both policy guidance and investigative and administrative procedures. For example, the document outlines policy direction on the following matters:

- Purpose and scope of the policy.
- Guidance on when to conduct or not conduct an investigation.
- Identification of staff involved in the IA component of the department and their respective duties and responsibilities.
- Direction regarding the receipt, logging, and distribution of complaints.
- Definitions of complaint types and categories.
- Confidentiality and release of related information.
- Handling of IA files.
- Classification of allegation dispositions.
- Disciplinary process.
- Grievance procedure.

Additionally, it was learned that the SOP outlines the responsibilities of agencies involved in officer-involved shooting investigations. It is recommended that this be a stand-alone department policy that SOP 701.01 references for guidance on officer-involved shootings.

The SOP also outlines the following investigative and administrative procedures and guidance:

- Directions for supervisors regarding how to log a complaint.

10. Category I and II complaints are defined by the Commission for Florida Law Enforcement Accreditation (CFA) policy 20.01A.

- To whom complaints may be assigned for investigation.
- Process and procedures for conducting and reviewing a division-level investigation.
- Process and procedures for conducting and reviewing an IA investigation.
- Interview and interrogation procedures.
- Permissible investigative techniques.
- Investigation report formatting.
- Investigation timeline expectations.
- Discipline guidelines.

The SOP, as it currently exists, serves both as a policy and protocol document. To improve clarity, it is recommended that the existing SOP be divided into two parts: one that provides policy guidance, expectations, and parameters for department members, and a separate IA procedure manual that details how investigations should be conducted and documented.

Investigation Review and Disposition

The SOP currently states that the investigator assigned to conduct an investigation must also provide findings and recommendations for each misconduct allegation. While it is permissible for an investigator to provide findings, it is recommended that the investigator focus solely on conducting a thorough and timely investigation into the facts of the incident. The completed investigation can then be submitted to a higher-ranking department member for review and the preparation of findings. This approach offers several benefits. It allows the investigator to concentrate exclusively on fact-finding and reporting the information obtained during the investigation. The person responsible for preparing findings then forms opinions based on the content of the investigation report. Sometimes, when an investigator provides findings, those findings may be influenced by subjective feelings or information not included in the investigation documents but known or believed by the investigator.

The SOP also assigns the investigator the responsibility of determining whether a policy failure contributed to or caused the incident under investigation. If a policy failure is identified, the investigator must include a description of the failure and a recommendation for change to address the issue.

The SOP then states that the completed investigation should be forwarded by the Administrative Bureau Captain to the Chief of Police, who will determine any discipline resulting from a sustained allegation. If the recommended discipline includes a loss of pay, suspension without pay, demotion (reduction in pay), or termination, the Chief of Police schedules a pre-disciplinary meeting with the affected member. The purpose of this hearing is to give the member a chance to present facts and circumstances to mitigate, negate, or reduce the proposed discipline.

If the recommended restructuring of the Administrative Bureau is carried out as detailed later in the report, it is advisable to update the administrative procedures for IA investigations, reviews, and dispositions to include the Deputy Chief. Specifically, it is recommended that the SOP be revised to include the following responsibilities.

- The PSD Sergeant¹¹ or the PSD Commander's designee shall conduct the IA investigation.

11. This would be a new position in PSD after the recommended restructure of the Administrative Bureau.

- The PSD Commander supervises and oversees the IA investigation to ensure it is conducted promptly, thoroughly, and fairly. The PSD Commander reviews and approves the completed IA investigation.
- Administrative Bureau Captain provides a secondary review of the IA investigation to ensure that it is thorough, fair, and properly documented.
- The captain within the chain of command of the involved employee under investigation prepares findings for each allegation (sustained, not sustained, exonerated, or unfounded) along with the relevant rationale and explanation. The Captain shall also prepare an "administrative insights" memorandum that highlights relevant policy, training, equipment, staffing, or supervisory issues related to the investigation. (For example, if the employee under investigation is assigned to patrol, the Patrol Bureau Captain prepares the findings and administrative insight.)
- The Deputy Chief reviews the investigation, findings, and administrative insights, and determines the disciplinary disposition in consultation with the Chief of Police.
- If the Deputy Chief's disciplinary action involves loss of pay, suspension without pay, demotion, or termination, the Chief of Police shall hold a pre-disciplinary meeting with the affected member and make a final decision regarding the discipline to be imposed.

Involving additional members of PSD and command staff in the IA investigation, review, and disciplinary process offers several benefits, including having experienced members of the department's leadership involved in critical and complex IA investigations and the related disposition decisions and processes. Furthermore, by reviewing the investigation and its findings multiple times, factual inconsistencies, investigative assumptions, or leaps in logical inference are more likely to be identified, which is essential for every IA investigation and disciplinary process.

Tracking and Managing Complaints

Data on employee complaints and administrative investigations serve as a valuable risk management tool to identify training needs, supervisory priorities, performance issues, and misconduct patterns. Currently, the department uses the ProPhoenix RMS system to record personnel complaints and monitor internal affairs investigations. However, many departments have adopted specialized software systems for this critical management function.

For example, IAPro is a comprehensive software package designed to track various types of information, including personnel complaints, use of force incidents, traffic accidents, and personnel commendations. The IAPro software includes a module called Blue Team, which involves data entry by supervisors to record and manage commendable actions, noteworthy behaviors, and high-liability risk management events. Incidents such as use-of-force, field-level discipline, complaints, vehicle accidents, and pursuits can be entered and routed through the chain of command for review and approval at each stage.

It is recommended that the department consider using a specialized software platform to improve its analytical capabilities related to personnel issues and trends, and to facilitate the implementation of an Early Intervention Program.

Early Intervention Program (EIP)

In 1981, the U.S. Commission on Civil Rights recommended that all police departments establish an early intervention program to identify problem officers, that is, "those who are frequently the subject of complaints or who demonstrate identifiable patterns of inappropriate behavior."

An EIP, also known as an Early Warning System, is a data-driven law enforcement management tool designed to identify officers with problematic behavior and provide interventions to correct their performance. Using this approach, a department may be able to intervene before the officer's actions escalate to a situation requiring formal discipline.

The EIP allows a department to monitor personnel complaints, uses of force, and similar issues. It serves as a resource for supervisors to identify employees who may show signs of job stress or performance issues early on. The goal of an EIP is to proactively offer employees the support and training they need to perform their duties effectively and efficiently.

While individual incidents such as personnel complaints, traffic collisions, and uses of force are reviewed at the time they happen by a supervisor and the chain of command, these incidents might seem acceptable on their own. However, a pattern of below-par job performance could be developing that is harder to notice. Monitoring the signs through an EIP allows supervisors to see the complete picture of an individual's actions and make a more accurate assessment of the employee's overall well-being.

Although the department monitors and tracks incidents related to community member complaints, internal affairs complaints, use-of-force reports, high-speed pursuits, and on-duty traffic collisions, it does not have a formal policy requiring action when an officer reaches a certain threshold in those areas.

The following table provides a sample of early intervention indicators and a schedule that could be useful for the organization. Each agency that opts to implement an EIP should create its own list of indicators and a schedule tailored to the organization's needs while considering workload demands. Again, this is only a sample for reference.

TABLE 5-13: Sample Early Intervention Program Thresholds

Incident Type	Threshold
Complaint against an employee	2 incidents within 12 months
Missed court	2 incidents within 12 months
Use of force	3 incidents within 12 months
Vehicle accidents	2 incidents within 12 months
Vehicle pursuit	2 incidents within 12 months

It is important to note that a notification triggered by reaching a threshold does not necessarily indicate a problem with an employee. Instead, it ensures that supervision is aware of similar incidents. The department determines the threshold limits. For example, officers working in high-crime areas are more frequently involved in arrests and use of force, which may trigger a notification even when their actions are justified. This also applies to more proactive officers. Nevertheless, the early warning allows department leadership to recognize patterns of behavior and decide if additional supervision, training, equipment, or support is needed.

The EIP report, along with any recommended assistance, if any, may be provided by PSD to the involved employee's supervisory chain. The employee's supervisory team should review the EIP report, offer any necessary insights and/or recommendations, and ensure that the response, if any, is properly documented. The department should establish a formal SOP outlining EIP thresholds, review expectations, and documentation requirements.

While some may argue that in mid-size agencies such as North Port, supervision can easily spot individuals who hit thresholds, the reality is that few supervisors are aware of all such incidents.

Relying on one or more persons' memories to identify early warning signs is both unreliable and unwise.

Citywide Collaboration

Understanding that personnel investigations often lead to due process reviews, appeals, and potential litigation, it is vital for the city team to stay coordinated and aware of employee misconduct issues. Therefore, it is important for police leadership, human resources personnel, and legal counsel to work together to position the department and city to effectively implement and defend personnel actions resulting from IA investigations. To support this coordination, it is recommended that police leadership, human resources representatives, the city attorney's staff, and risk management personnel meet regularly—monthly or quarterly—to discuss new complaints or claims, ongoing investigations, disciplinary actions, and litigation. This will help ensure all team members are informed and aligned for success.

Furthermore, the department has experienced recent events related to personnel decisions that have led to a degradation of trust by department leaders that facts and legitimate considerations regarding personnel decisions will be effectively communicated when these decisions are appealed and challenged. To address this, the relationship between legal counsel and department leadership, including PSD, must be strengthened. Fortunately, it was learned that the City Attorney's Office has an attorney assigned to liaise with the police department. Therefore, it is recommended that this attorney be assigned to work directly at the police station. This arrangement will likely improve communication, trust, and effectiveness due to the physical proximity of legal counsel and department leaders who are often required to address rapidly evolving and time-sensitive legal issues.

Internal Affairs Recommendations:

- The Citizen Complaint Affidavit should be available in languages other than English. (Recommendation No. 20.)
- The department should consider using a commercial software platform dedicated to internal affairs issues to improve tracking and analysis of relevant data. (Recommendation No. 21.)
- The NPPD should create a stand-alone policy regarding officer-involved shooting investigations. (Recommendation No. 22.)
- CPSM recommends the department formalize the complaint analysis functions conducted by the Administrative Bureau Captain and Chief of Police by creating a written summary of each alleged policy or law violation, the employee(s) accused, whether the allegations are to be investigated at the division level or through an IA investigation, and who should conduct the investigation. (Recommendation No. 23.)
- Findings regarding allegations should be made by the Captain overseeing the employee under investigation. (Recommendation No. 24.)
- The Captain responsible for preparing allegation findings should also provide an "administrative insight" that identifies relevant policies, training, equipment, staffing, or supervisory issues related to the matter investigated. (Recommendation No. 25.)
- Bifurcate the existing SOP 701.01 into two documents: one that offers policy guidance and a separate IA procedure manual that details how investigations should be conducted and documented. (Recommendation No. 26.)

- CPSM recommends amending SOP 701.01 to specify duties for each PSD and command staff member during IA investigations, findings, disciplinary actions, and related hearings, as discussed in the narrative. (Recommendation No. 27.)
- It is recommended the department utilize a specialized software platform to improve its analytical abilities related to personnel issues and trends, and facilitate the implementation of an Early Intervention Program. (Recommendation No. 28.)
- Create an SOP outlining EIP thresholds, review expectations for EIP reports, and documentation requirements. (Recommendation No. 29.)
- Police leadership, human resources representatives, city attorney staff, and risk management representatives should regularly meet (monthly or quarterly) to discuss new complaints or claims, ongoing investigations, disciplinary processes, and ongoing litigation. (Recommendation No. 30.)
- Designate the City Attorney's police department liaison to be stationed at the police station. (Recommendation No. 31.)

§ § §

SUPPORT SERVICES DIVISION (SSD)

SSD manages the department's third-party accreditation processes and handles the development and maintenance of Information Technology. It is led by a Commander and supported by six civilian employees.

The following table shows the staffing allocation for the SSD during FY 2024/2025.

TABLE 5-14: SSD Staffing for FY 2024/2025

Position	2024/2025 Authorized
Commander	1
Accreditation Supervisor	1
Accreditation Specialist	1
Network Administrator	1
Network Technician	1
Applications Systems Administrator	1
Service Desk Technician	1
Total	7

Accreditation

An accreditation program¹² has long been recognized as a way to uphold the highest standards of professionalism. The accreditation process offers an excellent management tool for law enforcement agencies. Accreditation provides a framework for building an agency dedicated to delivering value-based services through accountability and transparency to the community it serves.

The department has held accreditation from the Commission for Florida Law Enforcement Accreditation (CFA) since 1999. The CFA sets standards, manages an accreditation program, and grants accreditation to compliant Florida law enforcement agencies. The Commission aims to enhance the ability and capacity of law enforcement agencies to provide professional public safety services to their communities.

Department accreditation is managed and maintained by an Accreditation Supervisor, who is supported by an Accreditation Specialist. The accreditation cycle lasts three years; however, an annual report from the department to the Commission is also required. The accreditation evaluation covers 32 distinct areas, including recruitment, training, conduct and discipline, use of force, investigations, misconduct complaint processing, records, communications, and technology.

The accreditation renewal involves a thorough review of department operations according to the areas outlined in the CFA accreditation manual. While this review is officially conducted every three years, the department is responsible for continuously monitoring activities to ensure compliance and maintaining records that prove adherence to accreditation standards. For instance, when the department creates, updates, or modifies SOPs or department forms, the

12. Note: This section on accreditation is in addition to what is described in the previous section of this report as the management of the program, resides within this division.

accreditation team reviews these documents to confirm they meet accreditation criteria. The next accreditation renewal with CFA is scheduled for November 2026.

The department's Telecommunications Section has also maintained accreditation through the Florida Telecommunications Accreditation Commission (TAC) since 2023. TAC evaluates telecommunications centers against 15 specific standards, including recruitment, selection, and promotion processes; training; call-taking procedures; and critical incident management. Similar to CFA, this accreditation involves a three-year renewal cycle, requiring the Accreditation Unit to regularly monitor telecommunications operations to ensure they meet the best practices established by TAC.

The department is fortunate to have both Accreditation Unit members certified as CFA and TAC accreditation assessors, as well as accreditation team leaders with TAC. These certifications enhance the department's expertise in law enforcement accreditation and undoubtedly improve its ability to perform in line with law enforcement best practices.

In addition to the accreditation administration, the Accreditation Unit also manages and responds to departmental data requests. To leverage real-time data to enhance the department's situational awareness, the Accreditation Unit has developed several real-time statistical dashboards that provide current information on key department operations, including the following:

- Calls for service, arrests, citations, pursuits, and traffic collision analysis.
- Incidents of domestic violence.
- Response times.
- Crime rate statistics.
- Officer and squad activity metrics (arrests, calls for service, citations, and traffic collision reports).
- Property and evidence.
- Use of force.
- Overdoses.

Lastly, the Accreditation Unit plays a vital role in compiling NIBRS crime data reported to the FBI. Specifically, the Unit reviews approximately 2,000 crime reports annually to ensure accurate data is reported on behalf of the department. In addition to the crime data reports, the Accreditation Unit also provides required monthly reports to the State of Florida regarding use of force incidents involving great bodily injury or death.

Accreditation Recommendations:

No recommendations are offered.

Information Technology (IT)

The IT Unit is responsible for maintaining and implementing technology throughout the department. In today's law enforcement environment, reliable and prompt IT support is essential for officer safety and the department's ability to deliver high-quality community service. The IT Unit manages RMS and CAD systems, responds to assistance requests from department members, oversees laptop and cellphone administration, executes IT network projects, and helps develop IT-related policies. The IT staff maintains an on-call rotation in which each employee is available for a week at a time to ensure 24/7 support for department personnel with IT issues.

The IT Unit is led by a Commander and staffed with four full-time IT professionals with varying levels of experience and training. Notably, the Commander has managed the IT Unit since March 2020. Since IT relates to specialized projects and programs, consistency in management is important. However, it is also crucial to build redundancy in specialized knowledge to ensure smooth department operations during staffing changes. Therefore, it is recommended that the department develop a plan to establish redundancy within its sworn ranks concerning IT programs and operations.

Due to the structure of the IT Unit, in addition to overseeing the SSD Division, the SSD Commander also provides daily supervision of IT Unit staff and operations. This setup is not ideal because the SSD Commander should focus on higher-level management of division operations and IT programs. Therefore, it is recommended that the department create an IT Unit supervisor position to oversee the IT Unit staff and ensure regular oversight of daily operations.

The review of the IT Unit also highlighted that the unit does not have a designated member responsible for cybersecurity. Regarding law enforcement operations, the importance of maintaining a secure cyber environment cannot be overstated. Therefore, it is advised that the department consider establishing a Cybersecurity Specialist role responsible for overseeing cybersecurity efforts department-wide, which includes providing relevant training, monitoring departmental activities and operations for cybersecurity concerns, and being readily available for incident response in case of a cybersecurity breach.

Currently, the department uses ProPhoenix as a combined CAD and RMS platform. However, this setup is not ideal because the single platform lacks the capacity and specialization of dedicated IT systems. As the department explores and considers adopting specialized IT products for various programs, the need for system integration becomes more important. Therefore, it is recommended that the department continually evaluate the need to create an Integration System Specialist position to ensure that software programs related to IA investigations, CAD, RMS, training, property and evidence, fleet management, quartermaster, field training officer program, citations, and collisions communicate and interface effectively.

IT Recommendations:

- Develop a plan to establish redundancy within sworn leadership regarding IT programs and operations. (Recommendation No. 32.)
- Create an IT Unit supervisor position. (Recommendation No. 33.)
- Consider establishing a Cybersecurity Specialist position. (Recommendation No. 34.)
- Evaluate the necessity of establishing a dedicated Integration System Specialist role to ensure optimal communication and interfacing of software systems. (Recommendation No. 35.)

TRAINING DIVISION

Training is a crucial function in a law enforcement agency. Effective training is vital for sharing essential information and minimizing risk and liability. The success of training can be partly measured by indicators such as proactive policing, fewer public complaints, fewer claims or lawsuits, high public satisfaction, well-written and thoroughly investigated reports, safe driving records, and proper documentation and implementation of use-of-force incidents.

CFA is the regulatory agency responsible for establishing and maintaining the minimum standards for the selection and training of Florida peace officers. The department seeks to provide a compliant training program that promotes the professional growth and ongoing development of its personnel in alignment with the department's goals and objectives.

SOP 501.01 outlines the duties and responsibilities of the Training Unit. The SOP acknowledges that the department has a duty to provide high-quality law enforcement services to the community. To meet this duty, it is crucial that department personnel receive proper training, not only when they first join, with basic training before they begin police duties, but also continuously throughout their careers. Consequently, the department offers training aimed at supporting the self-improvement and personal development of its employees.

The SOP requires all instructors involved in department training programs and courses to complete the "Instructor Techniques" course as approved by the Florida Criminal Justice Standards and Training Commission (CJSTC). Additionally, instructors teaching high-liability topics such as firearms, driving, and defensive tactics must be certified in those specific high-liability areas and meet all CJSTC requirements for high-liability instructors.

To meet the training needs of the agency, the department uses various resources, including but not limited to: the NPPD Training Unit, NPPD Armorer, senior staff members, NPPD "Subject Matter Experts" in different fields, Sarasota Criminal Justice Academy, Florida Department of Law Enforcement (FDLE), local law enforcement agencies, local community resource agencies, and private vendors.

The SOP also includes a training matrix that specifies the required training and its respective frequency.

Annual training covers the following topics:

- Firearms.
- Conducted Energy Weapon.
- Shotgun.
- Rifle.
- Infectious disease.
- Active assailant response.
- Response to resistance.

Biannual training covers the following topics:

- Expandable baton.
- Subject control spray.

- Defensive tactics.
- Defensive driving.
- CPR and first aid.

Training required every three years includes the following:

- Autism Spectrum Disorder.
- Mental health awareness and Post-Traumatic Stress Disorder (PTSD).

Training required every four years includes the following:

- Discriminatory profiling.
- Domestic violence.
- Juvenile sexual offender.
- Physiological response dynamics.
- Electronic databases.
- Mental health and wellness.

Along with SOP 501.01, CFA accreditation requires the department to meet the following objectives to retain accreditation:

- Maintain complete training records for each department member.
- Maintain a record for each in-service training class, including course content, names of participants, individual performance (if applicable), and instructors.
- Instructors teaching designated “high-liability topics” must satisfy CFA requirements for “high-liability instructors.”
- Sworn members and applicable civilian personnel authorized to carry firearms must undergo in-service training, including an annual proficiency demonstration with authorized firearms and qualification as required by CFA.
- Provide training to newly promoted first-line supervisors within 12 months of their promotion or appointment.
- Provision of recurring first aid refresher training.
- Providing training on mental health awareness, prevention, mitigation, and treatment, including PTSD.
- Providing training on how to respond to an active assailant event.
- Annual training for department members who are authorized to carry tasers or stun guns.

These trainings are conducted and documented by the Training Unit, which is staffed by four officers and overseen by a Sergeant. The unit is also supported by several officers who are certified to provide training as collateral duty within their regular roles in the department. Despite this support, the Training Unit is occasionally overburdened with the need to provide training. It was identified that an obstacle to accessing the collateral trainers is the cost of overtime. Therefore, it is recommended the department establish a budget for overtime that is sufficient to enable the Training Unit to reliably utilize the skills of the collateral trainers.

It was also observed that department access to suitable firearms range facilities can be challenging. Currently, the department relies on range facilities provided by allied agencies. These arrangements are less than ideal because the department does not have priority when using allied agency facilities, which often leads to last-minute cancellations or the inability to use the facilities as planned. Therefore, it is recommended that the department establish a dedicated firearms facility for training and certification purposes.

New Officer Training

Along with providing the training required by SOP and CFA guidelines, the unit also administers the “City School,” which is a six-week pre-deployment course with department-specific and city-specific content for new department personnel.

The course provides department familiarization and training, covering the following objectives:

- Vehicle and equipment issuance.
- Child sex crimes.
- Baton and OC Spray.
- Records.
- Telecommunications.
- Command Post.
- Investigations.
- K-9.
- Accreditation.
- Vehicle operations.
- Defensive tactics.
- Taser.
- CPR and first aid.
- CAD/RMS.
- FTO program.
- Public Information Officer roles.
- Policy review.
- Traffic stops.
- Evidence collection.
- Drones.
- Report writing.
- Officer tactics.
- DUI enforcement.

When reviewing equipment issued to officers, it was learned that the department issues rifles only to certain officers, while allowing the use of personal rifles following a department-provided training course. However, in today's law enforcement environment, which requires departments to be prepared to respond quickly and effectively to active assailant incidents, the need for every officer to be able to rapidly and accurately deploy long-range, precise lethal force when necessary to protect innocent lives cannot be overstated. To ensure this capability across the board, it is recommended that the department issue rifles to every sworn member.

It was also noted that the department has access to a city training facility near the high school and which provides critical access to vehicle operations training opportunities. However, it was observed that the site could be improved by constructing structures to protect trainees and trainers from inclement weather and to diversify the use of the facilities to include classroom instruction. Therefore, it is recommended that the department add classroom structures at the driver training site.

Field Training Officer (FTO) Program

The Training Unit also manages the FTO program for the department, with the aim of developing capable, motivated police officers who can perform solo patrols safely, skillfully, productively, and professionally. The department has a comprehensive FTO handbook that details the roles and responsibilities of program members, along with the selection process and criteria for becoming an FTO. The handbook also offers guidance on the training procedures, trainee evaluations, remedial training strategies, and teaching fundamentals.

The department also maintains a comprehensive Probationary Officer Training Manual that outlines the FTO program training periods, trainee evaluations, and testing procedures. The manual offers either a traditional training program consisting of four phases in addition to orientation and "City School," totaling 680 hours of training, or an accelerated program with four phases plus orientation and "City School," totaling 396 hours. The FTO program aligns with law enforcement best practices and is supported by a robust, department-specific training curriculum and policy guidance.

However, it was noted that the department does not have an SOP that outlines roles and responsibilities for administering and managing the FTO program, FTOs, and trainees. It is recommended that the department formalize the specific roles and responsibilities within the FTO program in a department SOP.

New Sergeant Training

Promotion to first-level supervisor is a significant milestone in law enforcement. The newly promoted Sergeant should undergo orientation to the role through a training program with experienced department supervisors, similar to the program a new officer would complete.

The Training Unit conducts a week-long "STRIPES" training course for newly promoted supervisors, covering the following topics:

- Expectations of supervisors.
- Leadership principles.
- Performance evaluation and improvement.
- Officer wellness.
- Sexual harassment.

- Ethics.
- Employee assistance program.
- Family Medical Leave Act.
- Risk management.
- Officer-involved collisions.
- Drones.
- Report review.
- Investigations.
- Scheduling and overtime.
- Radio usage.
- Records.
- High liability matters.
- Crime analysis.
- Property and evidence.
- Professional standards and internal affairs.

This course is important and valuable for onboarding new supervisors. Additionally, it was noted that the department offers the following training for supervisors and managers:

- The FBI Law Enforcement Executive Development Association (LEEDA) trilogy focuses on areas such as executive leadership, management skills, and community engagement. The program aims to enhance leadership capabilities and foster collaboration among agencies.
- Florida Department of Law Enforcement leadership training, which focuses on developing effective communication strategies for law enforcement leaders, conflict resolution techniques to handle team dynamics, ethical decision-making in law enforcement settings, strategic planning and organizational management, team-building skills, and examination of current trends and challenges faced by law enforcement leaders.
- The Police Executive Research Forum's Senior Management Institute for Police (SMIP) is a three-week course that brings together faculty from top universities, successful law enforcement chief executives, and subject matter experts from the private sector. SMIP's curriculum addresses the issues that demand the attention of today's forward-thinking law enforcement leaders.
- Additionally, the department provides leadership training through a personal coach within the department.

However, it was observed that onboarding new supervisors could be improved by establishing a formal mentoring program with scheduled check-ins. Therefore, it is recommended the department enhance its training and onboarding by creating a structured mentoring program similar to the one already established for new officers.

Training Master Plan

A well-crafted training plan guarantees that all department members, both sworn and civilian, receive comprehensive training and development. This plan is vital for providing employees with the essential knowledge, skills, and competencies needed to perform effectively. The advantage of a master training plan is that, as training priorities change due to factors such as community expectations and legal requirements, it acts as a guiding framework to ensure that other critical training needs are not missed. The training plan is supported by a master training calendar, which functions as a planning tool to help achieve the objectives of the training plan.

Consistent with the department's policy to provide training aligned with the organization's goals and objectives, to support employees' professional growth, and to meet requirements established by state law and administrative rules, it is recommended that the Training Unit formalize a training master plan. The plan would specify trainings that are legally required, department-preferred, or optional for each assignment within the department, including both sworn and civilian personnel.¹³

Training Recommendations:

- Create an overtime budget that is sufficient to enable the Training Unit to utilize the skills of collateral trainers consistently. (Recommendation No. 36.)
- Issue rifles to all sworn employees. (Recommendation No. 37.)
- Acquire a dedicated firearms facility for the department to utilize for training and required certifications. (Recommendation No. 38.)
- Add classroom structures to the driver training facility. (Recommendation No. 39.)
- Create a department SOP that outlines the specific roles and responsibilities within the FTO program. (Recommendation No. 40.)
- Create a formalized mentoring program for new supervisors. (Recommendation No. 41.)
- Create a department training master plan. (Recommendation No. 42.)

§ § §

13. A sample master training plan was provided to staff for review.

PROPOSED RECONFIGURATION OF THE ADMINISTRATIVE BUREAU

The current configuration of the Administrative Bureau includes three distinct areas of responsibility overseen by a commander: PSD, SSD, and Training. PSD consists only of the Commander and one background investigator. As mentioned earlier, the PSD Commander is currently assigned to lead IA investigations; however, it is recommended that a Sergeant be designated to handle IA investigations under the Commander's supervision. Additionally, the existing setup splits the work related to hiring and training employees between PSD, which handles background investigations, and Training, responsible for pre-employment testing, new employee training, and field training.

The proposed reorganization of the Administrative Bureau would merge PSD and Training under a single Commander while adding an additional Sergeant for PSD functions. This setup would manage all pre-employment and training tasks under one leader and strengthen PSD's ability to conduct, oversee, and manage IA investigations. Additionally, the reorganization addresses a current issue where the PSD Commander supervises only one employee, which is an inefficient use of the Commander's supervisory and management capabilities. Furthermore, this structure provides a clear separation of duties, with the PSD Sergeant responsible for all pre-hire activities and the Training Sergeant overseeing all post-hire employee activities.

It is also recommended the department consider transferring the asset and fleet management responsibilities from PSD to SSD, which aligns with SSD's supportive role.

The reconfiguration would eliminate one Commander role and add one Sergeant role.

Bureau Reconfiguration Recommendations:

- Combine the current PSD and Training Divisions into a single Professional Standards and Training Division overseen by a Commander. (Recommendation No. 43.)
- Add a Sergeant position to the new division that is assigned to perform Professional Standards duties such as IA investigations and coordinating all hiring activities. (Recommendation No. 44.)
- Reassign asset and fleet responsibilities to the Support Services Division. (Recommendation No. 45.)

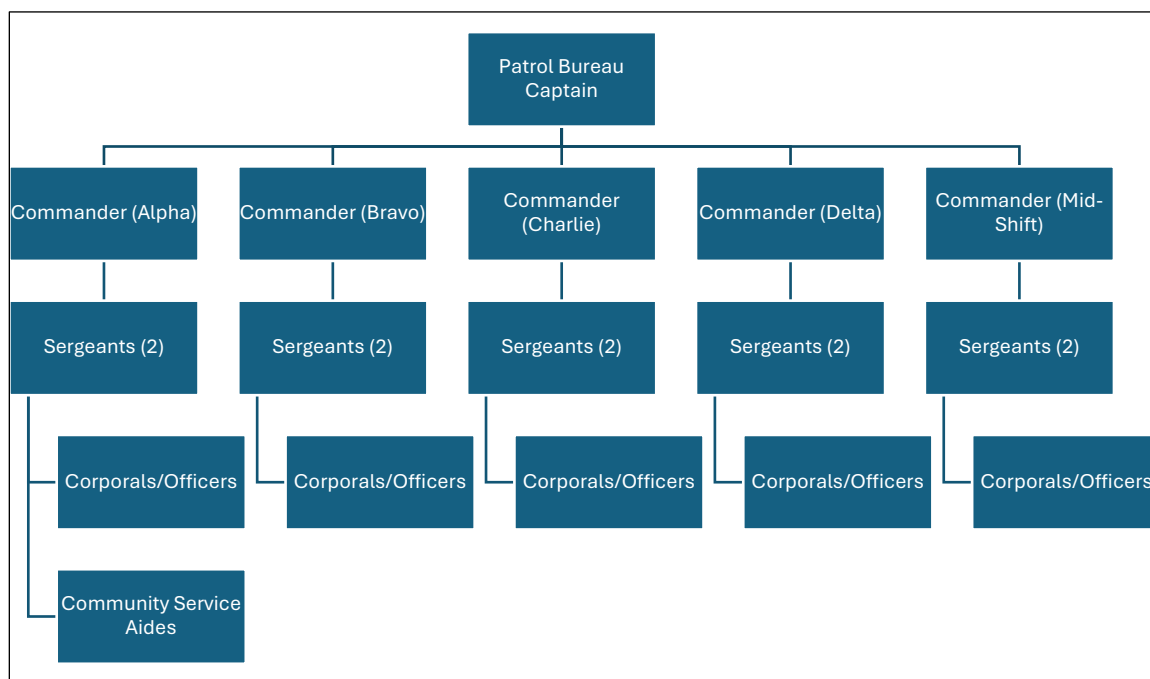
§ § §

SECTION 6. PATROL OPERATIONS BUREAU

Uniformed patrol is considered the “backbone” of American policing. The Bureau of Justice Statistics indicates that nearly all police departments in the U.S. provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and typically command the largest share of its resources. The proper allocation of these resources is critical to have officers available to respond to calls for service and provide law enforcement services to the public.

The Patrol Bureau in North Port is commanded by a Captain who reports directly to the Deputy Chief. Five patrol Commanders report directly to the Captain, with each managing a patrol team. Several direct reports (Sergeants/Corporals/officers) report to those five Lieutenants. The following figure outlines the chain of command and structure of the NPPD Patrol Bureau.

FIGURE 6-1: North Port Police Patrol Structure



PATROL TEAM STRUCTURE AND SCHEDULING

The “Commander” rank in NPPD is a mid-management leadership rank in the organization. Within the Patrol Bureau, the Commanders serve in the role of a shift/watch commander, each reporting to the Bureau Captain. Each of the teams (Alpha, Bravo, Charlie, Delta, and Mid-Shift), led by a Commander as denoted in the structure above, represents a 12-hour scheduling block of time. Each of those teams has officers/Corporals/Sergeants assigned, reporting to the Commander.

The patrol shifts are as follows:

- 6:00 a.m. – 6:00 p.m. (Alpha and Bravo).
- 6:00 p.m. – 6:00 a.m. (Charlie and Delta).

- 1:00 p.m. – 1:00 a.m. (Mid-Shift).

The patrol teams work rotating schedules, meaning that their days of work or rest change every week. For instance, the “Alpha” team will work one half of the week while the “Bravo” team is off. When the “Bravo” team is on duty, the Alpha team will be on their assigned days off.

Police scheduling across the country varies. The ten- and twelve-hour scheduling systems are prevalent, while eight-hour shifts are becoming less common. Twelve-hour shifts provide consistent coverage and make scheduling easier than with some other options. Ten-hour shifts are beneficial because of the built-in shift overlap that occurs daily. Schedules with overlap hours are typically recommended when agencies see significant mid-afternoon or evening call spiking. North Port uses the twelve-hour scheduling system and also incorporates a mid-shift to increase staffing in the afternoon/early evening, thereby providing a personnel surge when calls may be heaviest.

We will not make any recommendations for North Port to re-evaluate its twelve-hour shift system. Officers often negotiate these systems in a labor contract and this shift systems tends to be popular with patrol officers, as it can lead to additional days off compared to the ten-hour or eight-hour shift options. However, some studies¹⁴ have cautioned against long hours and the fatigue issues that can arise from extended shifts. Specifically, the research shows that officers working a twelve-hour shift report sleeping less when off-duty than those working other shifts. What becomes concerning is when overtime is added to a twelve-hour shift. Many agencies limit an officer to no more than sixteen hours before a mandatory eight-hour break (off-duty rest time). Although we did not observe this in NPPD (excessive hours), we found that no policy exists to properly manage the potential for it to occur.

Recommendation:

- CPSM recommends that NPPD adopt a policy that limits the number of consecutive hours an employee can work in a 24-hour period. (Recommendation No. 46.)

Each team is designed to have two Sergeants, two Corporals, and approximately fourteen police officers when fully staffed. The teams are divided into east and west, meaning officers/Corporals/Sergeants are regularly assigned to the east or west side of North Port for patrol duties.

The Sergeants are the team leaders and are responsible for primary supervision. However, the Corporal rank serves as a hybrid position, meaning that when a Sergeant is absent, the Corporal serves as the team supervisor. If the Sergeant is on duty, then the Corporal is tasked with regular patrol responsibilities.

§ § §

14. <https://www.ojp.gov/pdffiles1/nij/grants/237330.pdf>

WORKLOAD ANALYSIS

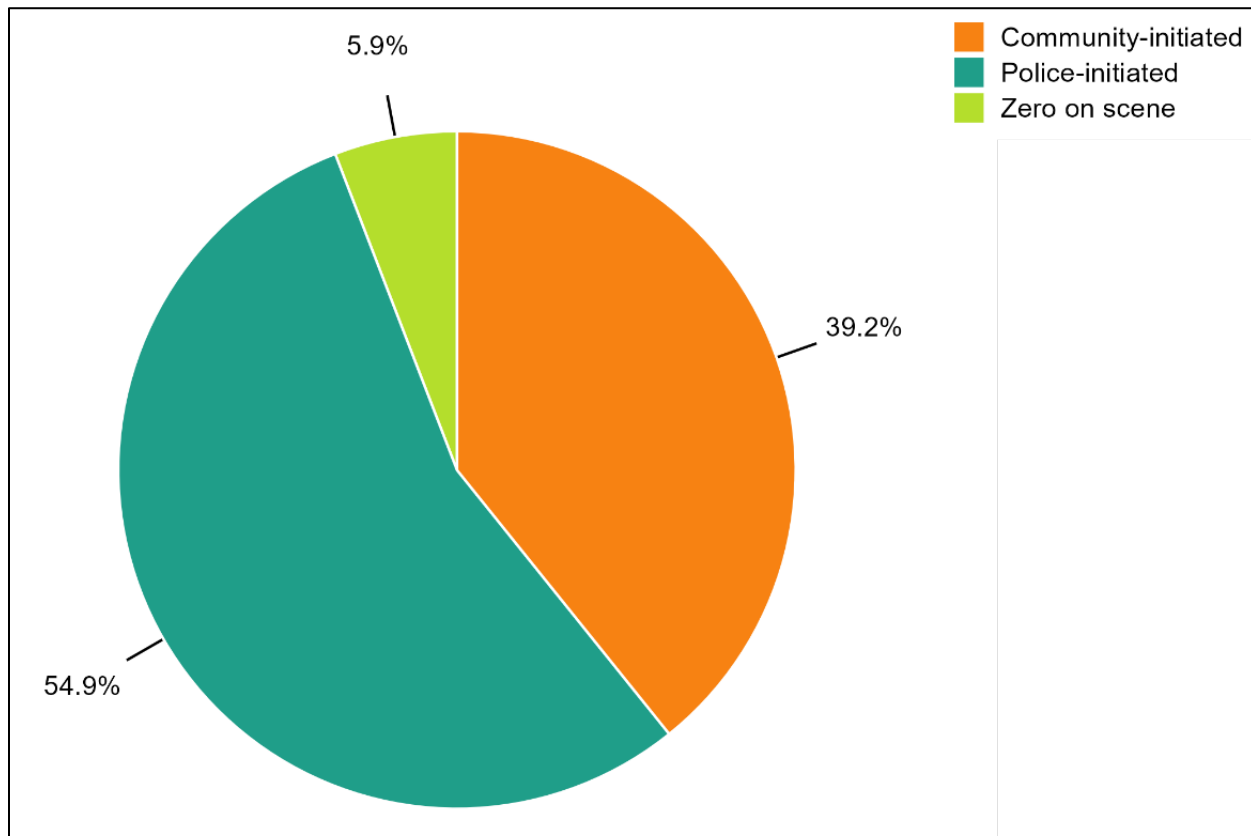
Later in this section of the report, we will offer insight into the workload of the patrol teams at NPPD. However, before getting into those aspects of the report, we should explore the types of events and calls experienced by the North Port Police Department during the one year of data examined by CPSM. The following data sets are from the NPPD CAD system for the period of July 1, 2024, through June 30, 2025.

In the first figure we explore the distribution of events within the CAD system according to how they originated. There were a total of 65,783 events in the CAD system. Of that total, 25,801 (about 70 per day) or 39 percent of all events were initiated as community service requests. These are calls from the public requesting a police response. 36,131 events, 99 per day or 55 percent, originated from NPPD employees. These are events such as traffic stops that officers may conduct throughout their shift. Finally, 3,851 events (5.9 percent) are classified as “zero-on-scene.” These are events that existed within the CAD system for 30 seconds or less. In our workload calculations, we will be eliminating these events from the calls analyzed later in this section of the report as they are deemed insignificant and do not impact the workload metrics in a useful way.

In total, there was an average of 180 events per day.

§ § §

FIGURE 6-2: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 65,783 events.

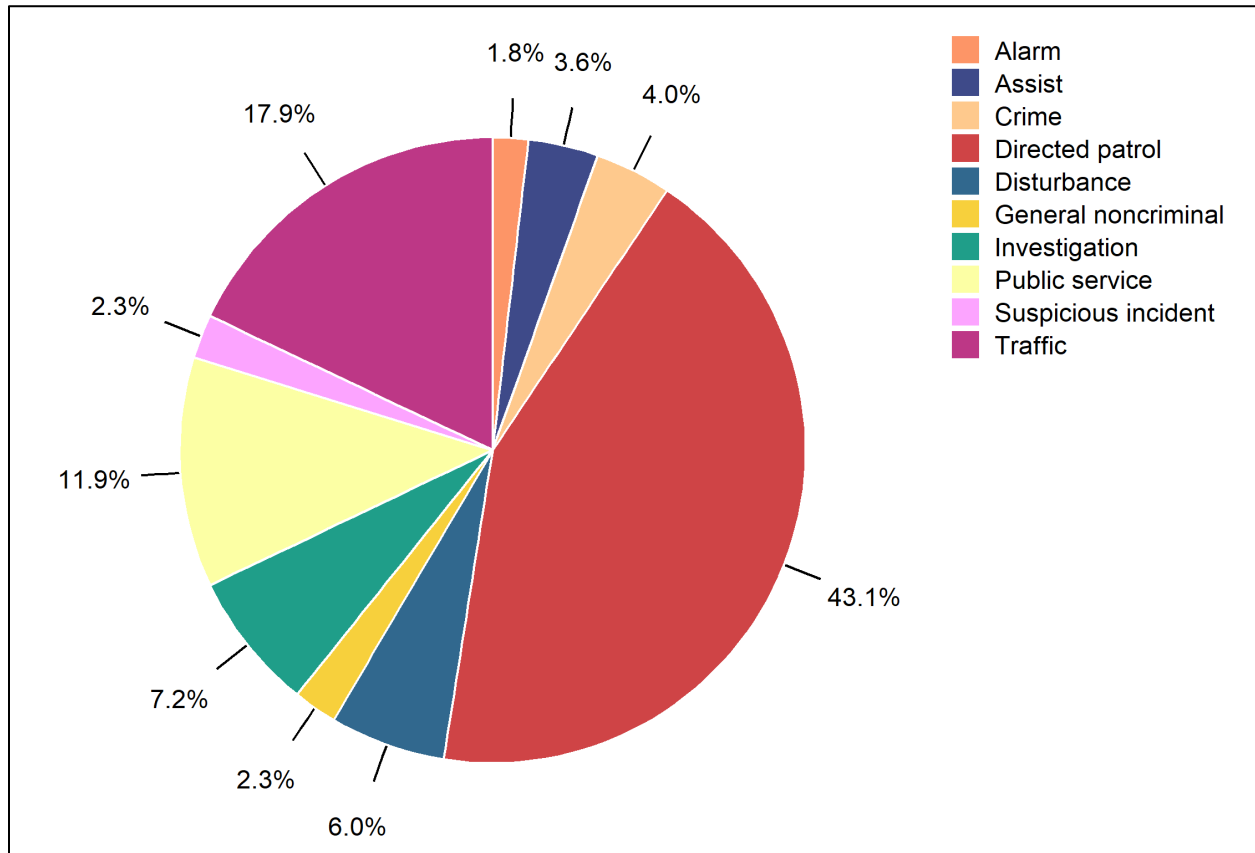
TABLE 6-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	25,801	70.7
Police-initiated	36,131	99.0
Zero on scene	3,851	10.6
Total	65,783	180.2

It is important to note that in these figures and tables, we are referring to “events,” not calls for service. This is simply CPSM’s way of isolating what we call “zero-on-scene” calls. Zero-on-scene events are calls where an officer spent less than 30 seconds on the call. This is not uncommon in policing as officers on patrol may see a holding call (i.e., “area check” type calls) and advise dispatch that the problem is no longer there. In those cases, a dispatcher will code the call “on scene” and immediately clear the call. There are also proactive “extra patrols” where an officer will show themselves on-scene and immediately clear. We refer to them as zero-on-scene and exclude them from actual calls because they will skew occupied times later in this report.

In the case of NPPD, “directed patrols” account for 74 percent of all zero-on-scene events. Overall, the distribution of events was 55 percent police-initiated and close to 40 percent community-initiated. This means that most of the work recorded by NPPD patrol units is officer-initiated work. Overall, NPPD recorded an average of 180 events per day within its CAD system.

FIGURE 6-3: Percentage Events per Day, by Category



The figure above and the following table show the distribution of “events” per day in North Port. The overwhelming activity that NPPD patrol units engage in is “directed patrols.” This activity is common in policing as departments strive to document the distribution of patrol coverage. When used as a crime-fighting strategy, there is a desire for patrol units to record the activity to ensure accountability.

There are no concerns that this activity appears in NPPD records. However, as we examine police workload using the “Rule of 60” later in this report, we would express concern if NPPD were exceeding recommended workload levels, as “directed patrols” are a discretionary activity. Unless specific direction is given on the number of patrols, when to conduct them, and how long to spend on each, it would be easy to make a patrol workforce look busier than they actually are by performing too many patrols and spending excessive time on each. NPPD’s activity is not problematic, and the average time spent per event is only about 90 seconds.

Another 30 percent of all event activity in the NPPD CAD system was traffic-related (18 percent) and public service-related (12 percent); 7 percent was related to investigations, and only 4 percent was crime-related.

TABLE 6-2: Events per Day, by Category

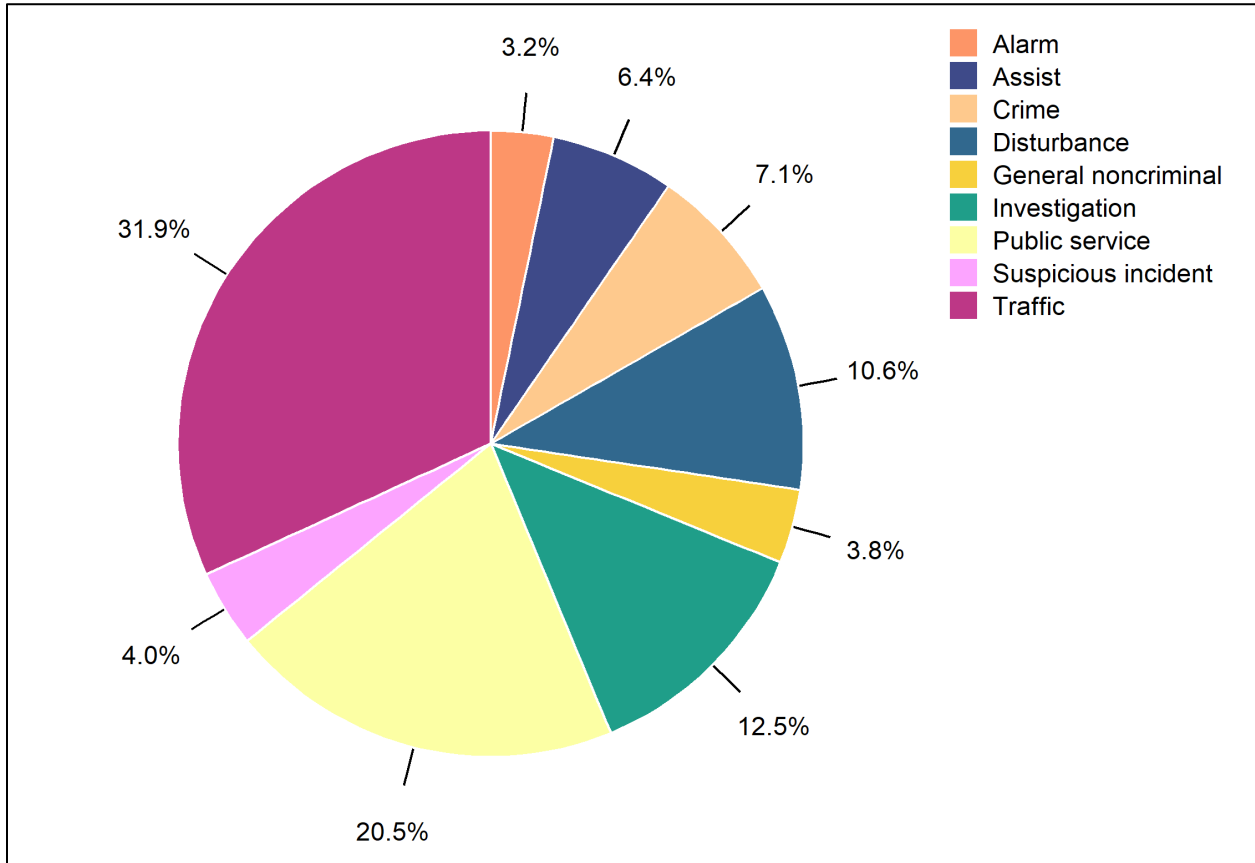
Category	Total Events	Events per Day
Accident	1,455	4.0
Alarm	1,204	3.3
Assist other agencies	2,379	6.5
Crime - against persons	528	1.4
Crime - against property	1,799	4.9
Crime - other/unspecified	279	0.8
Directed patrol	28,348	77.7
Disturbance	3,930	10.8
Information	57	0.2
Investigation	4,719	12.9
Mental health	438	1.2
Miscellaneous	692	1.9
Public service	7,819	21.4
Suspicious incident	1,484	4.1
Traffic enforcement	2,958	8.1
Traffic stop	7,392	20.3
Warrant/arrest	302	0.8
Total	65,783	180.2

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

The following figure shifts our attention to “calls,” meaning that we now exclude those events that were zero-on-scene. We also exclude the 25,515 directed patrols in the NPPD CAD system to isolate more of the traditional police workload experienced by NPPD patrol units. By removing the directed patrols, the other police activity increases as a percentage of workload. Traffic-related work is now almost 32 percent of all workload, public service work jumps to 20 percent, and investigations jump to 12.5 percent.

§ § §

FIGURE 6-4: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 10-1.

§ § §

TABLE 6-3: Calls per Day, by Category

Category	Total Calls	Calls per Day
Accident	1,416	3.9
Alarm	1,176	3.2
Assist other agencies	2,327	6.4
Crime - against persons	525	1.4
Crime - against property	1,787	4.9
Crime - other/unspecified	279	0.8
Disturbance	3,866	10.6
Information	51	0.1
Investigation	4,568	12.5
Mental health	435	1.2
Miscellaneous	607	1.7
Public service	7,450	20.4
Suspicious incident	1,446	4.0
Traffic enforcement	2,839	7.8
Traffic stop	7,344	20.1
Warrant/arrest	301	0.8
Total	36,417	99.8

Note: The focus here is on recorded calls rather than recorded events. We removed 3,851 events with zero time on scene and another 25,515 directed patrol activities.

§ § §

The following table shows the average number of calls per day, broken down by month. For example, during August, traffic accidents in North Port average five per day, while in June they average three per day. Overall, NPPD's busiest month during the evaluation period was December, with 112.2 calls per day, while April had the least at 87.5 calls per day. In general, the NPPD data does not show that any particular month or season experiences a significant spike in service calls. This implies that average daily staffing should remain consistent throughout the year.

TABLE 6-4: Calls per Day, by Category and Month

Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	3.5	5.0	4.3	3.6	3.7	4.7	3.7	4.0	3.7	3.4	3.8	3.0
Alarm	3.8	3.0	3.4	4.7	4.2	2.6	3.1	2.5	2.8	2.5	3.1	2.8
Assist other agencies	5.5	6.8	6.6	6.1	6.3	5.4	5.3	6.8	7.1	7.5	7.5	5.7
Crime - against persons	1.7	1.5	1.3	1.6	1.3	1.3	1.0	1.5	1.4	1.6	1.5	1.6
Crime - against property	5.2	4.9	4.7	4.3	5.4	5.5	4.7	4.6	4.8	5.3	4.9	4.5
Crime - other/unspecified	0.6	0.8	0.4	0.5	0.6	0.7	1.0	1.4	0.9	1.1	0.7	0.6
Disturbance	9.0	9.0	9.5	11.1	11.1	10.9	10.6	11.5	10.7	12.8	11.4	9.6
Information	0.1	0.1	0.1	0.1	0.2	0.0	0.3	0.1	0.3	0.1	0.1	0.3
Investigation	13.2	14.1	12.0	11.0	11.6	11.8	12.3	12.9	13.2	13.1	12.4	12.6
Mental health	1.2	1.4	1.1	0.9	1.1	1.3	1.2	1.3	1.3	1.2	1.3	1.0
Miscellaneous	2.1	3.2	2.5	1.4	2.6	1.3	0.7	0.9	1.0	1.8	1.3	1.1
Public service	18.5	20.9	19.0	26.0	20.4	20.7	21.6	19.7	20.7	19.5	18.4	19.4
Suspicious incident	3.4	4.4	4.3	3.5	3.2	4.2	4.2	3.5	3.8	4.0	4.3	4.8
Traffic enforcement	5.9	8.8	8.8	7.5	7.6	6.7	7.6	8.4	8.7	8.2	8.0	7.1
Traffic stop	15.1	16.2	13.5	5.3	16.0	20.3	21.7	15.9	22.1	24.7	32.9	37.7
Warrant/arrest	1.0	0.8	0.5	0.1	0.4	1.3	1.6	1.0	0.7	1.3	0.7	0.5
Total	89.8	100.9	92.0	87.5	95.8	98.7	100.6	96.0	103.3	108.1	112.1	112.2

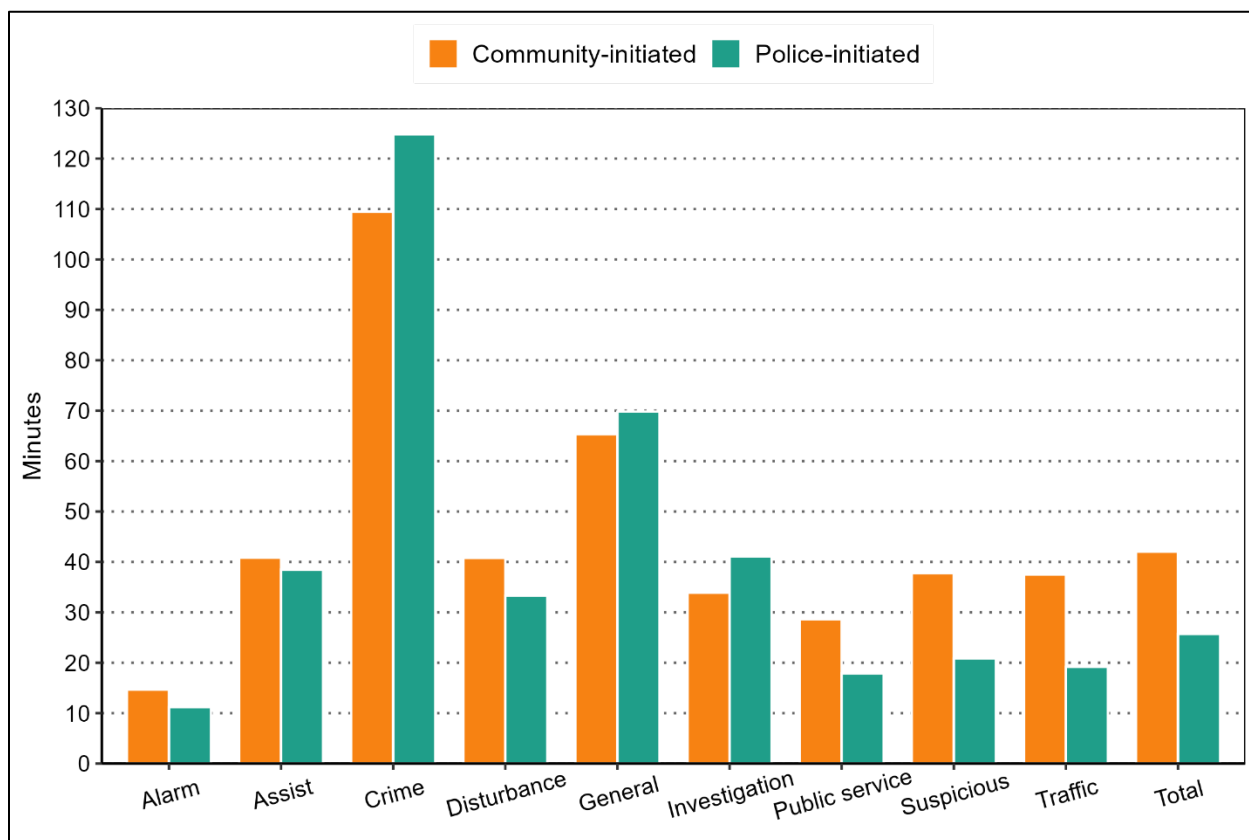
Note: Calculations were limited to calls rather than events.

§ § §

We now shift our attention to the amount of time spent per call. The figure below and the following table denote the average time the primary unit is occupied on various call types. Although traffic-related matters and public service calls account for the highest percentage of overall calls, both categories are minimal in terms of occupied time per call. Conversely, the crime category accounted for a small percentage of calls by number, but it saw the highest average time per call. This is expected, as traffic calls and public services are more routine and can be quickly handled in most cases.

In contrast, crime-related calls are more complex and take officers longer to sort out and handle appropriately. The following table shows that the average time for a primary officer to respond to a crime against persons call (aka an assault) is 156 minutes, while a traffic stop takes only 17 minutes. Additional data will be presented soon, showing that those crime calls require more officers than traffic stops.

FIGURE 6-5: 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 10-1.

TABLE 6-5: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	55.9	1,277	60.4	139
Alarm	14.7	1,164	11.2	12
Assist other agencies	40.9	2,152	38.5	175
Crime - against persons	156.0	497	121.7	28
Crime - against property	85.4	1,666	63.6	121
Crime - other/unspecified	211.4	165	190.6	114
Disturbance	40.8	3,787	33.3	79
Information	43.9	47	17.3	4
Investigation	33.9	3,598	41.1	970
Mental health	114.2	421	140.7	14
Miscellaneous	26.0	565	19.7	42
Public service	28.6	6,832	17.9	618
Suspicious incident	37.8	1,165	20.9	281
Traffic enforcement	27.8	2,425	44.6	414
Traffic stop	NA	0	17.0	7,344
Warrant/arrest	131.3	40	74.9	261
Weighted Average/Total Calls	42.0	25,801	25.7	10,616

Note: The information in Figure 6-5 and Table 6-6 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.

§ § §

We now move on to explore the average number of police units needed across call categories. It is important to note that NPPD primarily deploys one-officer units, so the reader can assume in most cases that an average unit number represents one officer. We offer this because some agencies around the country deploy two-officer units in some instances.

The following figure shows the differences graphically in number of units, while the table that follows contains the raw data. Using our earlier example, 7,300+ officer-initiated traffic stops required an average of 1.2 units, while community-initiated crimes against persons totaled 497 and required 2.8 units per call.

Of note here is the mental health-related calls category. Because of the unpredictability of mental health calls and the public attention toward police force in these categories, we are seeing more departments deploying more officers to these types of calls. The general thought is that “if” force is needed on these types of calls, having additional officers on scene to take control physically may require less force overall than a single officer unable to maintain control and needing to move up a use of force scale to control a situation. NPPD had 435 such calls, which averaged 3.3 units per call.

FIGURE 6-6: Number of Responding Units, by Initiator and Category

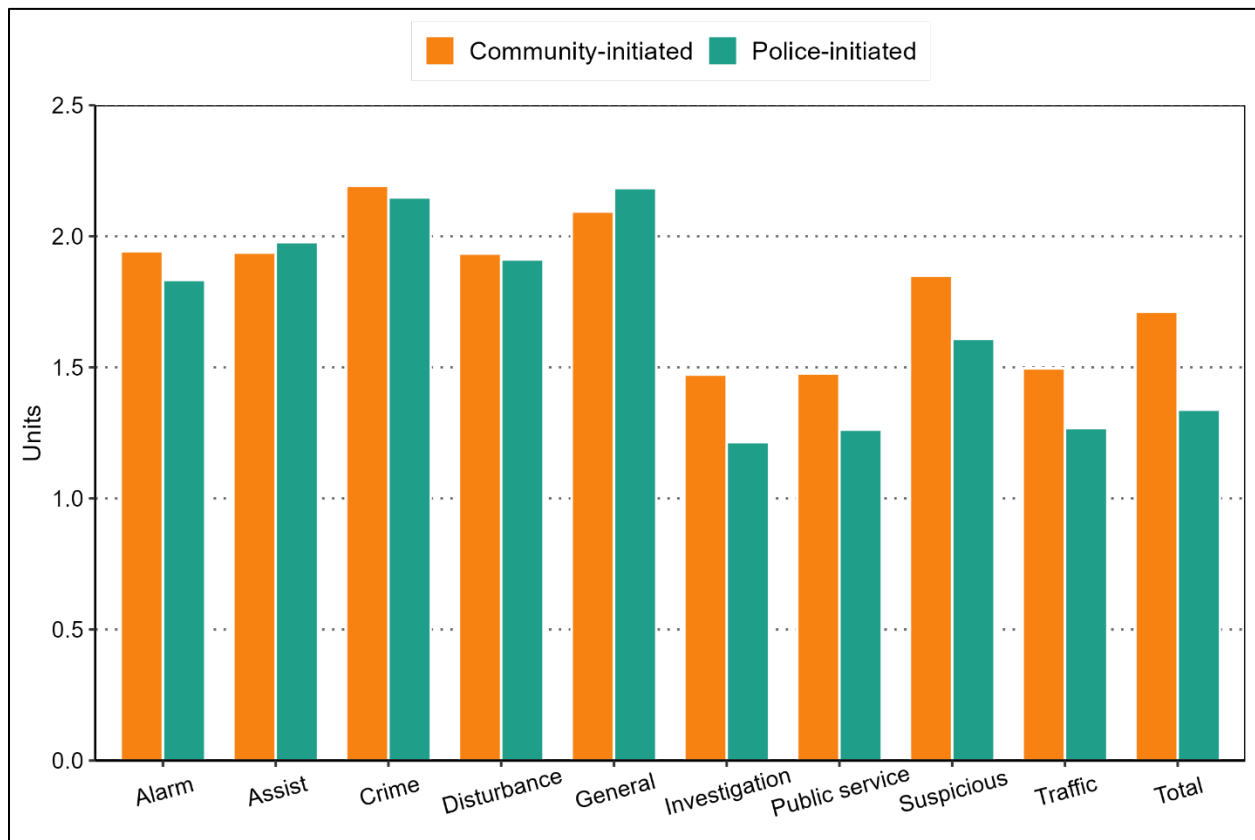


TABLE 6-6: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.8	1,277	2.1	139
Alarm	1.9	1,164	1.8	12
Assist other agencies	1.9	2,152	2.0	175
Crime - against persons	2.8	497	1.6	28
Crime - against property	1.9	1,666	1.8	121
Crime - other/unspecified	3.1	165	2.7	114
Disturbance	1.9	3,787	1.9	79
Information	1.4	47	1.0	4
Investigation	1.5	3,598	1.2	970
Mental health	3.3	421	3.1	14
Miscellaneous	1.2	565	1.3	42
Public service	1.5	6,832	1.3	618
Suspicious incident	1.8	1,165	1.6	281
Traffic enforcement	1.3	2,425	1.4	414
Traffic stop	NA	0	1.2	7,344
Warrant/arrest	2.6	40	2.3	261
Weighted Average/Total Calls	1.7	25,801	1.3	10,616

§ § §

We now shift our attention to the city's individual zones. Zones, or “beats” as they are often called, are used to distribute workload and manpower throughout a city to ensure adequate and dispersed coverage. Ideally, the workload and the size of the beats would be similar in geographic size and call load. Understandably, this isn't easy to do in most communities, as the workload and, sometimes, the population are concentrated in smaller areas. North Port is generally divided into west and east sectors, with zones within each. There are four zones in the east and four zones in the west.

The following table outlines the number of calls per day, the recorded daily work hours, and the geographic area of North Port's zones. Zones D, E, F, and G are similar in size, while zones A, B, C, and H are significantly larger. In general, the east is slightly larger (57 vs. 46 square miles) than the west, and the workload is somewhat higher. The “C” zone, located in the easternmost part of the city, is large and also records the highest workload.

TABLE 6-7: Calls and Work Hours by Zone, per Day

Zone	Per Day		Area (Square Miles)
	Calls	Work Hours	
A (W4)	8.8	8.1	11
B (E1)	14.3	14.2	10
C (E4)	17.1	16.7	36
D (E3)	9.5	9.5	6
E (E2)	12.4	13.7	5
F (W3)	10.8	9.1	5
G (W2)	15.0	15.1	6
H (W1)	7.8	5.4	24
Headquarters*	2.5	1.3	NA
Unspecified	1.4	1.1	NA
East Subtotal	53.4	54.1	57
West Subtotal	42.4	37.7	46
Other Subtotal	4.0	2.4	NA
Total	99.8	94.2	104

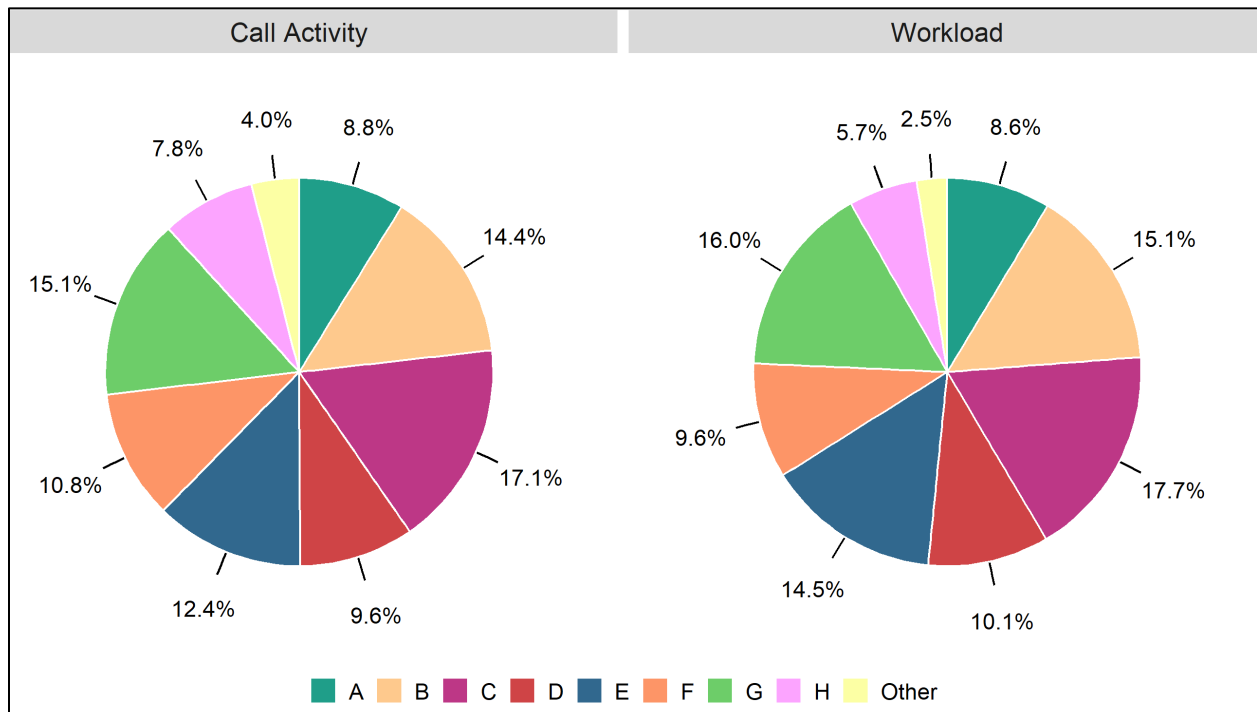
Note: Headquarters includes 77 calls at two substations.

We discussed the zone structure with NPPD leadership. The department was cognizant of the need to divide the zones into workloads that resemble an even distribution for the officers assigned to those areas. This is an exercise that is occasionally held. As expected, the workload distribution is a factor, but natural boundaries (highways, waterways, etc.) play a role in making those decisions.

It should be noted that North Port is geographically large. In some cases, we observed areas that are close to one another on a map. Still, the driving distance can be significant, as officers may have to drive around a waterway until they reach a point where a highway connects to the area they are trying to reach. (More on this when discussing response times.)

The following figure continues the topic of zone and work distribution. This figure shows the percentage of the workload in each of the city's eight zones. As noted earlier, the "C" zone commands the most significant percentage of work, with the "H" zone being the slowest.

FIGURE 6-7: Percentage Calls and Work Hours, by Zone



Note: The 'Other' category includes calls at headquarters and calls with an unspecified zone. These occur both within North Port and outside the city (e.g., Englewood, Venice, Port Charlotte), with a small number of records missing both city and zone information.

Out-of-Service Activities

When evaluating police workload, we look to capture all work performed by patrol officers. In addition to the community-initiated and police-initiated workload outlined in this report, we also strive to understand other work that may not be connected to a police event or call for service. This section of the report will discuss what activity is recorded in the CAD system and will be referred to as "out-of-service" work.

In the period from July 1, 2024, through June 30, 2025, the dispatch center recorded activities that were not assigned a call number. We focused on activities involving 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 fewer than 30 seconds. These are irrelevant and contribute little to the overall workload.
- After these exclusions, 11,294 activities remained. These activities had an average duration of 43.0 minutes.

In this section, we report out-of-service activities and workload by description. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in summer and winter.

TABLE 6-8: Activities and Occupied Times by Description

Description	Occupied Time	Count
At station	48.8	3,606
Briefing	48.6	63
Busy	39.9	119
Call (by phone)	21.9	47
Court related	72.1	162
In vehicle	33.6	2,347
Paperwork	54.4	298
Training	63.5	246
Vehicle/equipment maintenance	24.8	603
Miscellaneous	43.4	2,422
Administrative - Weighted Average/Total Activities	43.1	9,913
Personal - Break	42.1	1,381
Weighted Average/Total Activities	43.0	11,294

There are time categories that are not clear in these descriptions. For instance, “in-vehicle” and “miscellaneous” are commonly used in this table, yet do little to help management understand what is occurring in the field. Two significant drivers of out-of-service activity are traditionally underreported, yet still a necessity of police work that should be recorded. These two activities are meal breaks and report writing. ‘Paperwork,’ an activity that should fall under report writing, is recorded less than once per day for less than an hour. Meal breaks are typically contractually and legally required to occur at least daily for each employee, yet personal breaks are recorded only about four times per day. Many of these activities are likely recorded in these categories, but they are mislabeled and, in many cases, not recorded at all.

These activities are factored into an officer’s workload for this analysis. NPPD patrol officers may be busier than recorded due to this underreporting. We recommend that management clarify out-of-service definitions to better track what employees are doing and where they may be, and we encourage the department to direct employees to record their time in these categories accurately.

Recommendations:

- CPSM recommends that NPPD take steps to clarify out-of-service activity. (Recommendation No. 47.)
- CPSM recommends that NPPD take steps to ensure all out-of-service activity is accurately recorded. (Recommendation No. 48.)

RESPONSE TIMES

Response times for a police department are an essential metric that is directly tied to community satisfaction with their local department.

We analyzed response times for various call types, separating the duration into dispatch delay 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.

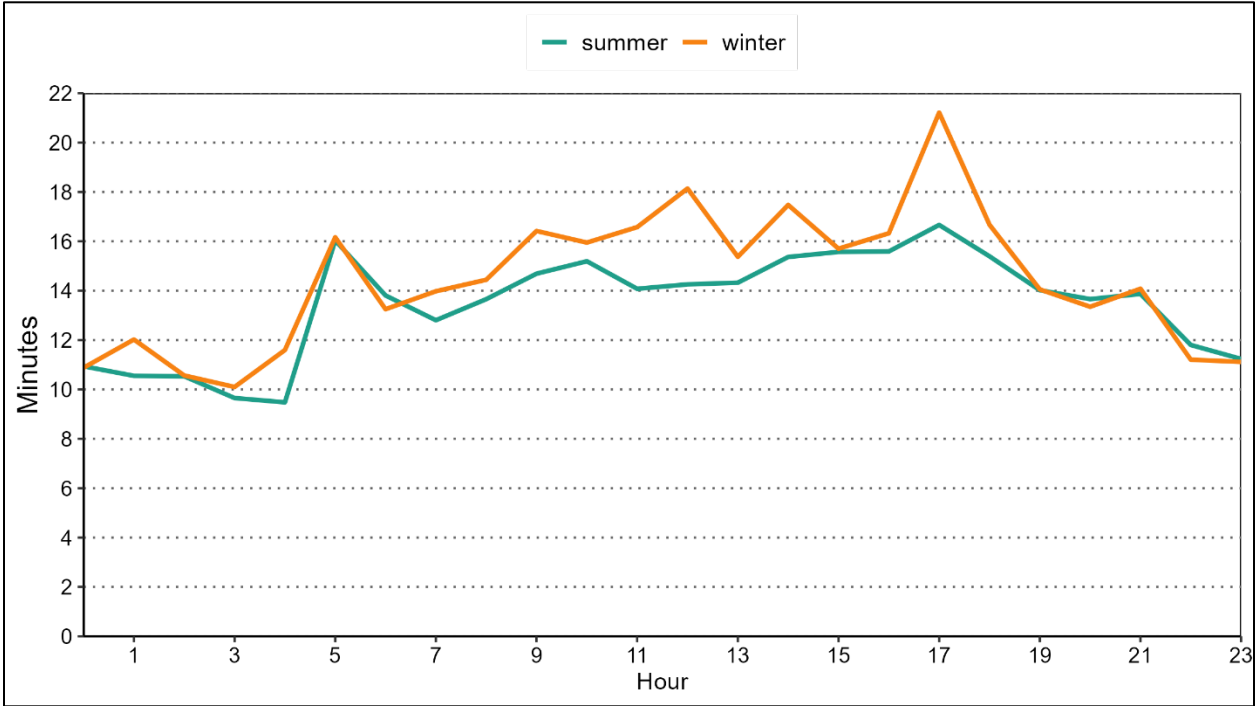
We begin the discussion with statistics that include all calls combined. We started with 5,433 calls for summer and 5,460 calls for winter. We limited our analysis to community-initiated calls, totaling 3,968 for summer and 3,934 for winter. Also, we removed calls lacking a recorded arriving unit, calls at headquarters, and calls outside the City of North Port. We were left with 3,688 calls in summer and 3,730 calls in winter for our analysis. For the entire year, we began with 36,417 calls and limited our analysis to 25,801 community-initiated calls. With similar exclusions, we were left with 24,202 calls.

Our initial analysis does not distinguish calls by priority; instead, it examines differences in response time across 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

The following figure looks at the average response times for all calls, regardless of their priority in both the winter and summer seasons.

FIGURE 6-8: Average Response Time by Time of Day, Winter and Summer



The figure shows that average winter response times are slightly longer than average response times seen during the summer season. In general, the overnight response times are the lowest; times start to climb around 5:00 a.m. and start to fall again just after 7:00 p.m. Overall averages are as follows:

- Summer High – 16.7 minutes between 5:00 and 6:00 p.m.
- Summer Low – 9.5 minutes between 4:00 and 5:00 a.m.
- Winter High – 21.2 minutes between 5:00 and 6:00 p.m.
- Winter Low – 10.1 minutes between 3:00 and 4:00 a.m.

The following table looks at response times by call type and divided by season. Again, these are averages that do not account for priority. In general, we see that response times are fastest for alarm calls, while some crime reports and public service calls receive the slowest response time.

TABLE 6-9: Average Response Time Components, by Category

Category	Summer				Winter			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	3.8	7.1	11.0	222	3.6	6.5	10.1	194
Alarm	3.1	6.6	9.7	171	3.1	7.5	10.6	145
Assist other agencies	5.5	8.4	14.0	313	5.3	8.4	13.7	273
Crime - against persons	8.2	8.9	17.0	82	4.7	8.3	13.1	70
Crime - against property	7.7	9.3	17.0	259	8.7	9.7	18.4	250
Crime - other/unspecified	5.4	6.4	11.8	27	5.9	9.5	15.4	38
Disturbance	5.0	8.0	13.0	463	6.8	8.3	15.1	596
Investigation	5.1	8.1	13.2	539	6.7	8.7	15.4	511
Mental health	3.7	7.6	11.3	72	3.5	7.4	10.8	66
Miscellaneous	6.7	9.1	15.8	57	9.4	9.1	18.5	54
Public service	7.2	8.7	15.9	986	8.0	9.1	17.1	980
Suspicious incident	5.9	8.8	14.7	168	7.2	8.4	15.6	181
Traffic enforcement	7.2	8.7	15.8	329	8.5	9.4	17.9	372
Total Average	6.0	8.3	14.3	3,688	6.9	8.7	15.6	3,730

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

§ § §

We now look at response times by zones. The “C” zone, which is the largest and furthest east in the city, has the slowest overall response time at 17.2 minutes while the “F” zone has the fastest time at 12.8 minutes on average.

TABLE 6-10: Average Response Time Components, by Zone

Zone	Dispatch	Travel	Response	Calls	Area (Square Miles)
A (W4)	6.4	9.3	15.7	2,360	11
B (E1)	6.9	8.8	15.6	3,808	10
C (E4)	7.3	9.9	17.2	4,427	36
D (E3)	6.8	8.9	15.7	2,652	6
E (E2)	5.9	7.7	13.6	3,209	5
F (W3)	5.6	7.2	12.8	2,275	5
G (W2)	6.2	7.7	13.9	3,526	6
H (W1)	6.0	8.9	14.8	1,784	24
Unspecified	8.2	10.2	18.4	161	NA
East Subtotal	6.8	8.9	15.7	14,096	57
West Subtotal	6.1	8.1	14.2	9,945	46
Total	6.5	8.6	15.1	24,202	104

High-Priority Calls

We now examine high-priority calls. This is an important measure because it directly relates to an agency's ability to respond quickly to emergencies. To establish that ability, agencies must have a priority system in place that gives emergency calls the fastest attention, while lower-priority calls can wait for a more routine response. NPPD has five established priority levels. A summary of all priorities is listed in the following table, with the corresponding number of calls counted in each of those priorities.

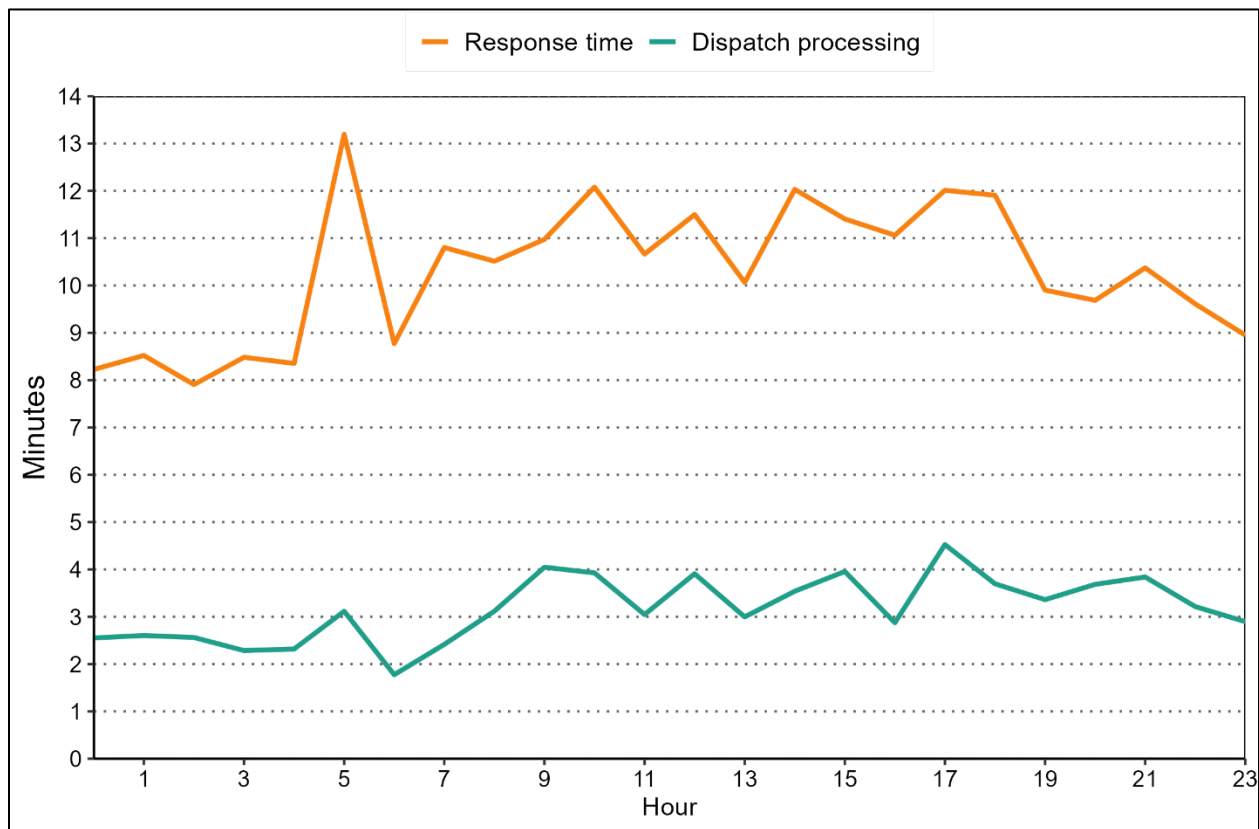
TABLE 6-11: Average and 90th Percentile Response Times, by Priority

Priority	Dispatch	Travel	Response	Calls
1	3.4	7.1	10.5	1,700
2	3.8	7.4	11.2	3,981
3	5.4	8.1	13.4	5,467
4	7.9	9.1	17.0	4,585
5	8.3	9.5	17.9	8,469
Total	6.5	8.6	15.1	24,202

Note: The number of calls within each priority level is used to weight the average.

The following figure shows the highest-priority call category response throughout the day.

FIGURE 6-9: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



Observations on Response Times:

NPPD’s average response time of 10.5 minutes for priority one calls is generally not considered a good response time. Many agencies across the country strive to achieve a response time of close to five minutes to high-priority calls. In CPSM’s experience, we have seen an average of 7.49 minutes for response to high-priority calls across all of our studies. As the figure above shows, the overall response time to P1 calls is even slower than that midday in North Port.

We observed that North Port is geographically large, and the roadway network can be problematic, requiring officers to travel significant distances to cover short distances on a map (navigating around waterways). We also observed that it can take several minutes to travel from the east to the west sectors of the city. NPPD is doing the best it can by assigning officers to both areas of the town and instituting some zone accountability.

We believe that NPPD is diluting the critical calls with more routine calls. The P-1 response time is relatively close to the P-2 and P-3 response times—10.5, 11.2, and 13.4 minutes, respectively—meaning that, for all intents and purposes, they are treated very similarly within the patrol force. Additionally, dispatch processing time is three to five minutes per category, which is not ideal.

An emergency response, when done efficiently, typically has a dispatcher gathering information from a caller, while another simultaneously starts dispatching units to the call and feeding information to the officers while en route. This practice reduces dispatch processing time to less than a minute, compared with the three-plus minutes observed in North Port. NPPD will do this in emergency situations, but there are likely calls in the P1 category that would be better placed in

another category, or NPPD should consider implementing a Priority “E” status within its dispatch protocol to capture those events that warrant an emergency response.

To further support this, alarms in North Port command the fastest overall response over all other call categories. The national experience with alarm calls is that most (90+ percent) are false alarms due to user error or faulty systems. Common sense would dictate that an in-progress break-in that triggers an alarm warrants a rapid response. However, because experience dictates that so many are false, many agencies have lowered the priority status for alarm calls within their priority systems.

Recommendation:

- CPSM recommends that NPPD evaluate its priority system and consider either creating a higher priority emergency category or moving select call types currently in P1 to a lower priority. (Recommendation No. 49.)

In making this recommendation, we recognize that external challenges may be in play as Sarasota County serves as the primary PSAP, meaning that all initial calls go through Sarasota County before being transferred to NPPD. However, a search for solutions will better highlight agency efforts to expedite responses to emergency calls.

§ § §

STAFFING AND THE RULE OF 60

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload and the amount of discretionary time are determined, staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund them. The NPPD is a police department whose philosophy is to address essentially all requests for service in a community policing style. With this in mind, it is necessary to look at how busy officers are with workload to understand the impact of this style of policing in the context of community demand.

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 employees 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 deployed should be committed to calls for service, which includes all activities that occupy officers' 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 was less than 60 percent.

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

From an organizational standpoint, it is essential to have uniform patrol resources available to conduct proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and readily available resource in policing, and harnessing it 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 shifts from seeking ways to address crime and community quality-of-life issues to continually preparing for the next call. After saturation, officers are likely to cease proactive policing and adopt a reactive style. 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 NPPD's personnel data, the patrol function is **staffed with 69 sworn officers**. These 69 of the 158 authorized sworn officers represent **44 percent** of the sworn employees in the North Port Police Department.

This part of the "rule" is not hard and fast. However, it must be considered when examining the department's operational elements and staffing recommendations. The department's data indicates that overall authorized patrol staffing is below the 60 percent recommendation. It

should be noted that NPPD has other uniformed assets across the organization that may be involved in patrol activities. This data was specific to patrol officers, Corporals, and Sergeants assigned explicitly to the patrol teams.

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. 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 “discretionary time” for officers to address community problems and respond to serious emergencies.

CPSM’s contention is that patrol staffing is optimally deployed when the saturation index (SI) is in the 60 percent range. An SI greater than 60 percent indicates that the patrol labor resource is largely reactive and thus overburdened with CFS and workload demands. An SI of somewhat less than 60 percent suggests patrol is optimally staffed. SI levels much lower than 60 percent, however, indicate underutilized patrol resources.

Departments 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 individual 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.

The CPSM data analysis in this report provides a rich overview of CFS and staffing demands experienced by the North Port Police Department. The study here focuses specifically on patrol deployment and on how to maximize the department’s 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.

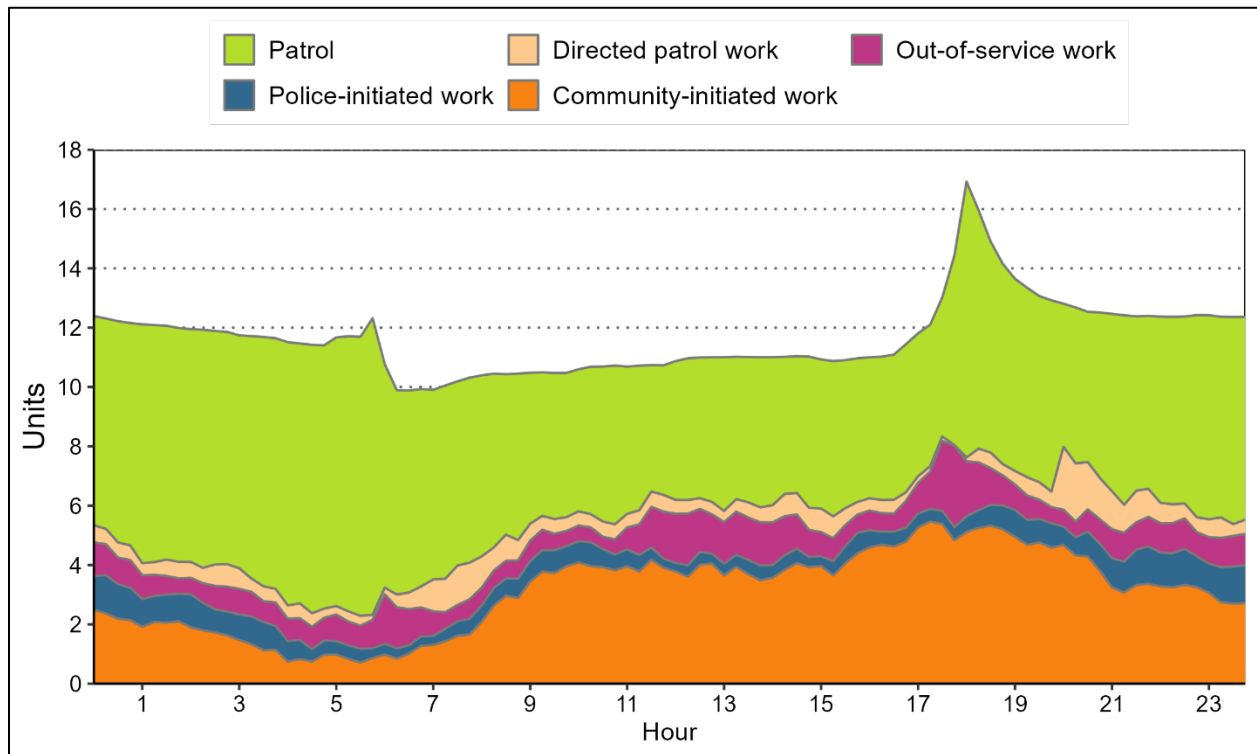
The following sets of figures depict staffing, workload, and the “saturation” of patrol resources in the North Port Police Department during the two months (seasons) on which we focused our workload analysis. The figures represent manpower, service demand, and workload saturation on weekdays and weekends for the periods January 4 to February 28, 2025 (Winter), and July 7 through August 28, 2024 (Summer). Examination of these figures permits exploration of the second part of the Rule of 60.

§ § §

Deployment and All Workload

The following data sets are for the main patrol force, including patrol Sergeants, Corporals, and police officers.

FIGURE 6-10: Deployment and All Workload, Weekdays, Summer



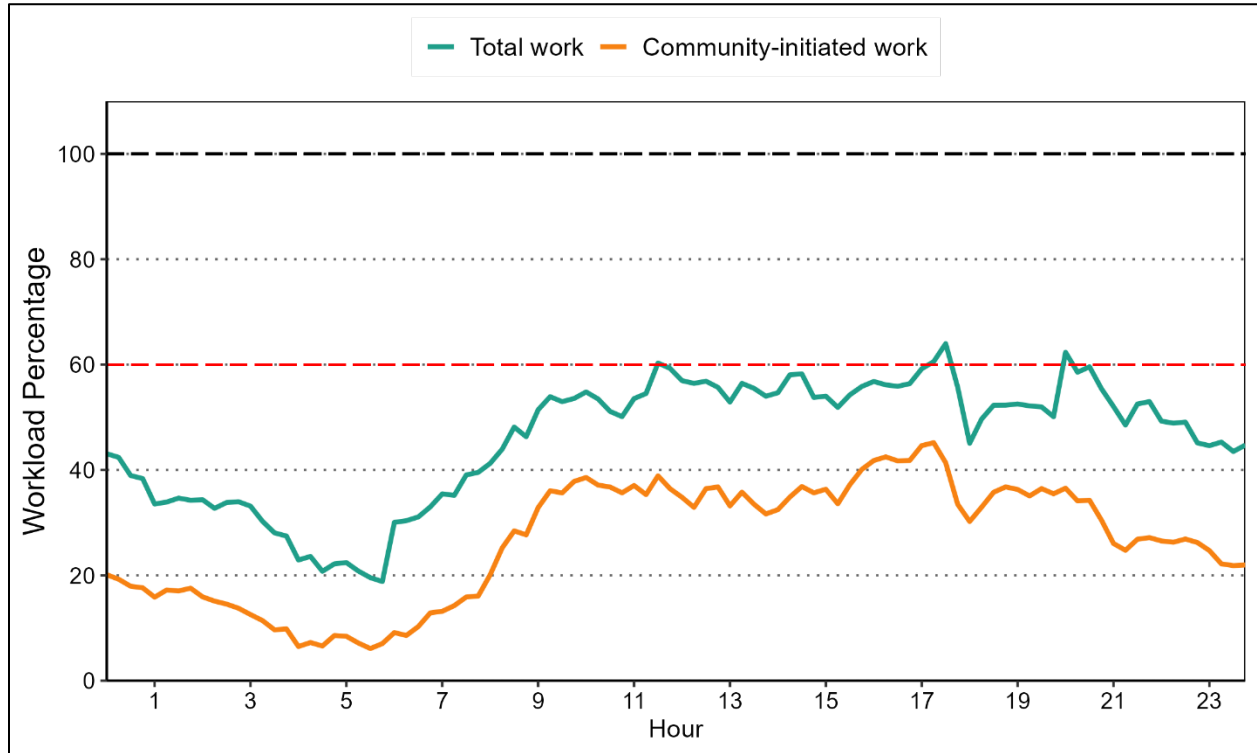
The figure above represents one eight-week period of just weekdays during the summer of 2025. The vertical axis represents the number of officers/units working, and the horizontal axis represents the time of day. The colored areas show how many officers were engaged in each activity on average during the specified period. For instance, at 11:00 a.m., we can see that NPPD had an average of just over ten personnel deployed. Almost four of those personnel reported being on a community-initiated call, less than one was occupied with officer-initiated work, another officer typically showed they were occupied with out-of-service work, less than one officer was occupied with a directed patrol activity, and about four officers were generally on patrol and “available” for a call. Keep in mind these are averages over eight weeks.

The daily average deployment of officers was 11.7 units, while the daily average workload was 5.4 officers on weekdays during the summer evaluation period.

In the following figure, we see the workload percentages for the same period (summer weekdays). In this figure, the orange line represents community-initiated work, while the green line represents all other work (officer-initiated, administrative, out-of-service, and directed patrols). Again, using 11:00 a.m., we see that community-initiated work accounted for just about 38 percent of the available workforce or an individual officer’s time, and all work represented about 55 percent of the workforce or an officer’s time.

When calculating the daily average workload percentage for winter weekdays, NPPD officers had an average SI of 46 percent and a peak SI of 64 percent at 5:30 p.m.

FIGURE 6-11: Percentage of Workload, Weekdays, Summer



The following pages contain the figures for the remaining seasons/days of the evaluation period.

§ § §

FIGURE 6-12: Deployment and All Workload, Weekends, Summer

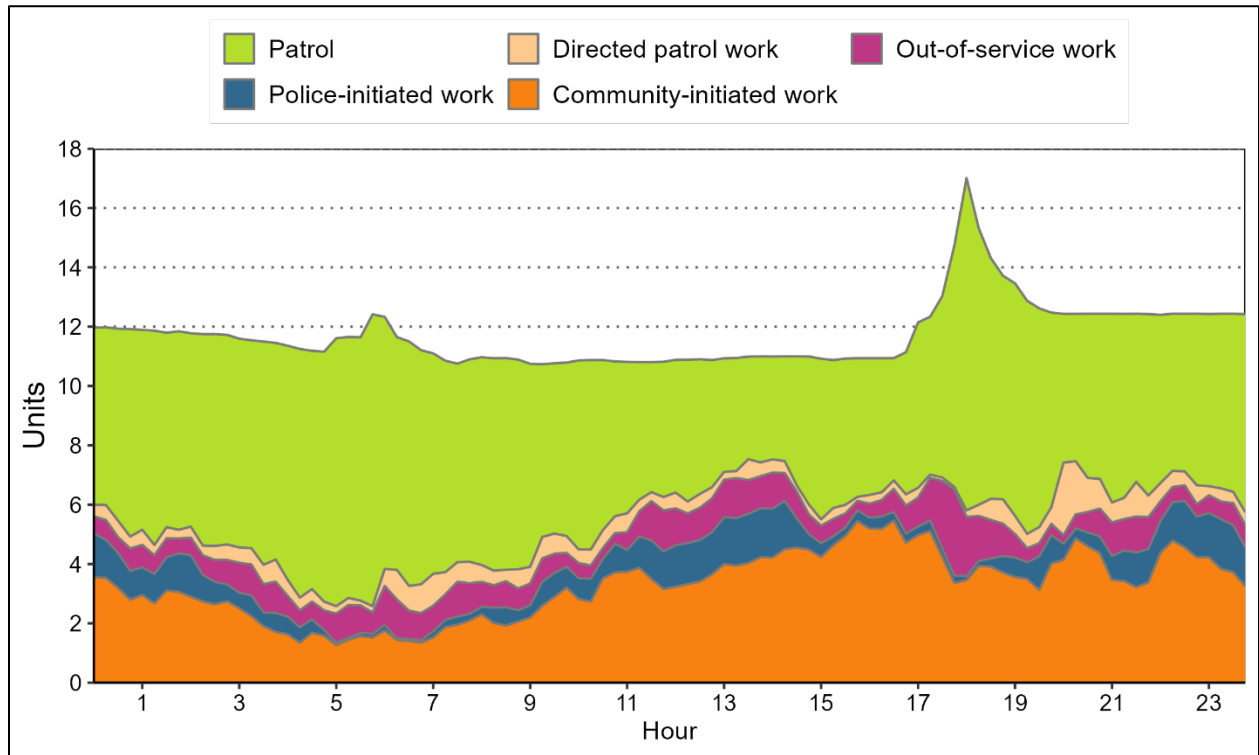


FIGURE 6-13: Percentage of Workload, Weekends, Summer

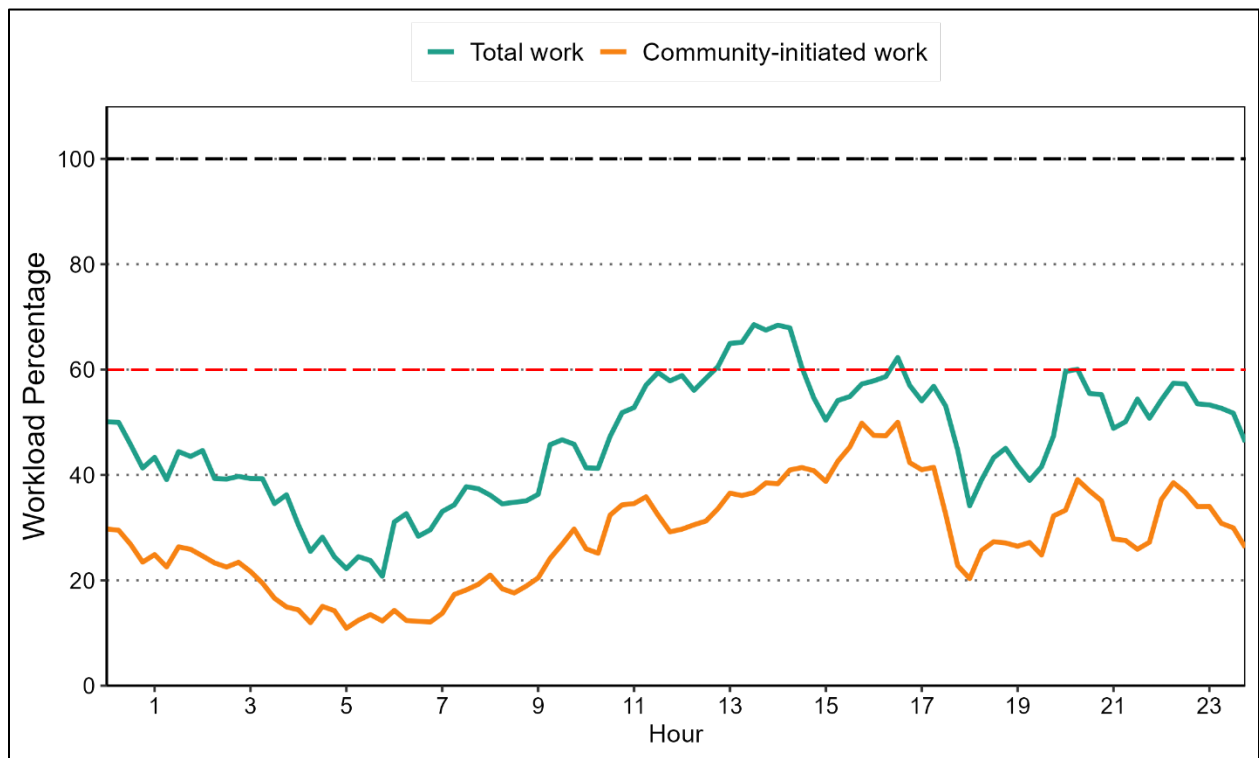


FIGURE 6-14: Deployment and All Workload, Weekdays, Winter

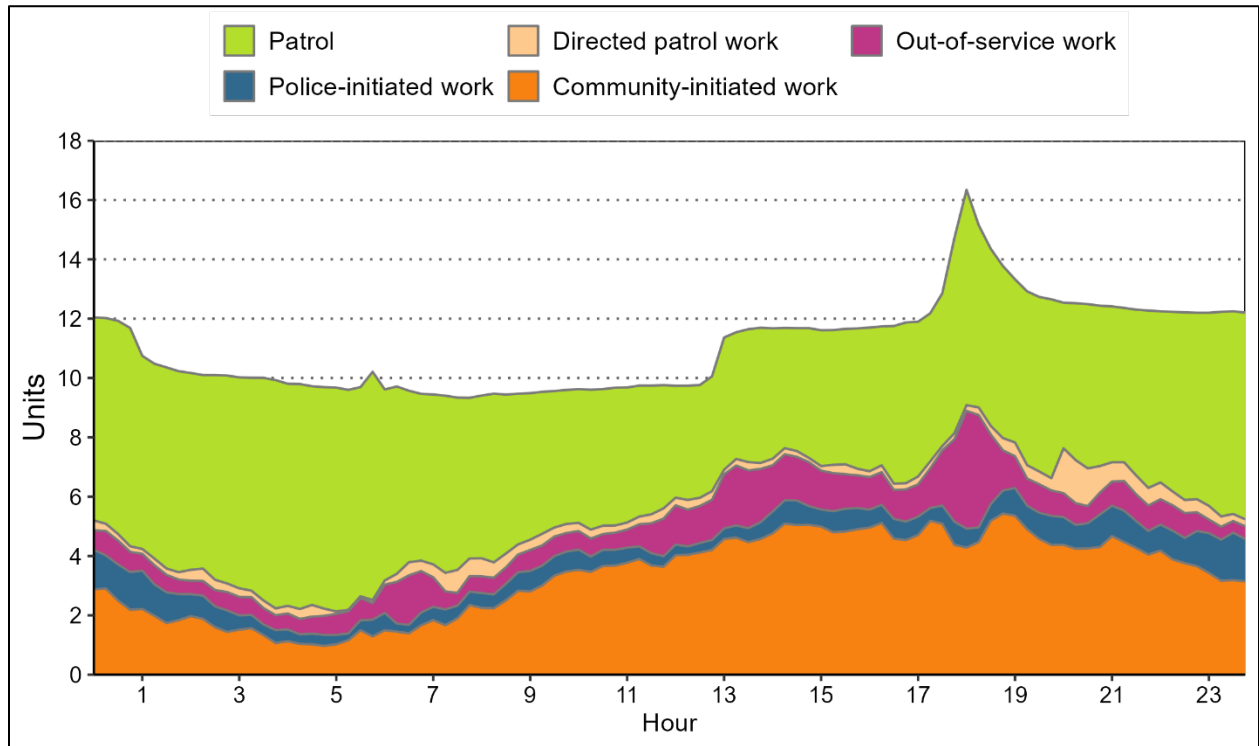


FIGURE 6-15: Percentage of Workload, Weekdays, Winter

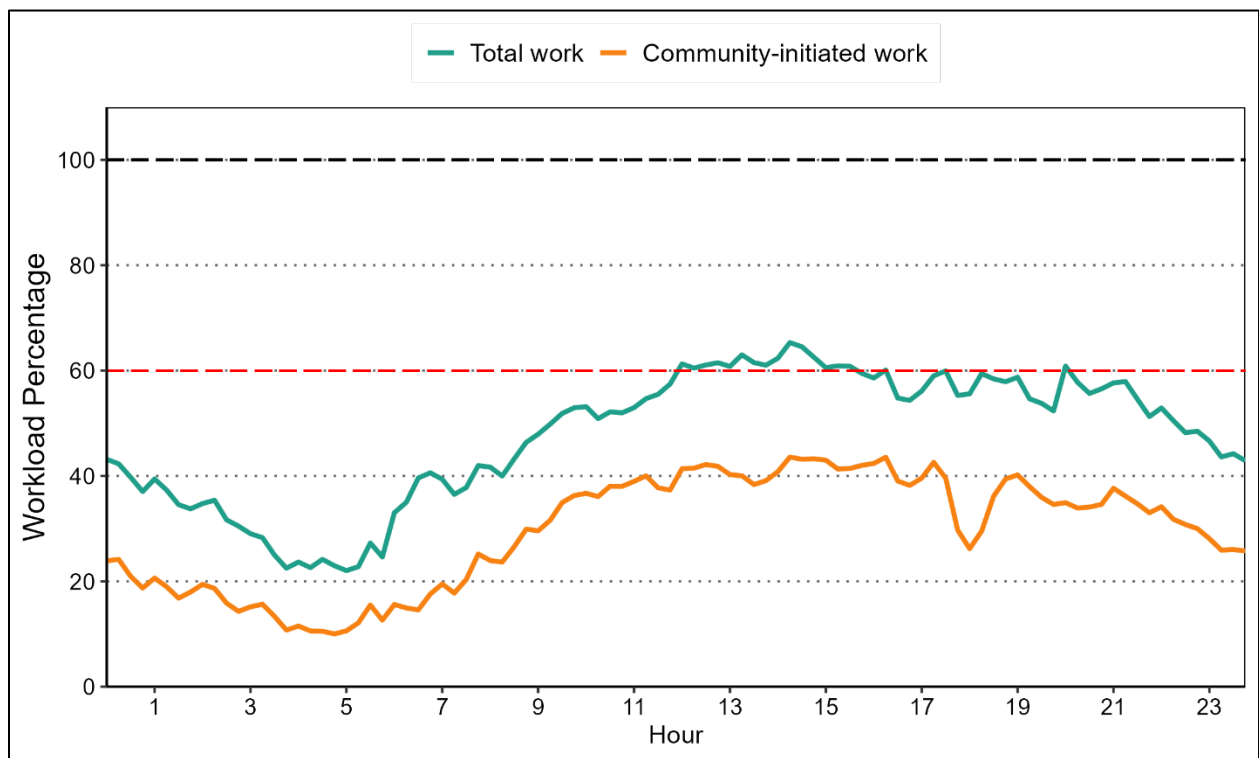


FIGURE 6-16: Deployment and All Workload, Weekends, Winter

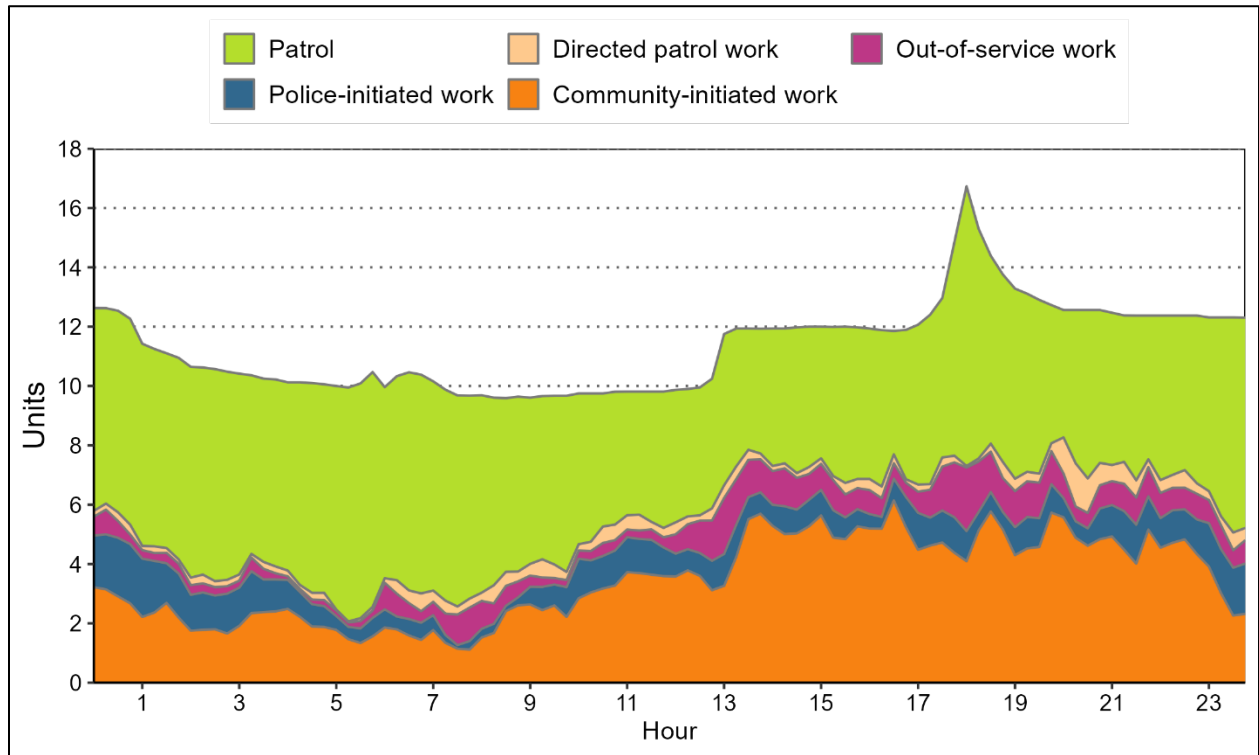
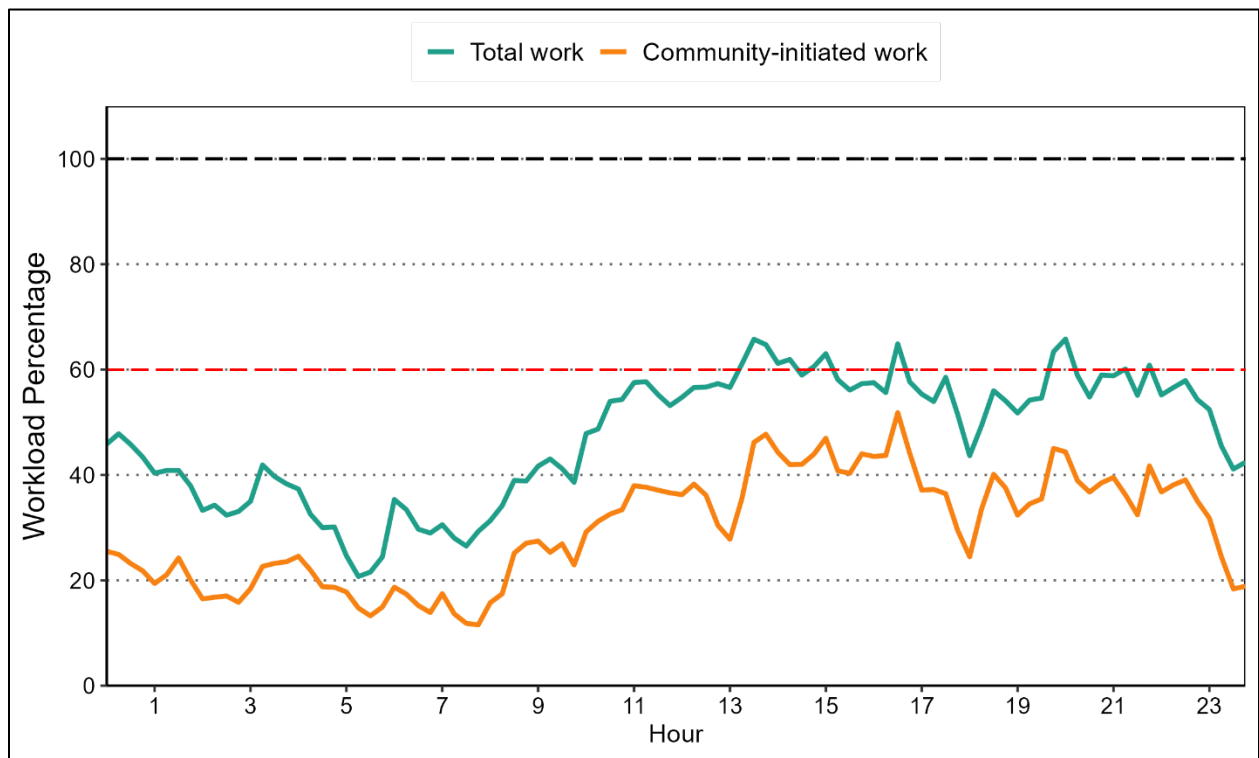


FIGURE 6-17: Percentage of Workload, Weekends, Winter



The following table summarizes the workload and saturation index data for all periods analyzed in this report:

TABLE 6-12: Summary of Workload Calculations

	Summer Weekdays	Summer Weekends	Winter Weekdays	Winter Weekends
Average Deployment	11.7 Units	11.7 Units	11.1 Units	11.3 Units
Average Workload	5.4 Units	5.4 Units	5.4 Units	5.5 Units
Average Saturation (SI%)	46%	46%	48%	48%
Maximum Saturation Workload (%)	64%	69%	65%	66%
Time of Max Saturation Index	5:30-5:45 p.m.	1:30-2:15 p.m.	2:15-2:45 p.m.	1:30 & 8:00 p.m.

WORKLOAD SUMMARY AND STAFFING RECOMMENDATION FOR PATROL

The data presented in this report demonstrates that the Patrol Bureau is not dramatically overworked. The average saturation (workload) is below the 60 percent threshold established in the Rule of 60, hovering in the high 40th percentile. However, NPPD does exceed the 60th percentile in the mid-afternoon on most days during both winter and summer. This would warrant additional staff during that time.

Before making any staffing recommendations, other considerations should be made to offset the patrol workload:

Alternative Labor Sources

Many agencies have used civilian employees to handle non-hazardous patrol work. Community Service Officers are part of the NPPD workforce but are underutilized for patrol work. As of the time of this report, there were no CSOs assigned to assist patrol. Aside from handling non-hazardous calls, CSOs can perform administrative duties that benefit the department. Some in patrol raised concerns about handling calls that were not police-related because of NPPD's "no call to small" community policing philosophy—these are areas where NPPD can significantly benefit from CSOs.

Alternative Reporting Options

Many agencies have turned to technology to capture some police reports for citizens needing to document minor crimes. It is our understanding that the NPPD has invested in an online reporting portal, but we were told the system is underutilized and not user-friendly, thereby increasing the workload to NPPD employees having to rectify user mistakes on the platform. Making this system user-friendly and efficient should benefit the organization.

Adopting a Modified Response Protocol

Some agencies have adopted a policy that certain call types will not get a police response. This is often done for call types that may have more civil than criminal implications, such as non-injury

traffic collisions. We recognize that this is frequently viewed as a lowered service model, and many agencies will reject these concepts. We suspect that NPPD will not be comfortable adopting this type of call-mitigation measure. Still, it warrants discussion when additional personnel are needed to adequately manage the police workload.

It should be noted that we received conflicting information from personnel in NPPD regarding this topic. In many agencies, shift commanders/sergeants have the latitude to cancel a call upon receiving it from dispatch and entering it as a call for service if deemed unworthy of a sworn officer response. Many sergeants reported that this was not allowed in NPPD or was discouraged. Others said it was allowed. Having shift leadership with this capability is common, and it should be clarified in NPPD.

Patrol Staffing Recommendations

- CPSM recommends that NPPD add four (4) FTE officers to the Mid-Shift teams to offset patrol's workload (4 total, or 1 per shift). (Recommendation No. 50.)
- CPSM recommends that NPPD re-establish the patrol CSO program by adding two (2) CSOs to the day-shift teams (one per team). (Recommendation No. 51.)
- CPSM recommends that NPPD clarify its position on Sergeants' and shift Commanders' ability to cancel calls when it is determined that a sworn officer's response to a call is unnecessary. (Recommendation No. 52.)

§ § §

COMPARING NORTH PORT TO OTHER CPSM PROJECTS

CPSM has a very deliberate method of collecting and analyzing CAD data. In many cases, our analysis, graphs, and tables may differ from how agencies are accustomed to seeing their data. This is deliberately done to enable the production of agency-comparable data across all CPSM projects. We caution against reading too much into these comparables, as each agency and community is different; there will always be agencies above or below the averages. However, it is valuable to see areas where an agency may be an outlier. In the case of NPPD, we highlight the response times to high-priority calls as something the agency should be aware of.

Other areas to note are that North Port's crime rates are significantly lower than those of other communities, while officer workload is slightly higher. This is likely a byproduct of NPPD's focus on small-town policing and "no call to small" philosophy to policing.

TABLE 6-13: NPPD Comparable Data Across All CPSM Projects

Variables	Median	Minimum	Maximum	North Port PD	Compared to Median
Population	43,058	3,378	83,3024	93,930	Higher
Officer Rate	151.62	25.71	1,677.51	117.11	Lower
CFS Rate per 1,000	636.97	67.08	7,185.39	387.7	Lower
Primary Unit Service Time, Community-Initiated	30.35	13	54.66	42.04	Higher
Primary Unit Service Time, Police-Initiated	17.44	7.1	56.8	25.72	Higher
Respond Units, Community-Initiated	1.74	1	2.56	1.71	Lower
Respond Units, Police-Initiated	1.26	1	1.99	1.34	Higher
All Units Service Time, Community-Initiated	45.95	19.7	88.09	60.37	Higher
All Units Service Time, Police-Initiated	22.53	7.73	140.08	32.69	Higher
Workload Percent, Summer Weekdays	38.76	5.54	85.66	45.87	Higher
Workload Percent, Summer Weekends	39.47	5.02	81.95	46.35	Higher
Workload Percent, Winter Weekdays	36.66	2.91	66.61	48.42	Higher
Workload Percent, Winter Weekends	35.7	3.55	68.99	48.08	Higher
Response Time, Summer	13.27	2.4	81.35	14.31	Higher
Response Time, Winter	12.81	3.1	82.56	15.6	Higher
High-Priority Calls Response Time	7.54	2.84	23.12	10.51	Higher
Violent Crime Rate	239.05	0	1,866	94	Lower
Property Crime Rate	2,097.68	319.04	11,234	781	Lower
Total Crime Rate	2,433.24	404.96	12,740	875	Lower

SECTION 7. CRIMINAL INVESTIGATIONS BUREAU

The Criminal Investigations Bureau (CIB) serves as the investigative branch of the police department; it provides a wide range of investigatory services for crimes occurring within the community. CIB staff work closely with partner law enforcement agencies at the state and regional levels in addition to working closely with the Florida State Attorney Office for the 12th Judicial Circuit.

The City of North Port is considered to have a moderate violent crime rate with a total of about 100 incidents per 100,000 residents, according to online FBI Uniform Crime Report data. Comparatively, the State of Florida has a violent crime rate of between 250 and 300 per 100,000. The City of Sarasota's violent crime rate is about 450, Miami's is 1,100, and the national average for similar sized cities is 400. The incidence of violent crime has trended downward in 2023 and 2024 and incidences of homicide are below state averages per the Florida Department of Law Enforcement (FDLE). The fact that serious crime, while not pervasive, is frequent enough in North Port that a competent, experienced, and well-trained investigative function is vital for community safety and vibrancy.

Several significant crimes recently investigated successfully by CIB staff further illustrate the need for a competent and multi-faceted investigative function:

- Gabby Petito case, which garnered national attention.
- Home invasion robbery / Amazon delivery ruse with hostages.
- Carjacking and sexual assault and escalation into Charlotte County.
- Organized retail theft ring responsible for over \$10,000 in losses.
- Construction site, heavy equipment, and copper thefts.
- Methamphetamine bust in collaboration with Sarasota County Sheriff's Office.
- Shooting at Kirk Park in October 2025.

Although an important function of the CIB is to investigate high-profile cases as noted above, CIB more frequently investigates routine cases forwarded to them from patrol. The CIB is parsed into sub-units as indicated below and which focus on specialization and development of unique skillsets augmented by training and experience to effectively investigate criminal acts.

This section of the report will address the overall role and responsibility of the CIB and its sub-units, with supporting observations and analyses. Successes will be recognized and recommendations will be offered for enhanced function of the overall CIB.

OPERATIONS AND STAFFING

The CIB is led by one Investigative Captain and supported by three Commanders. The CIB is further subdivided into the following units, with Sergeants overseeing day-to-day aspects of investigations. These sub-units are cross-functional by design with investigators assisting on crimes outside their unit if their expertise or specialty would be of use in a related case.

The following units comprise the overall CIB function:

- Criminal Investigations Division (CID).
- Intelligence Unit.
- Real Time Intelligence Center (RTIC).
- Electronic Surveillance Unit.
- Special Investigations Division.
- Advanced Technologies Division.
- Digital Forensics Examiner.
- Cyber Crimes.
- Internet Crimes Against Children (ICAC).
- Property & Evidence and Crime Scene.

Criminal Investigations Division

The Criminal Investigations Division (CID) is a unit within the overall CIB and is divided into both a Persons Crime Unit and a Property Crimes Unit for investigation of crimes occurring within the city. Each unit is led by one Sergeant and has five investigators. The CID also investigates homicide cases, and as needed via mutual aid, officer-involved shootings or use of force incidents in close conjunction with the State Attorney and partner law enforcement agencies.

Property crimes are more prevalent than person crimes in North Port as shown in the following table. To ensure even distribution of cases among Investigators, all ten detectives work some measure of property crimes. The following data was provided by CIB staff.

TABLE 7-1: Person Crimes versus Property Crimes, 2022–2024

	2022	2023	2024
Person Crimes	271	113	243
Property Crimes	762	567	647

Person crimes decreased 10 percent overall during this three-year time frame, led primarily by a reduction in robbery cases. Similarly, property crimes decreased an estimated 15 percent during the same time frame.

An important key for successful investigation of complex crimes is to have staff with the appropriate expertise to be on-hand and able to assist in or process the investigation. Many crimes occur outside of the scope of Monday through Friday day shift, so a realistic and workable call-in procedure is a prerequisite for effective and efficient investigations.

The National Institute of Justice (NIJ) cites a best practice for call-ins of staff in these scenarios to include the following criteria:

- Active and updated call-in list of qualified staff.
- Authorization authority is clearly defined.
- Determine call-in activation criteria, that is, crime type or severity.

- Response time to scene of less than 45 minutes.
- Appropriate compensation strategy for staff called-in.

North Port Police Department Policy 701.06 addresses after hours call-out procedures. CPSM staff note that this policy reflects a common practice of similarly-sized Investigative Bureaus to ensure a ready means of bringing in staff with appropriate training and experience to process complex investigations after hours. The NPPD call-in process reflects a best practice as established by the NIJ.

CPSM staff note that newly assigned investigators are on-call for their first 30 days assigned to the CID. New investigators also assume a backup role for call-outs if not in their assigned specialty (property or person crimes investigations). This affords cross-training and guidance by more experienced investigators as these calls are jointly investigated. Cross-training and mentorship of newly appointed staff are recognized best practices in the effort to onboard and familiarize investigators with new roles and responsibilities.

Recently, the CIB Captain organized a Homicide Investigations Unit consisting of three investigators primarily assigned to homicide or serious aggravated assault cases. These investigators receive advanced training for this role. Additionally, a sexual assault investigation team was similarly created; it consists of two investigators.

CPSM staff recognize that the State Attorney recommended the creation of both homicide and sexual assault investigation teams, which is covered in a later section of this report.

Nationwide, law enforcement agencies frequently utilize specialty investigative units or participate in task forces that focus specifically on these person-based crimes. Staff receive extensive training in these areas, including homicide investigations and officer-involved shootings.

CPSM staff reviewed several internal policies specific to homicide investigations, officer-involved shootings, and gun violence investigatory responses. CPSM staff reviewed a Memorandum of Understanding between the Sarasota County Sheriff's Office and North Port Police Department outlining their shared response for complaints of employee criminal activity, use of deadly force incidents, and in-custody deaths. This is an example of a proactive partnership to address these serious incidents well in advance of an incident occurring and serves as a clear guide to supervisors in the field.

In cases of suspicious deaths, including homicides, suicides, drug-related overdoses, child/infant deaths, or deaths from apparent unnatural causes, the CIB is notified to ensure an investigation is conducted for after-hours responses. CPSM staff reviewed detective procedures and learned that NPPD utilizes an appropriate on-call process where qualified staff are reliably available to assist at or process complex crime scenes (policy 701.06). CPSM staff note the NPPD experience is a successful model that is not fully replicated across the country and this is a positive for the organization.

CIB also participates actively in regional investigative teams and follows structured mutual aid practices, particularly for officer-involved critical incidents.

Officer-involved critical incidents are guided by department policy for internal administrative functions and by outside agencies to include the Sarasota Police Department, and or the Florida Department of Law Enforcement (CFA 15.15B and NPPDS Standard Operating Procedure 401.01 respectively).

Additionally, involved staff are administratively reassigned a minimum of three days and until such time the investigation has run its course. Mental health support shall also be provided to involved officers within 24 hours of the incident. Although officer-involved shootings occur infrequently, the mutual aid agreement for outside neutral law enforcement agencies to investigate officer-involved shootings is a national best practice.

Rapid response by trained detectives is crucial during critical incidents such as homicides, officer-involved shootings, sexual assaults, or complex violent crimes. A timely investigative presence ensures that crime scenes are expertly processed, critical evidence is preserved, and key investigative leads are identified and followed immediately. Departments with structured on-call policies benefit from the specialized skill sets that detectives possess, improving overall case management and increasing successful investigative outcomes.

Defined roles and responsibilities provide clarity, accountability, and seamless coordination between detectives, patrol officers, forensic specialists, and command personnel. Having an established detective response protocol demonstrates professionalism, transparency, and accountability. It significantly enhances public trust, especially in sensitive or high-profile incidents, by illustrating departmental competence and thoroughness.

Intelligence Unit and Real Time Intelligence Center (RTIC)

The Intelligence Unit consists of two investigators and two crime analysts. A key role of the investigators within this unit is to collate, understand, and digest the data gathered and created by the analysts, and disseminate that intel to other units within NPPD so they are aware of crime trends, suspect information, and likely future targets of crime.

The analysts, among other tasks and responsibilities, have access to video systems from businesses in real time in addition to highway cameras and other surveillance cameras placed throughout the city to monitor crime-in-progress events as well as to gather live intel on suspicious activities occurring in the city. Businesses voluntarily provide CCTV access of their cameras to the RTIC so that law enforcement has real-time, live footage streamed from these camera systems. This provides real-time monitoring of suspicious acts or individuals and has the potential for enhanced officer safety as well as improved evidentiary purposes.

Crime analysts are essentially force multipliers who have the training and expertise to turn raw or unprocessed intelligence into meaningful and actionable data for investigators or patrol officers. Crime analysts mine data and develop and share related intelligence data in current time with investigators as well as outside partner agencies as may be needed.

Effective analysts have a positive impact on reducing crime, early identification of developing crime trends, and increased chances of arresting perpetrators.

Key responsibilities and functions of the CIB crime analysts are as follows:

- **Strategic and Tactical Analysis:** Analysts perform ongoing tactical and strategic crime analyses, supporting patrol, investigations, and command.
- **Data Management:** Analysts utilize internal and external databases, web-based tools, and social media platforms to gather critical criminal intelligence.
- **Trend Analysis and Reporting:** The unit provides long-range trend analyses and comprehensive reviews of crime data, assisting senior command staff and the Chief with strategic decisions.

- **Administrative Analysis:** Analysts conduct thorough administrative evaluations of departmental operations, offering insights into crime patterns, resource allocation, and departmental performance.

Modern crime scene investigative practices increasingly rely on crime analysis to inform decision-making, resource deployment, and crime prevention strategies. Analysts play a critical role in synthesizing data, identifying trends, forecasting emerging crime patterns, and supporting proactive policing strategies. NPPD follows a national best practice by providing data and intel for use by both patrol and detective staff to blunt and mitigate the severity and frequency of crime occurring within the City of North Port.

The crime analysts embedded in the CIB serve an important and key function in the overall reduction in crime via proactive efforts. The International Association of Crime Analysts (IACA) and NIJ cite the following best practices for crime analysts in police agencies:

- Analysts are embedded in the investigative function.
- Analysts build actionable data for officers or investigators.
- Trend analysis occurs with mapping and or geocoding of hot spots.
- Create predictive analytics.

CPSM staff observed that the RTIC unit accomplishes all of these identified best practices.

Electronic Surveillance Unit (ESU)

The Electronic Surveillance Unit consists of two investigators who are responsible for camera repairs city-wide as well as investigation and surveillance of various crimes in a covert fashion. They provide close intelligence and support with the Special Investigations Division.

The ESU unit oversees 170 devices including License Plate Readers, trailer mounted systems, Verkata camera systems, and a variety of covert surveillance devices. This unit is tasked with staying abreast of best practices and policy recommendations for the evolving changes specific to personal rights and legal recordings of citizens in what are generally public places and the proper record retention and dissemination of this type of evidence.

Special Investigations Division (SID)

A Commander leads this division, which focuses on unique or otherwise special investigations that may include organized crime, unusual trends, internet-related crimes, or crimes originating outside the city proper but victimizing local residents. While maintaining a low profile in the community, the SID focuses on extortion-type cases, drug trafficking, vice and human trafficking, weapons offenses, and organized white collar crime.

A Special Enforcement Team is part of the larger SID and assists in critical or dangerous apprehensions. Surveillance, intel operations, and execution of search warrants involving armed or dangerous individuals are typical assignments for investigators working in this area.

Key focus areas for the SID are collaboration with other law enforcement agencies, focusing on crime networks as opposed to crime suspects. Typical investigations under this unit are complex, highly organized, particularly dangerous, and frequently involve organized crime or drugs.

Advanced Technologies Division and Internet Crimes Against Children (ICAC)

This division is led by a Commander and consists of a Cyber Crime Unit (CCU) focusing on digital forensic analyses and Internet Crimes Against Children Unit (ICAC) focusing on child pornography, sexual predation of children online, and sexual enticement of underaged persons.

Staff within these functions of the greater CIB have the following unique training and credentials and serve as regional investigatory resources for these crimes:

- Certified computer forensic examiner (CCFE).
- Cellebrite Certified Operator.
- Cellebrite Physical Analyzer.

Additionally, digital forensic team members play a role across the investigatory case spectrum and are tasked with all digital forensics in serious crimes such as homicide or sexual assault cases.

ICAC staff conduct investigative follow-up for cybercrimes involving children and serves as an investigatory hub for internet crimes in the larger region of Sarasota and adjacent counties in Florida.

Property & Evidence and Crime Scene Processing

Consultant staff participated in a tour of the property and evidence room functionality. CPISM staff noted the evidence areas were in an orderly and kept appearance with no known evidentiary items out of place or left unsecured. Although no physical handling of evidence occurred, evidence appeared to be properly marked and stored without indication of cross-contamination. Biological evidence was uniformly kept in paper bags and room temperature and humidity were consistent where biological evidence was stored. Additionally, refrigerators had remote sensors that trigger an alarm if temperature is not maintained or there is a breakdown in cooling operations.

The evidence custodian anecdotally shared that of an estimated 27,000 items of evidence in a recent audit, every item was accounted for except two items. These items were eligible for destruction and it is presumed the items were in fact destroyed; however, the evidentiary notation that the items were still in evidence needed to be corrected.

Additionally, it was noted that property & evidence staff must find creative ways to find shelving or other areas to avoid cross-contamination of a burgeoning and growing level of evidence being taken in. One means to mollify the increasing volume of evidence is to take aggressive action to remove, return, or destroy evidentiary items no longer needed to be held. Despite these measures, the amount of evidence continues to grow beyond the capacity of the existing storage facility.

Several creative measures have been implemented to address space constraints, such as innovative storage solutions. A word of caution is merited that care be maintained that evidentiary items, such as biologicals, must be held in a consistent low humidity and room temperature setting to avoid degradation of evidence.

The biggest challenge in this area is a significant shortage of shelf space on which to store evidentiary items coupled with essentially no additional office or cubicle space for staff. Sign-in

and sign-out procedures were enforced during CPSM's observation of the property and evidence unit.

The challenges of the Williams Rule (Florida Statute 90.404(2)a), which references using evidence from certain prior bad acts by a defendant, has resulted in the warehousing of a significant amount of evidence from serious crimes, in particular sexual assault evidence. Staff have interpreted the Williams Rule as requiring maintaining custody of large amounts of bedding and related items in anticipation of future criminal acts that may occur by a yet-to-be-determined defendant. This greatly exacerbates the storage space issue.

The property and evidence room is staffed by two civilians who work closely with the crime scene investigators. Crime scene staff respond in the field to process a variety of scenes and work in close concert with detective teams. Training of crime scene staff is extensive; new staff have a 14-week field training program. Year-to-date through September 2025, crime scene staff have responded to more than 170 scenes or 1.6 each day.

CIB TEAM DISCUSSION AND FEEDBACK

A key component for this project was a team discussion with members of the CIB. Representatives from the above CIB teams were present and an estimated 25 staff participated in a general question and answer session regarding the functionality of the CIB. CPSM staff shared business cards with participants in case anyone wanted to follow up on issues raised or wanted to share thoughts or ideas anonymously. As of this writing, no CIB staff has reached back to share additional comments.

General observations of the consultant team for this session are as follows:

- CPSM staff found staff within CIB were largely engaged and professional; they shared a genuine concern for improving the agency where they could.
- Line staff wanted this report to reflect a desire among CIB staff to have more educational and training opportunities as they grow in their careers. This sentiment was repeated several times during the session, especially by civilian staff.
- CIB staff expressed genuine care for the community and staff felt they were very much appreciated by community members. Some attendees mentioned the need to hold offenders accountable and support victims of crime.
- Staff shared a growing concern specific to the property and evidence room storage capabilities; the facility has no additional office or cubicle space for additional sworn or civilian staff.
- CPSM staff queried the assembled CIB members if the Bureau was more transformational as opposed to transactional (meaning more prone to educate staff as opposed to punish them when mistakes were made). There was considerable discussion, with both sides of this perception represented. The majority of staff indicated they felt they would be supported if a decision they made turned out poorly, but was well-reasoned and thoughtful. The minority voice in the discussion differed strongly and said essentially, "if you screw up, there would be consequences." Additionally, these voices said if you screwed up a second time, you likely were going to face discipline or removal from the unit.
- The conversation regarding transactional consequences led into a deeper discussion on the perception of very few people putting in for promotions and the added perception that

county laterals are more apt to experience transformational or learning opportunities than those not from the county. Additional follow-up on these comments did not elicit more clarity.

- CIB staff felt there was good communication between patrol operations and investigations. Additionally, there was opportunity for engaged staff to branch out into other aspects of investigations over time.
- There was general positive affinity for the senior leadership in the police department inclusive of the Chief and Captains. Some concern was raised about consistency at the Sergeant level but when pressed no specifics were shared other than a general perception that some Sergeants were far better at decision-making than others. Decisiveness was viewed as a highly desired trait by CIB staff.
- Pro Phoenix is the department's current records management system (RMS) and when asked if it suited staff needs there were general groans from the group. However, consensus was that it is a decent system but could be improved upon in future upgrades. The department has used Pro Phoenix for about five years.
- Property and evidence staff shared reservations on Pro Phoenix, citing it as adequate at best.
- Staff expressed concern that an important building expansion / creation was defeated within the community and a recent vote was not passed. The new building was part of five major asks at stake and all were defeated.
- Investigators felt their caseloads were very busy on the whole, with an average caseload of ten active cases being worked each month.
- An area of concern that was mentioned specific to caseloads was the investigation of attempted frauds or scams that in many communities would not merit an investigation, but would rather involve education via social media or website reminders to the community to not divulge personal information to would-be scammers (Nigerian pyramid scams and the like). Investigators questioned the investment of time it takes to investigate these "victimless" crimes when the attempt to defraud is unsuccessful. Suggestions were raised to share this type of attempted fraud through educational and social media posts to the community but not involve criminal investigations.

SUPERVISION

Senior police leadership within the North Port Police Department was shuffled in the months prior to CPSM staff engaging in this project. A new Captain was appointed to oversee the CIB functions; we found that CIB staff view the Captain as approachable and innovative.

Management and supervision within the unique confines of a law enforcement agency is further complicated by the investigative function, in that criminal cases are essentially investigated autonomously by detectives with little direct oversight. As well, the typical investigator has a multitude of cases ongoing at any given time. Further, case follow-up and administrative time to ready a case for court can take days depending on case complexity.

The International Association of Chiefs of Police, in its 2019 Investigative Operations Guidelines and Standards of Conduct document, cite the following key attributes as best practices for investigatory supervision:

- Supervisors are leaders and leadership is relational.
- High degree of investigative oversight and integrity.

- Training with an eye towards organizational justice and transparency.
- Coordinate information sharing.
- Track clearance rates and prosecutorial feedback.

Similarly, the Police Executive Research Forum (PERF) cites the following as best practices for investigatory supervisors:

- Rigorous and competitive selection processes.
- Minimum of 40 hours specialized training in functional area of responsibility.
- Create mentorship opportunities.
- Audit caseloads regularly.
- Balance caseload to no more than six major cases at a time.
- Interagency and community collaboration.
- Leverage crime analytics for data-driven solutions.

To help ameliorate and address supervisory challenges, the successful investigatory supervisor should have a deep understanding of the nuances of criminal investigations. Based on this understanding they can share their expertise and also effectively track and monitor investigator time management and insert additional resources or make other modifications should an investigator start to fall behind due to case complexity, high caseload, or lack of proper time management skills.

Additionally, management and supervision of the investigatory function requires competence in working through the RMS nuances, liaison with key stakeholders and victims to ensure proper support and service, and also a broad understanding of procedural and perfunctory tasks associated with case management. Ideally, first-line supervision of the CIB function should be conducted by supervisors well familiar with the nuances and aspects of the investigative role and responsibilities.

Although there is no nationally recognized minimum number of years as pre-requisite experience for investigatory supervisory roles, it suffices to say that any supervisor must have extensive job knowledge in the day-to-day tasks of the assignment, be able to build rapport and team cohesion, and be helpful and decisive when challenges occur.

Effective leadership must model these behaviors and actions in support of staff and subsequent accountability and also in support of crime victims and prosecutors to ensure proper case investigations.

In our review of the supervision within the CIB function, we found that essentially all of the IACP and PERF recommended best practices are present and implemented.

STAFFING STRUCTURE AND SCHEDULE

The CIB investigators generally work a variation of four 10-hour shifts each week although some staff work 11-hour shifts. Several investigators work partial weekends while others are on-call for after-hours and weekend availability. Additionally, investigators have different starting times depending on needs of the Bureau, and this occasionally includes weekends depending. In

short, there is great variety in shift start and end times as well as scheduled work on a Saturday or Sunday.

This shift variety and deployment affords flexibility in staffing to typically have investigative staff on duty for much of a given work week. Those times where investigators are not on duty, staff are scheduled to be on-call.

The investigative/detective staffing levels are authorized and staffed as shown in the following table. The Criminal Investigation Bureau operates with an authorized strength of 44 full-time sworn staff, of which 34 are investigators and 10 are supervisory. The Bureau has nine civilian employees.

There currently are no long-term vacancies within the CIB.

TABLE 7-2: CIB Authorized and Actual Staffing

Position	Authorized	Actual	Vacant
Sworn			
CIB Captain	1	1	0
CIB Commander	3	3	0
Sergeants	6	6	0
Property Detectives	11	11	0
Person Detectives	11	11	0
Forensic Detectives	7	7	0
Special Investigations Detectives	5	5	0
Sworn Total	44	44	0
Professional Staff			
Analysts	3	3	0
Crime Scene Tech	2	2	0
Property Room Tech	2	2	0
Crime Scene Investigators	2	2	0
Professional Staff Total	9	9	0
Totals	53	53	0

Detective assignments are generally lateral moves within the department, and once assigned to the CIB the detective generally stays in that assignment for several years. Some staff have more than ten years of experience in the assignment.

An appointment or transfer into CIB is not described as a promotion *per se*, but selected individuals do receive additional compensation and view the appointment as a career enhancement. Selections for detective positions are made through an internal interview process facilitated by a panel of existing detectives and supervisors to ensure that candidates are assessed both on merit and fit. Promotional processes that provide for peer review at least in limited fashion is a best practice nationally as observed by CPSM staff.

CPSM staff reviewed policy 100.08, Promotions, and spoke with recent promotees and the CIB Captain. CPSM staff ultimately determined that there exists a structured, detailed, and clear process for the recruitment, selection, and support for promotees to both rank and consideration

for investigative assignments. The CIB Captain schedules regular opportunities to get staff input and feedback on many decisions affecting work environment and culture.

WORKLOAD AND CLEARANCE RATES

CPSM staff reviewed caseloads as reported by CIB supervisors and investigators and learned that most investigators carry about 10 active cases each month. The CIB is responsible for responding to and coordinating the on-scene investigation of major incidents, as well as conducting follow-up investigations related to crimes initiated through patrol reports. CIB staff indicate they generally receive complete and thorough reports from their patrol counterparts; reports are sent back infrequently for further initial investigation prior to investigators taking the case over. First-line patrol supervisors play an important role in ensuring investigators receive complete reports in a timely manner.

The International Association of Chiefs of Police suggests that an investigatory caseload of 10 to 15 per month is generally very manageable and provides investigators time to fully develop leads and build informants as may be needed.

PERF, NIJ, IACP, and the Rand Corporation in separate individual studies specific to investigatory caseload, when distilled in their entirety, have identified a range of from 15 to 25 property crimes and not more than 12 to 15 person on person crimes for any one investigator. Serious crimes such as aggravated assaults, sexual assaults, or homicide may be capped at only two to three, depending on solvability factors and severity of incident.

Additional caseload best practices cited in these works include:

- Assign weights to each crime in the caseload ranging from 1 to 10 (minor to complex).
- Investigators should not carry weighted caseloads of more than 60 points.
- Rapidly close out low solvability cases to focus on higher probability cases.
- Supervisors should meet weekly with investigators to purge inactive cases.
- One crime analyst per 10 investigators.

It remains important for the investigative supervisor to be aware of the type, number, and complexity of a given investigator's caseload so they can make the most informed judgement of true caseload management. Admittedly, for NPPD and the CIB, a caseload of 10 each month is generally below national averages and should provide an investigator with ample time for investigation and follow-up for a given caseload.

Based on our review of NPPD's investigative policies and procedures, it is apparent that NPPD investigators gather and preserve evidence, identify and apprehend offenders, assist victims, recover stolen property, and prepare cases for prosecution in an effective and efficient manner. The department's investigative functions are guided by various internal policies and standard operating procedures.

Investigations follow NIBRS criteria and use the following classifications to close out cases:

- Closed by Arrest: The offender was arrested as the result of a patrol investigation, or they were taken into custody from serving a warrant resulting from the investigation. This process is also used when a petition is requested for a juvenile.
- Closed by Exception: The suspect is known, but charges are not being pursued.

- Victim Refused to Cooperate: If a victim does not wish to pursue charges, the case is exceptionally cleared.
- Prosecution Declined: For a variety of reasons, further prosecution lacks merit by the State Attorney.
- Inactive: A suspect has not been identified and no further investigation is possible at this time.
- Unfounded: The result of an investigation determines the offense did not occur.

Clearance Rates

While crime prevention is a key goal for any police department, crime solving should be on par as a goal for the investigator. Solving crimes and ultimately holding the offender accountable acts not only as a deterrent to the offender and general public who become aware of the arrest, but the victims of crime oftentimes feel vindicated when the assailant or offender is held to account for their actions.

Clearance rates are often viewed as the benchmark for an investigative bureau's success or effectiveness. Whereas there are many factors that come into play specific to solvability, it remains that the number (percentage) of crimes cleared by arrest is the yardstick that investigators are measured by. Clearly not all crimes are as readily solved as others; however, investigators who routinely solve far fewer cases than their peers for similar types of crimes may need closer scrutiny or training to ensure they are the most effective they can be.

An often overlooked source to enhance clearance rates for crimes is in the area of proper crime scene processing and the proper identification, collection, and preservation of evidence. When coupled with laboratory processes, latent fingerprints, serology, DNA, and trace evidence can be found to link perpetrators to scenes.

Similar to forensics enhancements, creating and utilizing confidential informants can be effective in generating leads, intel, and other solvability factors to enhance clearance rates. Lastly, proper classification of crimes is an important criteria in determining what level of crime has occurred. Elements of crime and their differences need to be clearly understood so that crimes are not over-reported or inaccurately coded as a robbery when in fact it is simply a theft or perhaps even a burglary.

The following table the incidence of Part 1 crimes in North Port for 2022–2024 and respective clearance rates.

§ § §

TABLE 7-2: Crime Incidents and Clearance Rates for North Port, 2022–2024

	2022 Incidence of Crime and Clearance Rate Pct.	2023 Incidence of Crime and Clearance Rate Pct.	2024 Incidence of Crime and Clearance Rate Pct.
Arson	1 - 100%	1 - 100%	0 – N/A
Aggravated Assault	68 - 68.7%	84 - 86.1%	65 – 77%
Burglary	264 – 15.6%	179 – 23.3%	48 – 22.9%
Homicide	1 – 100%	3 – 66.7%	0 – N/A
Motor Vehicle Theft	13 – 8.3%	25 – 36%	25 – 31.3%
Robbery	15 – 57.1%	8 – 66.7%	4 – 100%
Sexual Assault	26 – 42.8%	23 – 43%	23 – 54.8%
Theft	687 – 40.67%	770 – 37.9%	670 – 34.5%

Clearance rates were provided by CIB staff.

INVESTIGATOR TRAINING



Training has previously been discussed in this report so this section is narrowly focused on investigator training. The NPPD trains new investigators and assigns them a field training officer to coach and guide them as they assume their new role. A zip drive with complete templates for report writing, search warrants, scene processing, etc. is provided to each new investigator. cursory review of these templates and training content suggest a broad yet comprehensive overview of the required training and exposure new assignees could expect to encounter.

Additionally, the new investigator is field trained for up to 30 days to learn the nuances of the position. During this month, the new investigator is on call so as to be part of and exposed to a variety of calls to gain additional hands-on experience. Daily activity logs and summations are part of the training and on-boarding process.

The Florida Department of Law Enforcement (FDLE) requires a minimum of 40 CEUs every four years for investigators. A sample training template from the FDLE website follows; it outlines basic courses required to include some investigatory coursework.

§ § §

TABLE 7-3: Example of FDLE Training Courses for Investigators

 CRIMINAL JUSTICE STANDARDS & TRAINING COMMISSION Florida Law Enforcement Officer One-Time Mandatory Training Requirements Florida Law Enforcement Officers Must Complete Each Required Training Course by the Indicated Deadline to Obtain or Maintain Certification 			
Training Requirement	Authority	Officer Training Requirements To be completed	Training Deadline
Identifying and Investigating Elder Abuse and Neglect	s. 943.17296, F.S. 11B-27.00212(15), F.A.C.	LE officers certified prior to June 30, 2011, must have completed the Commission-approved course by June 30, 2011. LE officers who complete a law enforcement basic recruit training program that began on or after July 1, 2001, have met this requirement. LE officers who complete the Equivalency of Training process will have to complete this requirement prior to being eligible for certification.	June 30, 2011 Completed in basic recruit training Prior to certification
Identifying and Investigating Human Trafficking	s. 943.17297, F.S. 11B-27.00212(16), F.A.C.	LE officers certified prior to July 1, 2021, must have completed the Commission-approved course by July 1, 2022. LE officers who complete a law enforcement basic recruit training program that began on or after July 1, 2021, have met this requirement. LE officers who complete the Equivalency of Training process will have to complete this requirement prior to being eligible for certification.	July 1, 2022 Completed in basic recruit training Prior to certification
Recognizing Head Injuries in Infants and Children (Child Welfare)	s. 943.17298, F.S. 11B-27.00212(17), F.A.C.	LE officers certified prior to July 1, 2022, must have completed the Commission-approved course by July 1, 2022. LE officers who complete a law enforcement basic recruit training program that began on or after July 1, 2021, have met this requirement. LE officers who complete the Equivalency of Training process will have to complete this requirement prior to being eligible for certification.	July 1, 2022 Completed in basic recruit training Prior to certification
Sexual Assault Investigation	s. 943.1724, F.S. 11B-27.00212(18), F.A.C.	LE officers certified prior to July 1, 2024, must complete the Commission-approved course by July 1, 2024. LE officers who complete a law enforcement basic recruit training program that began on or after July 1, 2022, have met this requirement. LE officers who complete the Equivalency of Training process will have to complete this requirement prior to being eligible for certification.	July 1, 2024 Completed in basic recruit training Prior to certification
Lethality Assessment Training	s. 741.29(2)(b), F.S. 11B-27.00212(19), F.A.C.	LE officers certified prior to October 1, 2026, must complete the Commission-approved course by October 1, 2026. LE officers who complete a law enforcement basic recruit training program beginning on or after July 1, 2026, will have met this requirement. LE officers who complete the Equivalency of Training process will have to complete this requirement prior to being eligible for certification.	October 1, 2026 Completed in basic recruit training Prior to certification

Additional sources of investigative coursework and training exists through the Florida Division of the International Association for Identification or the International Association for Identification (IAI). Additionally, associations such as the International Association for Property and Evidence (IAPE) and the Property and Evidence Association of Florida (PEAF) provide training opportunities for the property and evidence functions at NPPD.

A search for basic and advanced investigation courses yielded many options statewide and most reported credits were pre-approved by Florida Criminal Justice Standards and Training. At the NPPD, new crime scene investigators are sent to the aforementioned IAI crime scene certification course, which must be completed within first 18 months of assignment.

Additional certifications, both in investigations as well as crime scene processing, are available by interest and specialty such as Reid School of interviews and interrogation, Advanced Interview Training (AIT), blood spatter identification, and advanced digital photography and imaging techniques.

Quality control in investigations is required (via policy) and conducted by regular case reviews by supervisory staff and annual performance audits.

State Attorney Feedback

CPSM staff felt it necessary to gain clarity on the Williams Rule interpretation, as its interpretation causes evidentiary staff to keep certain types of evidence essentially indefinitely even though storage space for evidence is exceptionally limited.

Additionally, it is routine in studies such as this for consultants to make contact with the appropriate charging attorney to gain insight into the quality of cases being referred for charges and if there is any input which could be shared back with the subject agency for improvement.

In this light, CPSM staff reached out to the Florida State Attorney.

Quality of Investigations

CPSM consultant staff made contact with Florida State Attorney for the 12th Judicial District. The following general observations of the CIB function and NPPD in general were shared with the consultant team after a meeting of appropriate charging attorneys who work closely with NPPD and their detectives.

Professional recognition was given for the Chief and Deputy Chief with the commentary that both were on the leading edge on law enforcement technology innovations. The implementation of the RTIC and digital work being done is of great benefit to the community and crime reduction efforts in general as commented by the State Attorney.

Specific to quality of work product and investigations, there are several areas of improvement noted and desired:

- Early communications in complex crimes is lacking.
- Increased and enhanced collaboration between organizations is desired.
- Too frequently, detectives do not involve prosecutors at critical case junctures.

Improved communication efforts throughout the investigatory and charging processes, especially at the early stages when critical mis-steps can jeopardize successful prosecutions, is highly desired by the State Attorney. The State Attorney Office provides various specialized training in key investigatory areas and welcomes NPPD staff to participate in course offerings as they become available.

Consultant staff queried the State Attorney for specific details to aid NPPD staff in better understanding limitations and areas of improvement. A variety of cases have occurred in recent memory and State Attorney staff indicated they would welcome follow-up discussions with NPPD staff to help improve in these areas. The consultant team clarified if NPPD staff were ever apprised of some of these shortcomings and how these shortcomings and related information may have been shared with NPPD detectives or leadership. The general response was that case shortcomings are regularly and routinely shared with appropriate law enforcement agencies and enhanced long-term communication efforts must be entrenched so adjustments and improvements to communication or related shortcomings are fixed. In short, more open and robust communication efforts would be welcome to improve case quality.

Property and Evidence

A second topical area the consultant team raised with the State Attorney was the issue of retaining evidence per the Williams Rule (prior crimes or bad acts can be submissible in current or future cases). The property and evidence section has very limited space and NPPD staff indicated they are largely unable to dispose of sexual assault and other serious crime-related

evidence due to the Williams Rule; staff feel they need to retain this evidence literally for 50 years.

The State Attorney team clarified this somewhat and suggested that likely, evidence from a number of serious crimes could be released or disposed of provided that certain conviction thresholds were met. Essentially, as long as there was a proper conviction and Rule 3.850 parameters were met, with State Attorney staff input, there would not need to be a hold on many crimes that were charged out and subsequent appeals processes were exhausted. Conversely, for crimes with unknown suspects, evidence would indeed need to be kept an extended length of time.

The State Attorney team is empathetic to the need to have the best evidence available in cases in the event defense teams wished to conduct tests on collected evidence, which necessitates holding onto a potentially large amount of evidence. However, once a conviction occurs and the appeals process and waiting periods have passed, and parameters of 3.085 rules have been satisfied, evidence can be released or disposed of.

Close communication and dialogue between police and State Attorney staff is critical. Favorable responses to evidence disposition would tend to be more likely if a smaller volume of cases would be submitted for review at a time, complete with specific asks of the attorney coupled with conversations, as opposed to sending over a list with dozens of cases for the attorney to weigh in on for disposal. Again, communication is key in this area.

An alternate suggestion regarding what type and how much evidence needed to be collected, with prosecutorial input on the front end, some types of evidence may be able to be removed or cut out after proper photographic documentation, thus reducing the need for voluminous items of bulky evidence needlessly being collected. Here again, open and robust communication on the front-end with prosecutorial staff is key.

Criminal Investigations Bureau Recommendations:

- It is recommended that NPPD develop a training matrix for all CIB positions to ensure that professional development and ongoing skills enhancement remain a priority for all CIB personnel, including professional staff investigators and crime analysis staff. (Recommendation No. 53.)
- Improve communications with the State Attorney office and involve them early in cases. (Recommendation No. 54.)
- CIB needs to collaborate with stakeholders in communications as well as processes. (Recommendation No. 55.)
- Regular forums should be established between detectives and the State Attorney Office. (Recommendation No. 56.)

§ § §

SECTION 8. SPECIAL OPERATIONS BUREAU

The NPPD Special Operations Bureau is a multifaceted division; it was recently restructured under the leadership of a newly assigned Captain. The Captain had a long tenure in the Criminal Investigations Division and was reassigned as part of a department-wide initiative in which all Captains were transferred to lead divisions outside their previous assignments. While such transitions often face resistance in traditional organizational cultures, NPPD leadership should be commended for embracing this best practice, which promotes cross-divisional insight and operational adaptability.

Supporting the Captain is one dedicated Commander, along with additional NPPD Commanders who provide oversight to ancillary specialized units while continuing to fulfill responsibilities in their primary divisions. The division is staffed with four full-time Sergeants, and several other Sergeants contribute to specialized units in addition to their duties elsewhere in the department.

The Special Operations Bureau encompasses several full-time units, including School Resource Officers, Traffic Enforcement, the K-9 Unit, Conservation, and the Community Policing Unit. Within Community Policing, the Homeless Liaison Officer and Homeless Case Manager serve in full-time roles, addressing critical community needs through focused outreach and support.

In addition to its core functions, the division oversees a range of specialized teams that operate on a part-time or as-needed basis. These include SWAT, the Emergency Response Team (ERT), the Crisis Negotiation Team (CNT), the Dive Team, the Explosive Materials Unit, Drone Operations (UAV), the Police Explorers program, and the Volunteer Corps. This structure reflects NPPD's commitment to operational flexibility, community engagement, and tactical readiness, ensuring that specialized resources are available to meet evolving public safety demands.

TRAFFIC UNIT

The North Port Police Department's Traffic Unit operates under the direction of the Special Operations Bureau Captain, with oversight provided by the Special Operations Commander. The unit is divided into two teams—Day Shift and Night Shift—each supervised by a dedicated Sergeant. The full unit consists of two Sergeants, two Corporals, and six officers, with the day shift staffed by one Sergeant, one Corporal, and four officers, and the night shift staffed by one Sergeant, one Corporal, and two officers. The Traffic Unit plays a dual role in enforcement and operational support, managing the deployment and maintenance of speed trailers, portable signs/message boards, and light trailers across the city. The team also uses two motorcycles for traffic enforcement and visibility.

From July 1, 2024, to June 30, 2025, the unit was recorded in 8,669 dispatch events, of which 8,005 were eligible for analysis after excluding zero-time-on-scene events and directed patrols. During the study period, the unit operated on 288 days, averaging 27.8 calls per day and 13.2 total work hours per day. Of those calls, 89 percent were traffic-related, with traffic stops accounting for 77 percent of the total call volume and 45 percent of workload. Accidents (crashes) averaged 4.4 calls per day in the summer and 3.9 in the winter. Seasonally, traffic-related calls represented 29 percent of department calls in summer and 31 percent in winter, but only 19 percent of the department's overall workload in both periods.

TABLE 8-1: Events, Calls, and Workload by Category, Traffic Unit

Category	Events	Calls	Work Hours
Accident	671	657	919.0
Alarm	37	34	5.7
Assist other agency	221	213	281.3
Crime - against persons	25	24	33.3
Crime - against property	67	64	80.9
Crime - other/unspecified	30	30	57.8
Directed patrol	578	NA	NA
Disturbance	94	92	102.8
Investigation	153	146	103.9
Mental health	40	38	26.6
Miscellaneous	8	7	1.9
Public service	228	221	124.9
Suspicious incident	42	38	26.6
Traffic enforcement	281	262	303.3
Traffic stop	6,181	6,166	1,731.4
Warrant/arrest	13	13	16.4
Total	8,669	8,005	3,815.9

Note: Events include all recorded calls involving a traffic unit. When calculating the number of calls with each call category, we removed 95 events with zero time on scene and 569 directed patrol activities.

The unit also recorded 3,042 out-of-service activities, averaging 10.6 of these activities per day, and approximately 11.4 total hours daily. The average time per out-of-service event was 64.6 minutes. Much of this time involved proactive traffic enforcement such as school zone monitoring, red-light violation details, and directed patrols, during which officers check out as “busy” to avoid being reassigned by dispatch.

TABLE 8-2: Activities and Occupied Time by Description, Traffic Unit

Description	Occupied Time	Count
At station	63.3	729
Busy	123.1	15
Court related	76.8	61
In vehicle	29.0	176
Paperwork	114.2	22
Training	126.7	11
Vehicle/equipment maintenance	47.8	129
Miscellaneous	75.7	1,465
Administrative - Weighted Average/Total Activities	68.6	2,608
Personal - Break	41.0	434
Weighted Average/Total Activities	64.6	3,042

The unit also assists patrol with general calls for service and responds to all crashes during its hours of operation. Unit supervisors advised they attempt to focus their efforts on high-collision

areas; however, officers often diverted away to conducted directed activities based on traffic related complaints. The team includes two trained accident reconstructionists, and is responsible for handling fatality and traffic homicide investigations, as well as conducting DUI patrols and investigations.

The department is in the process of implementing automated speed enforcement cameras in school zones; the Traffic Unit will be responsible for reviewing violations before citations are issued.

Traffic Unit Recommendations:

- Adopt DDACTS Deployment Strategy: The department should consider implementing the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model. DDACTS integrates location-based crime and traffic crash data to guide strategic deployment, maximizing resource efficiency, and improving public safety outcomes. This model can help reduce both crashes and criminal activity by targeting overlapping high-risk zones and aligning officer presence with peak activity times. (Recommendation No. 57.)
- Improve Out-of-Service Documentation: The Bureau Captain should regularly audit out-of-service entries to ensure accurate and meaningful documentation. The frequent use of vague descriptors such as “busy” or “miscellaneous” should be replaced with more specific terminology that clearly reflects an officer’s activity. Clear categorization will support transparency, performance analysis, and more informed resource allocation. (Recommendation No. 58.)

§ § §

K-9 UNIT

The North Port Police Department's K-9 Unit is part of the Special Operations Bureau, operating under the direct supervision of the Special Operations Captain and Commander. This specialized team consists of one Sergeant and four K-9 officers.

Each K-9 officer is assigned to one of the four patrol shifts, ensuring that canine support is available citywide during peak hours. These teams work 10-hour shifts that typically conclude at 2 a.m., a schedule designed to align with patrol operations while also allowing adequate time for canine care and management.

From July 1, 2024, to June 30, 2025, the K-9 Unit responded to 2,475 events. After filtering out zero-time on-scene incidents and directed patrols, this amounted to 2,009 active deployments across 309 separate days. Of these days, 218 were weekdays, 45 were Saturdays, and 46 were Sundays. During this time, the unit averaged 6.5 calls and 2.5 hours of active workload per day.

TABLE 8-3: Calls Per Day, by Initiator and Month, K-9 Unit

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	5.0	4.8	4.8	5.6	3.9	4.1	5.3	5.8	4.0	4.7	3.7	3.6
Police	2.9	2.0	2.3	1.4	1.5	2.0	2.1	1.4	1.0	1.5	2.1	2.2
Total	7.9	6.8	7.1	7.0	5.4	6.1	7.4	7.2	5.0	6.2	5.8	5.9
Days in Month	28	28	24	25	28	28	27	25	25	26	24	21

Annual deployment figures show a consistent level of activity over the past three years: 241 days in 2022, 303 in 2023, and 300 in 2024, based on the most recent data. The majority of calls—traffic, disturbance, public service, and crime-related—made up 65 percent of all K-9 incidents and accounted for 64 percent of total work hours. Seasonal trends revealed that July had the highest number of police-initiated K-9 calls, 175 percent more than March, the month with the fewest. On the other hand, February recorded the most citizen-initiated K-9 calls—59 percent more than the lowest month, June.

§ § §

TABLE 8-4: Events, Calls, and Workload by Category, K-9 Unit

Category	Events	Calls	Work Hours
Accident	41	39	15.8
Alarm	168	159	33.9
Assist other agency	155	148	67.1
Crime - against persons	64	63	44.7
Crime - against property	106	103	58.7
Crime - other/unspecified	41	37	37.1
Directed patrol	369	0	NA
Disturbance	297	290	126.1
Information	1	1	0.1
Investigation	192	184	86.6
Mental health	65	64	31.7
Miscellaneous	28	21	7.2
Public service	295	274	88.1
Suspicious incident	77	69	22.1
Traffic enforcement	105	98	26.5
Traffic stop	414	406	87.3
Warrant/arrest	57	53	24.5
Total	2,475	2,009	757.6

The unit consists of six specially trained police dogs: three are dual-purpose patrol and narcotics detection dogs; two are dual-purpose patrol and explosives detection dogs; and the newest addition is a bloodhound assigned to a Conservation Officer. This bloodhound is dedicated to tracking missing persons and conducting search and rescue missions, expanding the department's reach into rural and remote areas.

Dogs are procured from outside vendors, including Police Service Dogs (PSD), Southern Coast K-9, and H.K. Dog Training. Officers selected to become handlers must meet standards, including being in good standing with the department, maintaining excellent physical condition, passing a fitness assessment, receiving a supervisor recommendation, demonstrating the ability to work effectively in teams, and residing within reasonable proximity to the city with appropriate accommodations for housing the dog. Each selected handler must also commit to a minimum of five years with the unit, due to the depth of training and partnership involved with their dog.

Initial training for new handlers includes a 480-hour basic K-9 handler course, followed by an additional 200 hours of detection training provided by the North Port Police Department's trainers. While the foundational training is comprehensive, the department has identified a need for more advanced or specialized K-9 training, which is currently limited due to budget constraints.

To maintain operational effectiveness, K-9 officers participate in 20 hours of training per month, exceeding the 16-hour monthly requirement set by the Florida Department of Law Enforcement (FDLE). This ongoing training ensures both handlers and their dogs remain proficient and responsive.

COMMUNITY POLICING UNIT

The Community Policing Unit reports to the Special Operations Captain and is supervised by the Special Operations Commander. Designed to foster trust, visibility, and partnership with residents, the unit serves as the department's front line for community engagement.

Staffed by a Sergeant, a Corporal, four officers, and a civilian Homeless Outreach Case Manager, the unit reflects an approach to policing that goes beyond enforcement. The Corporal also functions as the department's dedicated Homeless Liaison Officer, strengthening the city's outreach and response to the growing needs of the unhoused population.

Despite limited resources—such as the lack of homeless shelters within city limits—the unit remains committed to supporting the approximately 150 homeless individuals residing in the city, many of whom live in remote or rural areas. Through regular contact, encampment visits, and connections to local food pantries and social services, the team works to bridge critical gaps in care and safety.

The Community Policing Unit coordinates more than 100 community events annually. These include hallmark programs such as National Night Out, Coffee with a Cop, Shop with a Cop (a holiday initiative for children), as well as safety education programs, parades, and city festivals. These events are essential in building positive relationships between the police and the community they serve.

In addition to outreach and event planning, the unit oversees all off-duty detail assignments. These assignments range from security coverage at churches and local events to providing a law enforcement presence at the Atlanta Braves Spring Training facility.

The Community Policing Unit also plays a critical support role in the school system, stepping in to provide coverage when School Resource Officers (SROs) are unavailable due to training or absence. This flexibility ensures continuous safety and presence at school campuses served by NPPD. The Community Policing Unit exemplifies a modern, community-first approach to policing.

SCHOOL RESOURCE OFFICERS (SRO)

The North Port Police Department (NPPD) School Resource Officer (SRO) Program operates under the direction of the Special Operations Bureau Captain. The program is structured with a total of four sworn personnel: three School Resource Officers and one supervising Sergeant. This unit is specifically tasked with providing law enforcement services to charter schools located within the city limits of North Port, Florida.

Unlike public schools, which fall under the jurisdiction of the Sarasota County School Police Department, charter schools in North Port rely solely on NPPD for on-campus law enforcement coverage. Per Florida law, a police officer must be present on every school campus, and the NPPD SRO Program fulfills this requirement for charter institutions. Participating charter schools fund 50% of the officers' salaries, reflecting a shared commitment to campus safety.

The SROs maintain a consistent schedule, working Monday through Friday from 7:00 a.m. to 3:00 p.m., aligning with typical school hours. When an SRO utilizes accrued leave time, the SRO Sergeant or an officer from the Community Policing Division fills in to make certain each school is covered. Each officer wears the standard police uniform while on duty. In preparation for their unique role, all SROs are trained in active attack response and receive advanced instruction through both the Florida Association of School Resource Officers and the National Association of School Resource Officers (NASRO).

For emergency preparedness, every SRO has access to a long gun, securely stored in a gun safe located on their assigned campus. Although the officers do not conduct general school staff training, they are responsible for delivering the “Run, Hide, Fight” active shooter response training to school staff. This civilian training equips school personnel with basic strategies for responding to a violent intruder situation until law enforcement arrives.

The NPPD SRO Program is a proactive approach to maintaining a presence in North Port's charter schools, ensuring compliance with state law while prioritizing student and staff safety through professional training and preparedness.

SPECIAL WEAPONS AND TACTICS TEAM (SWAT)

The North Port Police Department's SWAT Unit operates under the direction of the Special Operations Captain and is supervised by a police Commander, who manages the team in addition to other departmental responsibilities. Designated as a Tier 3 team under the standards of the National Tactical Officers Association (NTOA), the SWAT Unit provides specialized tactical response capabilities to both the city and surrounding jurisdictions. While the unit averages approximately three emergency call-outs per year, it is primarily utilized for the execution of planned high-risk warrant services, which occur around 15 times annually. The decision to deploy the team is guided by a matrix-style threat assessment tool, ensuring a measured and justified response. All operations are governed by a formal operational plan that is reviewed through the command chain and ultimately approved by the Deputy Chief of Police.

The SWAT team is authorized for 18 members but is currently staffed with 12 active operators. Recruitment efforts are ongoing, with tryouts scheduled to fill five of the vacant positions. The selection process involves an oral interview, a physical fitness assessment, and a firearms proficiency evaluation. SWAT assignments are considered secondary duties, meaning each member also fulfills a primary role within the department. To maintain readiness, the unit conducts 24 hours of training each month, which is above the 16 hours required to meet NTOA standards for a Tier 3 team. The training plans are reviewed and approved by the Team Commander, and all training records are documented and stored in the department's records management system (RMS). Members of the SWAT team receive a monthly stipend of \$150 in recognition of their specialized responsibilities.

The unit is equipped with a comprehensive array of modern tactical resources, including a Bearcat tactical response vehicle, new patrol rifles, sniper rifles, and advanced tactical equipment. Additionally, upgrades to communications gear and laser sight systems are forthcoming, supported by the unit's annual budget of \$96,000, which also covers ammunition, training, and other operational needs. Although the NPPD SWAT functions as a stand-alone unit, it regularly trains with other law enforcement agencies, most notably the Sarasota County Sheriff's Office SWAT, which also serves as a backup response team when necessary.

Tactical Team (SWAT) Recommendations:

- **Regional SWAT Collaboration:** It is recommended that NPPD explore the formation of a regional SWAT team in partnership with neighboring jurisdictions. This approach would enhance operational readiness across the region and reduce the staffing and resource burden on NPPD alone. (Recommendation No. 59.)
- **Improved Data Collection:** A systematized monthly reporting process for all specialized units (including SWAT, Dive Team, and others) should be implemented. This will improve oversight, planning, and long-term strategic decision-making. (Recommendation No. 60.)

CRISIS NEGOTIATION TEAM (CNT)

The North Port Police Department's Crisis Negotiation Team (CNT) plays a vital role in safely resolving high-risk incidents involving barricaded subjects, hostage situations, or individuals in crisis. The team operates under the Special Operations Division and reports directly to the Special Operations Captain, with day-to-day oversight provided by a police commander who also serves as a patrol Commander.

The CNT is currently authorized for four trained negotiators. At present, three positions are filled, with one vacancy pending. Like many specialty roles within the department, CNT assignments are collateral duties, meaning negotiators maintain their regular positions within NPPD while fulfilling CNT responsibilities as needed.

The team is adequately equipped, including a dedicated response vehicle and necessary communications and negotiation equipment. Team members train monthly to maintain skills. In addition to monthly internal training, the CNT conducts quarterly joint training exercises with the SWAT team and responds in support of SWAT callouts.

Crisis Negotiation Team Recommendation:

- **Regionalization:** Given the limited size of the team and the specialized nature of crisis negotiation, it is recommended that NPPD explore the feasibility of establishing a regional Crisis Negotiation Team in collaboration with other law enforcement agencies in the area. A regional model could enhance operational capacity, expand the pool of trained negotiators, and provide greater flexibility during extended or complex incidents. This approach would also support interoperability and ensure adequate staffing for high-risk incidents while maximizing resource efficiency across jurisdictions. (Recommendation No. 61.)

DIVE TEAM

The North Port Police Department currently has two officers assigned to the Sarasota County Dive Team. This regional team is fully equipped with the necessary specialized gear and conducts regular training to maintain operational readiness.

Team members are deployed throughout Sarasota County to support a variety of underwater operations, including the recovery of persons and evidence. Their expertise is essential in complex search and recovery missions that occur in lakes, canals, and waterways, often in challenging conditions.

Through this partnership, NPPD contributes to and benefits from a coordinated, countywide approach to specialized underwater response.

UNMANNED AERIAL VEHICLE (UAV)/DRONE UNIT

The North Port Police Department's UAV Unit, established in 2023, operates under the supervision of the Special Operations Bureau Captain and the oversight of the Special Operations Commander. In less than two years, the unit has developed into an asset, not only for the Police Department but for other city agencies as well. Since its inception, the UAV Unit has recorded a total of 1,466 drone deployments, reflecting its rapid integration into daily operations and emergency responses.

The unit consists of 14 certified drone pilots who undergo monthly training to maintain operational proficiency and ensure safe, effective use across a broad range of mission types. By leveraging drone technology, the team enhances situational awareness, increases operational efficiency, and contributes to a wide variety of initiatives throughout the city.

Drones have been deployed in support of a variety of operations, ranging from suspect apprehension and missing person searches to post-hurricane damage assessments and pre-hurricane infrastructure inspections. They are also used for water level monitoring, search and rescue during natural disasters, traffic management, and crash scene documentation. Additionally, UAVs support tactical operations and planning, provide aerial assistance to the Fire Department, and are used in evacuation route analysis and planning. The unit also contributes public information imaging for both the Police Department and other City departments that require aerial imagery, and assists outside law enforcement agencies when needed.

Current Florida law restricts the use of drones as first responders to 9-1-1 calls, which limits the unit's potential for full integration into real-time emergency services. The North Port Police Department remains hopeful that future legislative developments will allow for the implementation of a Drone as First Responder (DFR) program. However, even with legal clearance, technical limitations—specifically, the current operational drone range of approximately two miles from the launch dock—could pose logistical challenges, especially given the city's expansive geographic footprint of nearly 100 square miles.

UAV (Drone) Unit Recommendation:

- Combined Team with NPPD: To further expand operational capabilities, it is recommended that NPPD establish a joint UAV team with the Fire Department. A collaborative approach would improve resource sharing, expand deployment potential, and enhance the city's overall preparedness and response capabilities during emergencies, natural disasters, and large-scale incidents. (Recommendation No. 62.)

EXPLOSIVE MATERIALS UNIT

The Explosive Materials Unit (EMU) operates within the Special Operations Bureau of the North Port Police Department, under the direction of the Special Operations Commander. The unit currently includes two NPPD members who are assigned to a joint team with the Sarasota Police Department, reflecting a regional approach to managing incidents involving potentially explosive or hazardous materials. Team members are scheduled to attend a course focused on handling hazardous materials, which is critical for maintaining operational safety and readiness. Additionally, at least one team member still needs to attend formal explosive materials, or bomb, school to ensure the unit is fully qualified to address high-risk scenarios.

The EMU is presently in need of a specialized response tool kit, which is essential for safely managing and mitigating threats involving explosives. Without this equipment, the unit's ability to respond effectively and safely is significantly limited. The number of call-outs for the team are unknown. NPPD staff advised they did not have the numbers; however, they provided information on the recent event types responded to as: barricaded subjects; disposal of old explosives; security safety sweeps; found military ordinance; suspicious packages; manufactured combustible materials; and a possible narcotics lab. EMU trains two days a month (24 hours).

Explosive Materials Unit (EMU) Recommendations:

- It is recommended that the department ensure all EMU team members receive the appropriate training and are equipped with the necessary tools to safely and effectively respond to incidents involving explosive materials and other extremely dangerous substances. This investment is critical for protecting both first responders and the public during these high-stakes operations. (Recommendation No. 63.)
- It is recommended that NPPD personnel regularly obtain monthly Explosive Materials Unit (EMU) usage data and after-action reports from the Sarasota Police Department. This information should be reviewed by NPPD command staff to ensure accurate tracking of deployments and activities involving NPPD personnel, as well as to support accountability, performance evaluation, and strategic planning. (Recommendation No. 64.)

CONSERVATION UNIT

The North Port Police Department's Conservation Unit operates under the Special Operations Bureau Captain, with direct supervision provided by the K-9 Sergeant. This specialized unit, comprised of two officers, was established in recent years in response to the city's growing need to address environmental crimes, nuisance complaints, and quality-of-life concerns in North Port's undeveloped and rural areas. The second officer for this unit was included in the new fiscal year budget on October 1, 2025.

With a state forest and a designated wildlife management area within city limits, North Port faces unique challenges related to land conservation, illegal activity on protected lands, and interactions between residents and wildlife. The Conservation Officers play a role in safeguarding these areas and supporting broader environmental protection efforts.

A significant portion of the unit's workload involves investigating illegal dumping, particularly in remote locations that are often targeted for the unlawful disposal of waste. Additionally, the officers handle a variety of animal-related calls, including animal abuse investigations in coordination with Sarasota County Animal Control, as well as incidents involving loose livestock and wildlife disturbances. North Port contracts with Sarasota County for animal control and animal shelter services.

The unit is also tasked with responding to and addressing homeless encampments located in remote areas. These situations are approached with both enforcement and outreach in mind, often in collaboration with the department's Homeless Outreach Case Manager and Homeless Liaison Officer.

Conservation Officers maintain close working relationships with state and regional partners, including the Florida Wildlife Conservation (FWC) and the Florida Department of Environmental Protection (FDEP), assisting with joint investigations and enforcement actions when incidents occur within the jurisdiction of these agencies.

EMERGENCY RESPONSE TEAM (ERT)

The North Port Police Department (NPPD) established its Emergency Response Team (ERT) two years ago in response to identified gaps following a high-profile search and rescue case and the extensive impacts of Hurricane Ian. The creation of the team was intended to enhance the department's capabilities in handling critical incidents such as natural disasters, large-scale emergencies, and civil unrest.

Since its inception, the ERT has been deployed once—in 2024 to Tampa—to assist with hurricane recovery efforts. The team currently consists of 10 officers, including a Commander and Sergeant who oversee operations. It is important to note that the ERT is not a full-time unit; all members maintain regular duties within the department in addition to their ERT responsibilities. The team dedicates approximately 12 hours per month to training.

ERT also serves a dual function as a Mobile Field Force (MFF) unit to provide crowd control and protest response capabilities. However, only the team's Commander and Sergeant have received formal mobile field force training. There are plans underway to schedule the remaining officers for this specialized training at the Center for Domestic Preparedness in Anniston, Alabama. Currently, the team has some secondhand MFF gear but lacks critical protective equipment such as ballistic vests and helmets.

North Port's infrastructure includes only two high-profile government buildings—City Hall and the Police Department—where crowd control efforts might be required. Given the city's size and resource constraints, the continued development of a fully independent ERT poses challenges related to staffing, equipment, and training—each of which draws from limited departmental resources and affects patrol availability.

The ERT has conducted joint training exercises with the Sarasota County Sheriff's Office ERT team, and discussions have been held regarding the possibility of merging or creating a joint regional team through a Memorandum of Understanding (MOU). However, this agreement has yet to be finalized and some members of NPPD do not support a joint or regional team.

The team is moderately equipped for hurricane response and is currently in the process of acquiring boats to enhance operational readiness in flood-prone areas. However, the lack of full equipment—especially ballistic protection for all team members—remains a significant gap in the team's operational capabilities.

Emergency Response Team (ERT) Recommendations:

- Pursue a Regional ERT Model: NPPD should strongly consider pursuing a joint or regional ERT in partnership with the Sarasota County Sheriff's Office or other nearby agencies. This approach would provide economies of scale, reduce redundancy, and allow for more efficient use of training and equipment resources. (Recommendation No. 65.)
- Budget for Critical Equipment: The department should prioritize funding for essential equipment, specifically ballistic vests and helmets, to ensure team safety and operational effectiveness. (Recommendation No. 66.)

VOLUNTEERS AND POLICE EXPLORER PROGRAMS

The North Port Police Department (NPPD) operates a Volunteer Program overseen by the Support Services Bureau Captain and supervised by the School Resource Officer (SRO) Sergeant, with additional oversight from the Community Policing Corporal as needed. This program currently includes 20 dedicated volunteers who play a vital role in supporting the department by providing essential non-enforcement services that enhance operational efficiency and strengthen community relations.

Volunteers contribute across a wide range of tasks that allow sworn and civilian staff to focus on core law enforcement duties. Their responsibilities include escorting vendors and visitors within secure areas of the police building, assembling resource packets for victims of domestic violence, and conducting follow-up phone calls with citizens to gather feedback about their interactions with the department. They also serve as couriers between NPPD and the Sarasota County Clerk's Office, transporting police reports and other important documents. Volunteers assist at community outreach events, perform various administrative and clerical duties, and support the department's "Hearts" Program, which provides welfare checks for senior adults living alone. Currently, 11 individuals are enrolled in the Hearts Program, receiving regular check-ins to ensure their safety and well-being.

In addition to the adult volunteer program, NPPD supports a Police Explorer Post aimed at engaging youth in public safety service. Supervised by the SRO Sergeant and with members of the Community Policing Unit serving as advisors, the Explorer Post consists of 10 student members and operates under the Boy Scouts of America's Learning for Life program. While the post does not currently compete in law enforcement Explorer competitions, plans are in place to pursue such opportunities in the future. The Explorer Program serves a dual purpose: it introduces youth to careers in law enforcement and acts as a valuable recruitment tool for the department, helping to identify and mentor future officers.

Volunteer and Explorer Program Recommendation:

- Currently, the Citizens Police Academy (CPA) Program is housed within the Administrative Bureau under the Training Unit. While this placement provides a natural fit with broader department training initiatives, CPA programs are also highly effective recruiting avenues for police volunteer programs. In light of this, NPPD should consider transferring oversight of the CPA program to the SRO Sergeant. This shift would better align the academy with the department's growing Volunteer Program, allowing for a more coordinated approach to community engagement and volunteer recruitment. Integrating these functions under a single leadership structure could enhance program synergy, improve participant transition into volunteer roles, and ultimately expand the department's civilian support network. (Recommendation No. 67.)

Overall Special Operations Bureau Recommendations:

- Evaluate Unit Sustainability: While specialized units provide valuable capabilities, NPPD must evaluate which units align best with community expectations and operational sustainability. This includes determining which units should remain solely under NPPD control, which could be better served through regional collaboration, and whether any units should be restructured or decommissioned to better allocate resources. (Recommendation No. 68.)

By taking a strategic approach to resource sharing, equipment funding, and unit prioritization, NPPD can ensure that its specialized functions provide maximum value to the community while maintaining operational efficiency.

SECTION 9. SUMMARY

This report presents a great deal of information on the operations of the North Port Police Department. It is important to note that CPSM was asked to provide an organizational assessment of the department amid several issues in recent months. The department had a judgment against it for an employment action against a former employee; there were concerns about financial management/processes within the department; and additional positions requested by the department were eliminated during a recent budget cycle.

North Port has experienced significant growth in recent years and continues to grow today. Population projections would support the belief that the community will continue to grow into the foreseeable future. The Police Department has grown as the population has grown and has continued to ask the city government for more resources to manage the increased population and anticipated workload growth.

This report has some recommendations for additional positions, but in general, NPPD is reasonably well-staffed. The staffing additions included in this report account for a slight adjustment in patrol workload and other positions within the agency are made with the intent of creating operational efficiencies.

A significant portion of this report is dedicated to the internal affairs process. This is not because we found intentional mismanagement but rather because of the problematic employment actions and employee concerns that have come from those and other issues. Adjustments to that part of NPPD operations would be highly beneficial.

In general, NPPD is a good police agency and strives to perform business in a modern and ethical manner. No police department is “perfect” and all departments have room for improvement. NPPD is no exception to this. Policing is a dynamic profession, and communities continue to ask their local department to do more and to be accountable. All of this is within the backdrop of a difficult policing environment. NPPD appears to have an advantage in strong community support.

The list of recommendations in this report is not a reflection of the NPPD's capabilities, but in fact is a hallmark of CPSM projects. Should NPPD choose to implement most or all of the recommendations, it will likely take a significant period of time. Some recommendations can be enacted very quickly, but others may involve planning and capital investment (additional personnel). If enacted, the recommendations will provide a baseline for improved operational performance within the department.

In closing, we would like to extend our appreciation to Chief Garrison and the staff at NPPD, along with City Manager Fletcher and the staff at City Hall, for their support during this project.

§ § §

SECTION 10. DATA ANALYSIS REPORT

This data analysis report on the Patrol Division for the North Port, Florida, 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 North Port Police Department's computer-aided dispatch (CAD) system.

CPSM collected data for the one-year period of July 1, 2024, through June 30, 2025. The majority of the first section of the report, concluding with Table 10-9, uses call data for one year. For the detailed workload analysis, we use two eight-week sample periods. The first period is from July 7 through August 28, 2024, or summer, and the second period is from January 4 through February 28, 2025, or winter.

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."
- 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 a 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 North Port's dispatch data. We made assumptions and decisions to address these issues.

- 3,851 events (about 6 percent) involved patrol units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 86 different event descriptions, which we condensed into 17 categories for our tables and 10 categories for our figures (shown in Chart 10-1). Table 10-26 in the appendix shows how each call description was categorized.

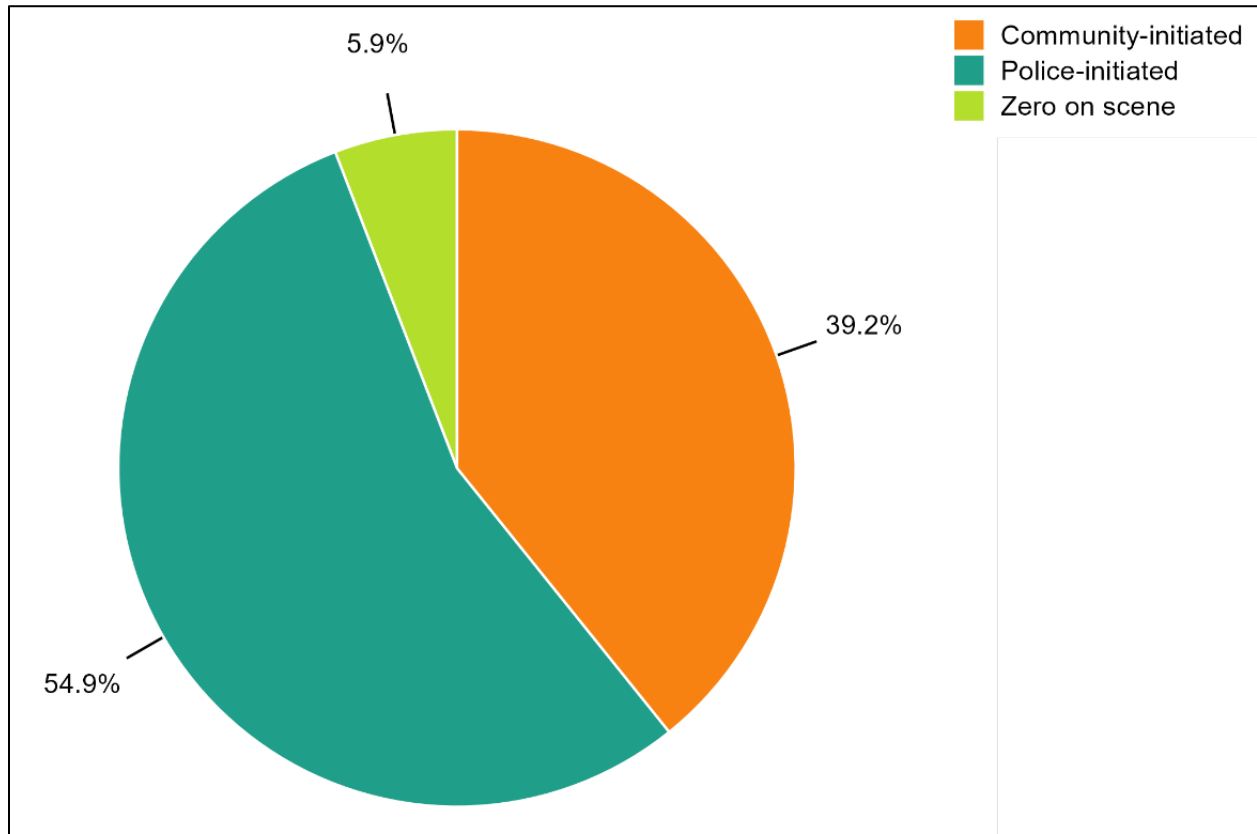
From July 1, 2024, to June 30, 2025, the Communications Center recorded approximately 65,783 calls that were assigned call numbers. When measured daily, the department was dispatched to an average of 180 patrol-related events per day, approximately 6 percent of which (11 per day) had fewer than 30 seconds 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 10-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist other agencies	Assist
Crime - against persons	Crime
Crime - against property	
Crime - other/unspecified	
Directed patrol	Directed patrol
Disturbance	Disturbance
Information	General noncriminal
Mental health	
Miscellaneous	
Warrant/arrest	
Investigation	Investigation
Public service	Public service
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	

FIGURE 10-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 65,783 events.

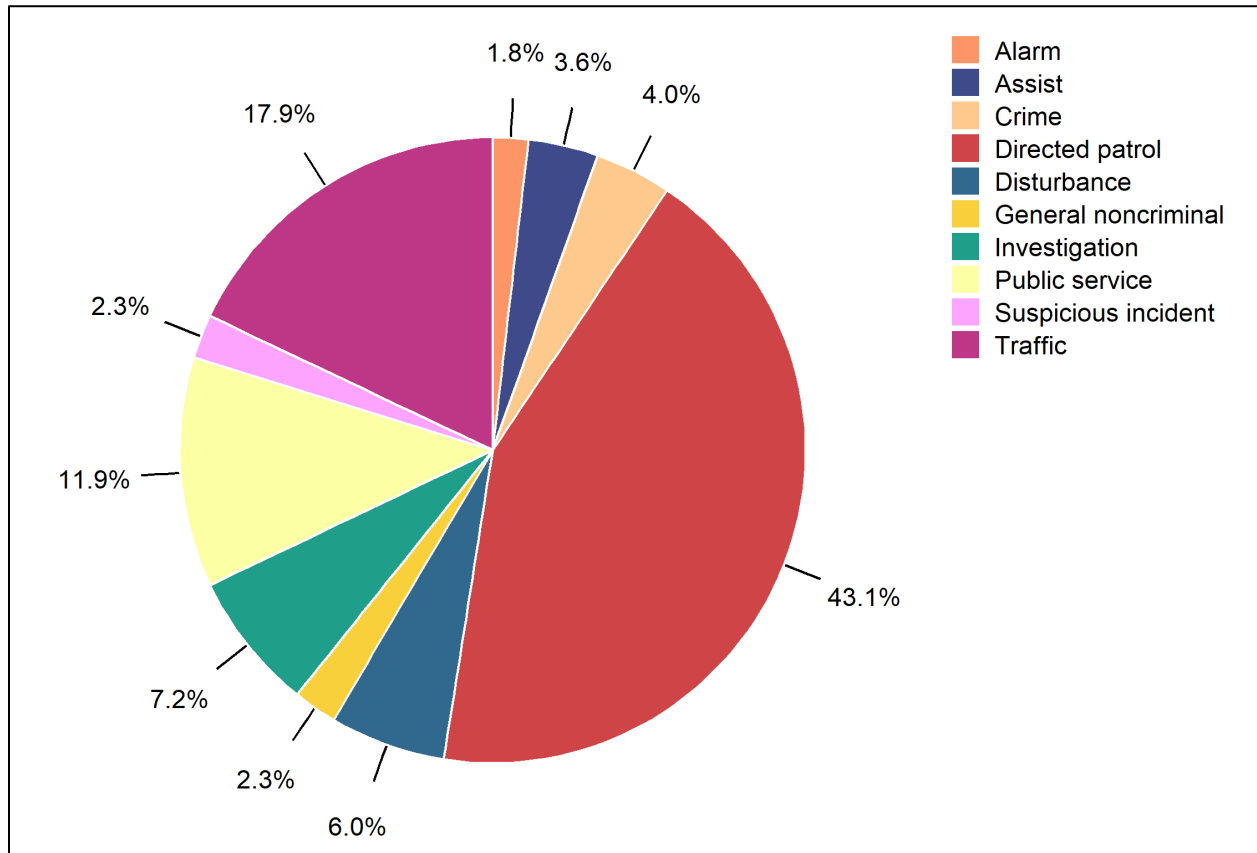
TABLE 10-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	25,801	70.7
Police-initiated	36,131	99.0
Zero on scene	3,851	10.6
Total	65,783	180.2

Observations:

- 6 percent of the events had zero time on scene.
 - Directed patrol activities accounted for 74 percent of zero-on-scene events.
 - On average, the patrol units spent 1.5 minutes per zero-on-scene event. This means that these events accounted for 0.3 work hours per day.
- 55 percent of all events were police-initiated.
- 39 percent of all events were community-initiated.
- There was an average of 180 events per day, or 7.5 per hour.

FIGURE 10-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-2: Events per Day, by Category

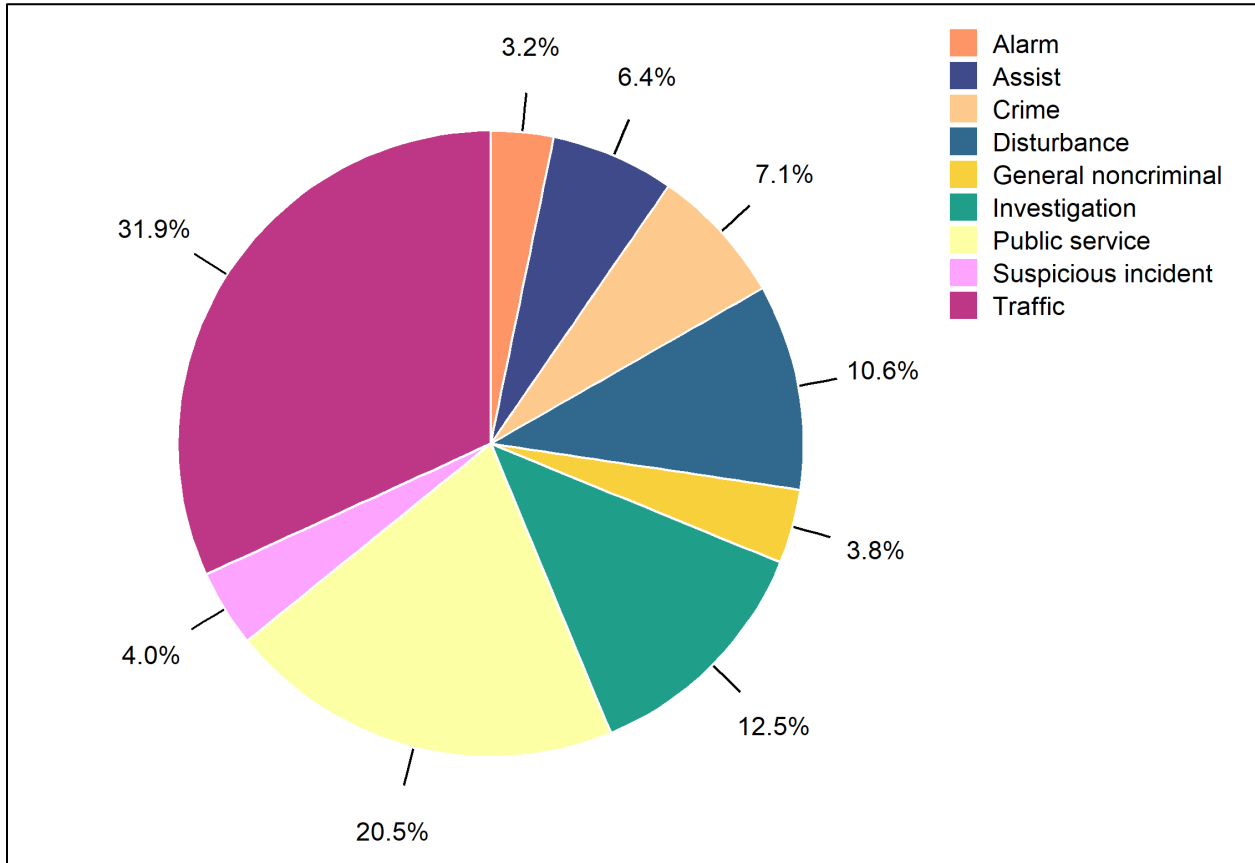
Category	Total Events	Events per Day
Accident	1,455	4.0
Alarm	1,204	3.3
Assist other agencies	2,379	6.5
Crime - against persons	528	1.4
Crime - against property	1,799	4.9
Crime - other/unspecified	279	0.8
Directed patrol	28,348	77.7
Disturbance	3,930	10.8
Information	57	0.2
Investigation	4,719	12.9
Mental health	438	1.2
Miscellaneous	692	1.9
Public service	7,819	21.4
Suspicious incident	1,484	4.1
Traffic enforcement	2,958	8.1
Traffic stop	7,392	20.3
Warrant/arrest	302	0.8
Total	65,783	180.2

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

Observations:

- The top five categories accounted for 86 percent of events:
 - 43 percent of events were directed patrol activities.
 - 18 percent of events were traffic-related.
 - 12 percent of events were public service.
 - 7 percent of events were investigations.
 - 6 percent of events were disturbances.
- 4 percent of events were crimes.

FIGURE 10-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-3: Calls per Day, by Category

Category	Total Calls	Calls per Day
Accident	1,416	3.9
Alarm	1,176	3.2
Assist other agencies	2,327	6.4
Crime - against persons	525	1.4
Crime - against property	1,787	4.9
Crime - other/unspecified	279	0.8
Disturbance	3,866	10.6
Information	51	0.1
Investigation	4,568	12.5
Mental health	435	1.2
Miscellaneous	607	1.7
Public service	7,450	20.4
Suspicious incident	1,446	4.0
Traffic enforcement	2,839	7.8
Traffic stop	7,344	20.1
Warrant/arrest	301	0.8
Total	36,417	99.8

Note: The focus here is on recorded calls rather than recorded events. We removed 3,851 events with zero time on scene and another 25,515 directed patrol activities.

Observations:

- There was an average of 99.8 calls per day, or 4.2 per hour.
- The top four categories accounted for 75 percent of calls:
 - 32 percent of calls were traffic-related.
 - 20 percent of calls were public service.
 - 13 percent of calls were investigations.
 - 11 percent of calls were disturbances.
- 7 percent of calls were crimes.

FIGURE 10-4: Calls per Day, by Initiator and Month

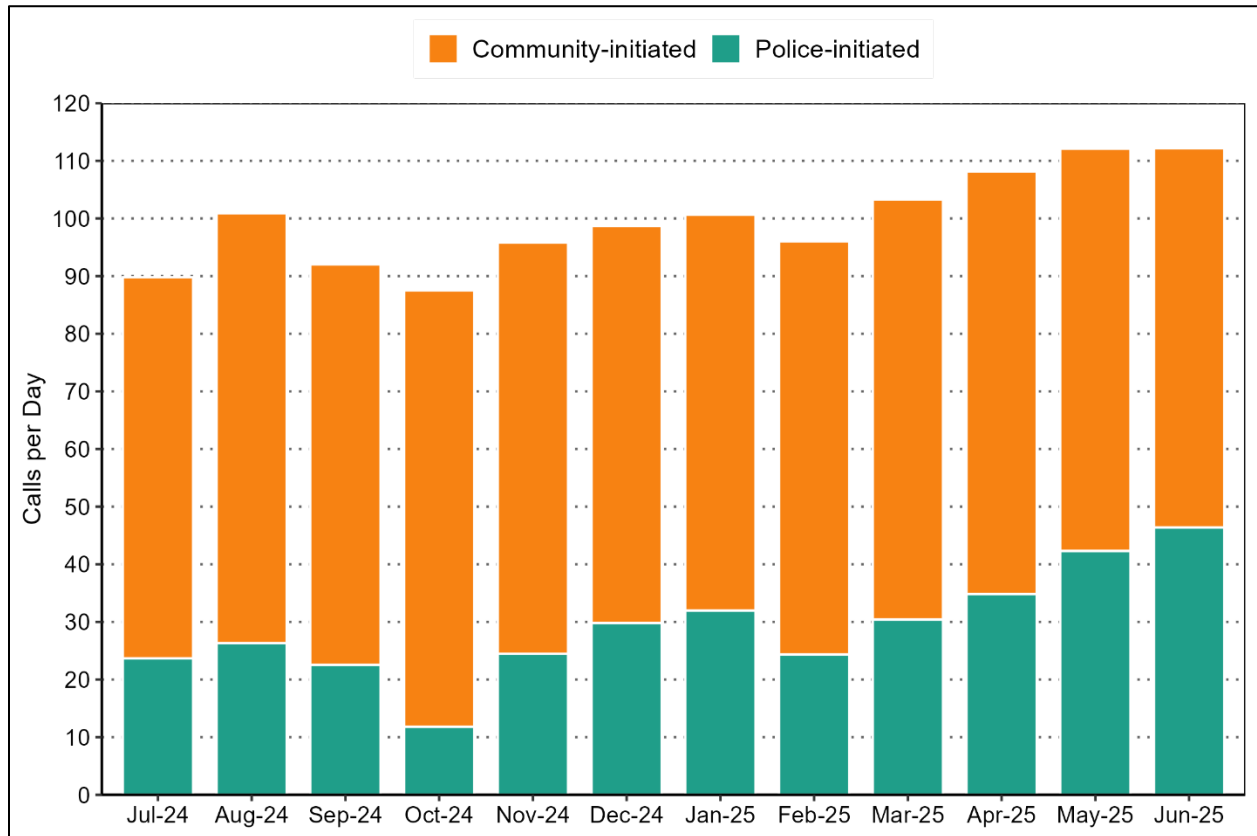


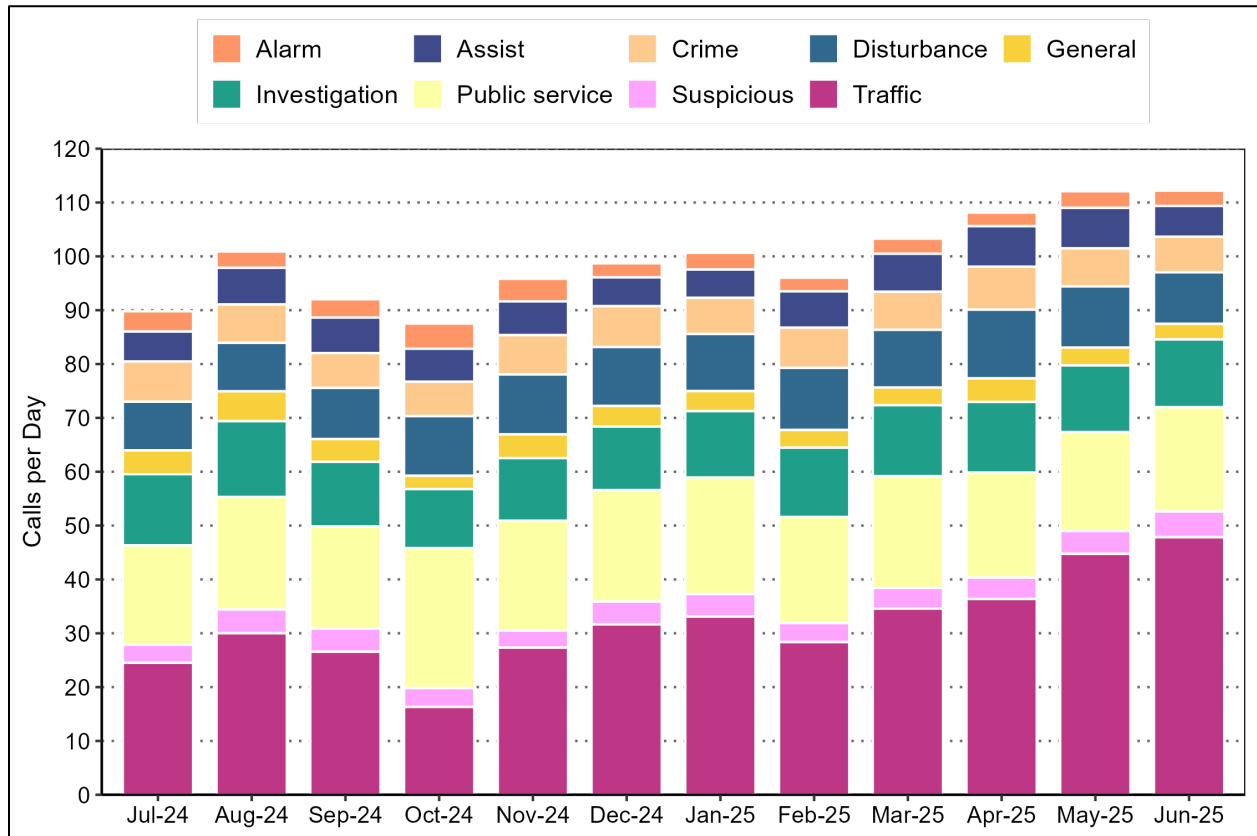
TABLE 10-4: Calls per Day, by Initiator and Month

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	66.1	74.6	69.5	75.7	71.4	68.9	68.7	71.7	72.9	73.3	69.8	65.8
Police	23.7	26.3	22.6	11.8	24.5	29.8	32.0	24.4	30.4	34.8	42.3	46.4
Total	89.8	100.9	92.0	87.5	95.8	98.7	100.6	96.0	103.3	108.1	112.1	112.2

Observations:

- The number of calls per day was lowest in October.
- The number of calls per day was highest in May and June.
- The months with the most calls had 28 percent more calls than the months with the fewest calls.
- June had the most police-initiated calls, with 293 percent more than October, which had the fewest.
- October had the most community-initiated calls, with 15 percent more than July and June, which had the fewest.

FIGURE 10-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-5: Calls per Day, by Category and Month

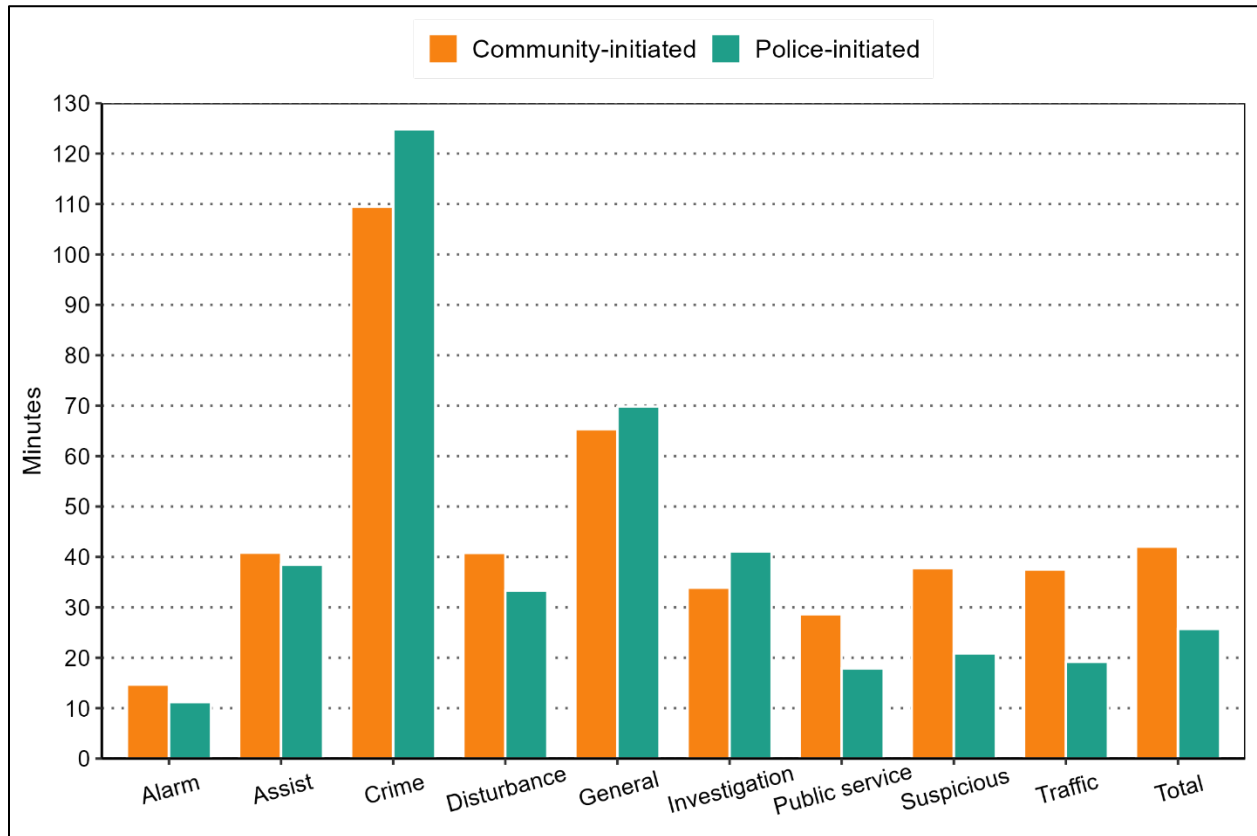
Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	3.5	5.0	4.3	3.6	3.7	4.7	3.7	4.0	3.7	3.4	3.8	3.0
Alarm	3.8	3.0	3.4	4.7	4.2	2.6	3.1	2.5	2.8	2.5	3.1	2.8
Assist other agencies	5.5	6.8	6.6	6.1	6.3	5.4	5.3	6.8	7.1	7.5	7.5	5.7
Crime - against persons	1.7	1.5	1.3	1.6	1.3	1.3	1.0	1.5	1.4	1.6	1.5	1.6
Crime - against property	5.2	4.9	4.7	4.3	5.4	5.5	4.7	4.6	4.8	5.3	4.9	4.5
Crime - other/unspecified	0.6	0.8	0.4	0.5	0.6	0.7	1.0	1.4	0.9	1.1	0.7	0.6
Disturbance	9.0	9.0	9.5	11.1	11.1	10.9	10.6	11.5	10.7	12.8	11.4	9.6
Information	0.1	0.1	0.1	0.1	0.2	0.0	0.3	0.1	0.3	0.1	0.1	0.3
Investigation	13.2	14.1	12.0	11.0	11.6	11.8	12.3	12.9	13.2	13.1	12.4	12.6
Mental health	1.2	1.4	1.1	0.9	1.1	1.3	1.2	1.3	1.3	1.2	1.3	1.0
Miscellaneous	2.1	3.2	2.5	1.4	2.6	1.3	0.7	0.9	1.0	1.8	1.3	1.1
Public service	18.5	20.9	19.0	26.0	20.4	20.7	21.6	19.7	20.7	19.5	18.4	19.4
Suspicious incident	3.4	4.4	4.3	3.5	3.2	4.2	4.2	3.5	3.8	4.0	4.3	4.8
Traffic enforcement	5.9	8.8	8.8	7.5	7.6	6.7	7.6	8.4	8.7	8.2	8.0	7.1
Traffic stop	15.1	16.2	13.5	5.3	16.0	20.3	21.7	15.9	22.1	24.7	32.9	37.7
Warrant/arrest	1.0	0.8	0.5	0.1	0.4	1.3	1.6	1.0	0.7	1.3	0.7	0.5
Total	89.8	100.9	92.0	87.5	95.8	98.7	100.6	96.0	103.3	108.1	112.1	112.2

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 73 and 80 percent of calls throughout the year:
 - Traffic calls averaged between 16.3 and 47.8 calls per day throughout the year.
 - Public service calls averaged between 18.4 and 26.0 calls per day throughout the year.
 - Investigation calls averaged between 11.0 and 14.1 calls per day throughout the year.
 - Disturbance calls averaged between 9.0 and 12.8 calls per day throughout the year.
- Crime calls averaged between 6.4 and 8.0 calls per day throughout the year and accounted for 6 to 8 percent of total calls.

FIGURE 10-6: 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 10-1.

TABLE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator

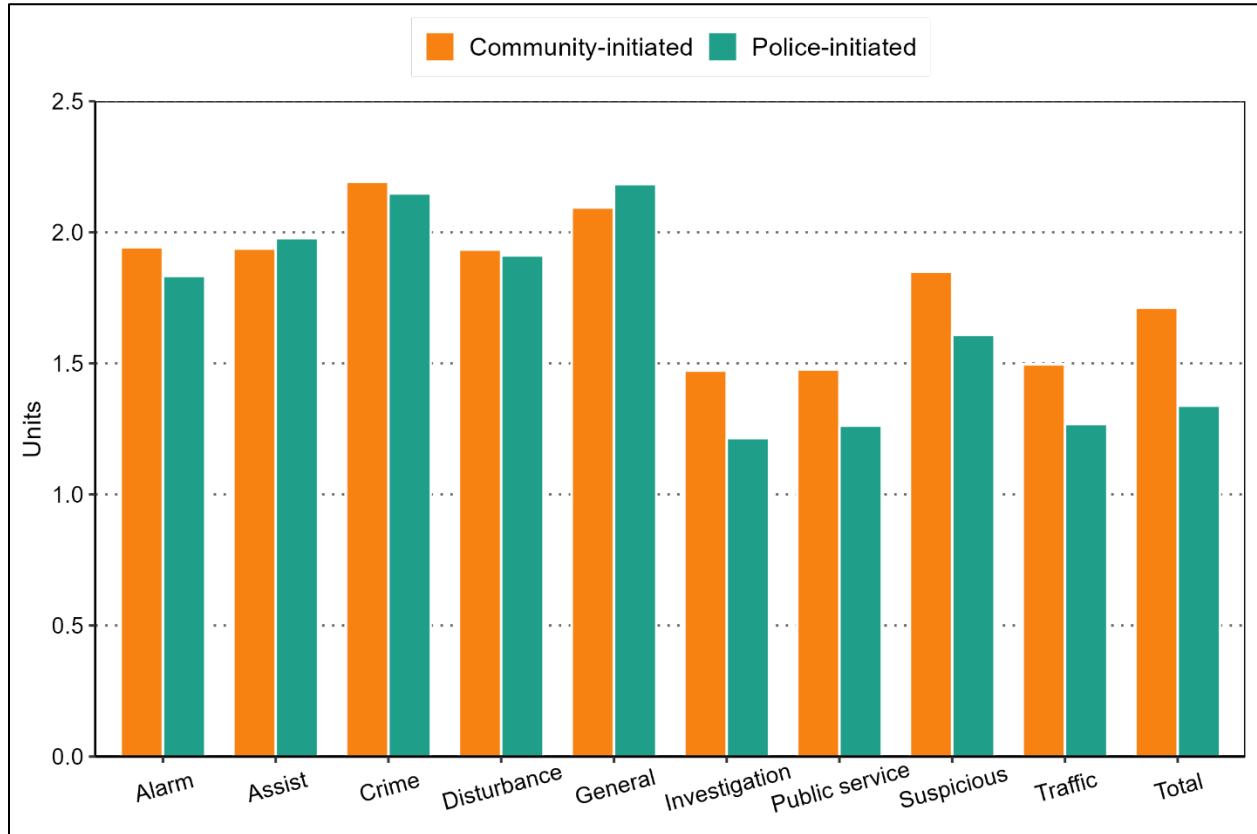
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	55.9	1,277	60.4	139
Alarm	14.7	1,164	11.2	12
Assist other agencies	40.9	2,152	38.5	175
Crime - against persons	156.0	497	121.7	28
Crime - against property	85.4	1,666	63.6	121
Crime - other/unspecified	211.4	165	190.6	114
Disturbance	40.8	3,787	33.3	79
Information	43.9	47	17.3	4
Investigation	33.9	3,598	41.1	970
Mental health	114.2	421	140.7	14
Miscellaneous	26.0	565	19.7	42
Public service	28.6	6,832	17.9	618
Suspicious incident	37.8	1,165	20.9	281
Traffic enforcement	27.8	2,425	44.6	414
Traffic stop	NA	0	17.0	7,344
Warrant/arrest	131.3	40	74.9	261
Weighted Average/Total Calls	42.0	25,801	25.7	10,616

Note: The information in Figure 10-6 and Table 10-6 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 11 to 125 minutes overall.
- The longest average times were for police-initiated crime calls.
- The average time spent on crime calls was 109 minutes for community-initiated calls and 125 minutes for police-initiated calls.

FIGURE 10-7: Number of Responding Units, by Initiator and Category

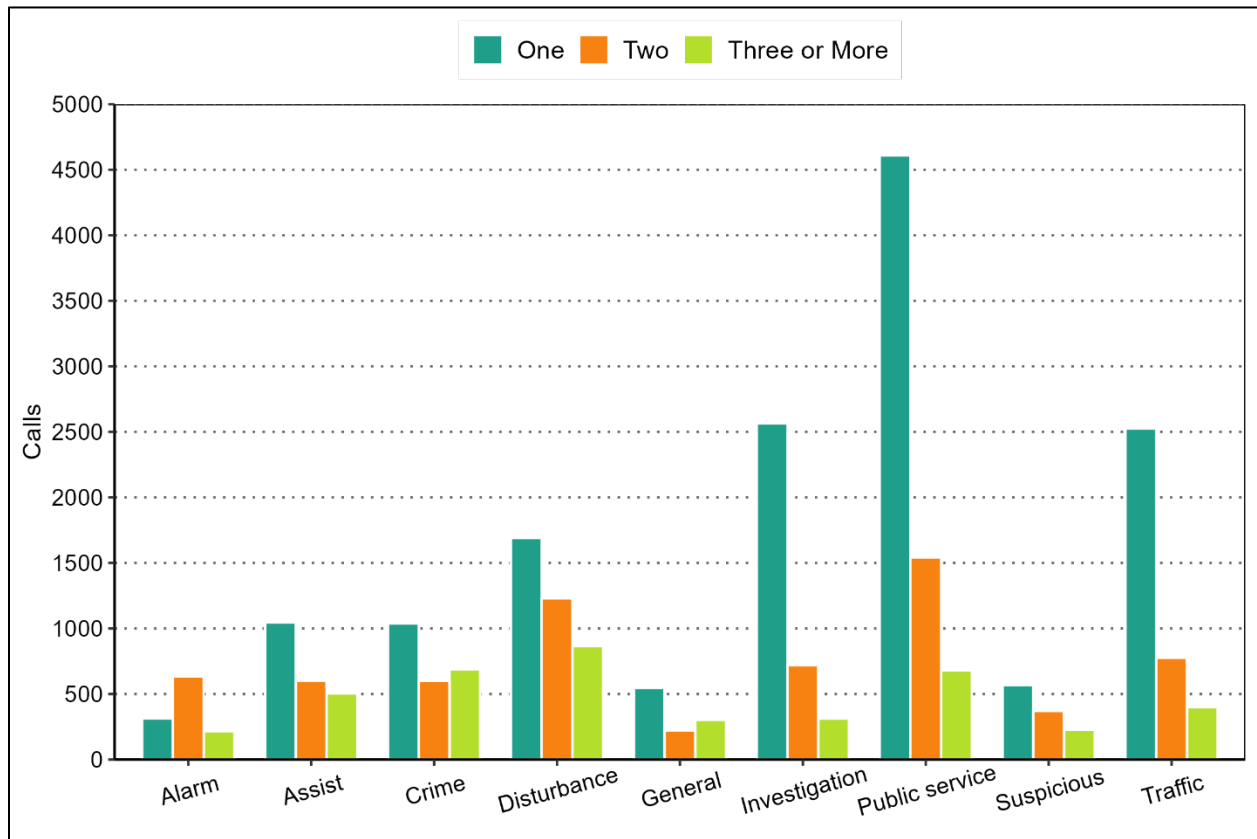


Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1. The information in Figure 10-7 and Table 10-7 is limited to calls and excludes events with zero time on scene.

TABLE 10-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.8	1,277	2.1	139
Alarm	1.9	1,164	1.8	12
Assist other agencies	1.9	2,152	2.0	175
Crime - against persons	2.8	497	1.6	28
Crime - against property	1.9	1,666	1.8	121
Crime - other/unspecified	3.1	165	2.7	114
Disturbance	1.9	3,787	1.9	79
Information	1.4	47	1.0	4
Investigation	1.5	3,598	1.2	970
Mental health	3.3	421	3.1	14
Miscellaneous	1.2	565	1.3	42
Public service	1.5	6,832	1.3	618
Suspicious incident	1.8	1,165	1.6	281
Traffic enforcement	1.3	2,425	1.4	414
Traffic stop	NA	0	1.2	7,344
Warrant/arrest	2.6	40	2.3	261
Weighted Average/Total Calls	1.7	25,801	1.3	10,616

FIGURE 10-8: 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 10-1.

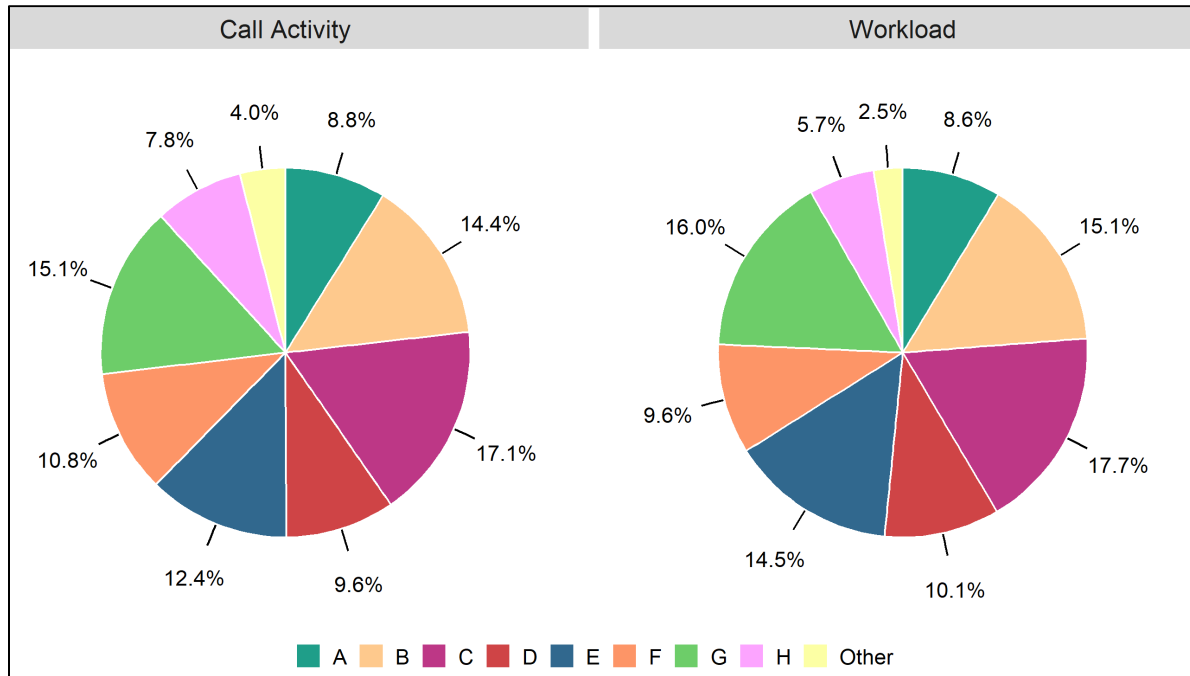
TABLE 10-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	693	325	259
Alarm	314	634	216
Assist other agencies	1,046	601	505
Crime - against persons	151	109	237
Crime - against property	845	449	372
Crime - other/unspecified	43	42	80
Disturbance	1,691	1,230	866
Information	32	10	5
Investigation	2,565	720	313
Mental health	31	130	260
Miscellaneous	478	67	20
Public service	4,610	1,542	680
Suspicious incident	567	371	227
Traffic enforcement	1,833	451	141
Warrant/arrest	6	16	18
Total	14,905	6,697	4,199

Observations:

- The overall mean number of responding units was 1.3 for police-initiated calls and 1.7 for community-initiated calls.
- The mean number of responding units was as high as 2.2 for crime calls that were community-initiated.
- 58 percent of community-initiated calls involved one responding unit.
- 26 percent of community-initiated calls involved two responding units.
- 16 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 10-9: Percentage Calls and Work Hours, by Zone



Note: The 'Other' category includes calls at headquarters and calls with an unspecified zone. These occur both within North Port and outside the city (e.g., Englewood, Venice, Port Charlotte), with a small number of records missing both city and zone information.

TABLE 10-9: Calls and Work Hours by Zone, per Day

Zone	Per Day		Area (Square Miles)
	Calls	Work Hours	
A (W4)	8.8	8.1	11
B (E1)	14.3	14.2	10
C (E4)	17.1	16.7	36
D (E3)	9.5	9.5	6
E (E2)	12.4	13.7	5
F (W3)	10.8	9.1	5
G (W2)	15.0	15.1	6
H (W1)	7.8	5.4	24
Headquarters*	2.5	1.3	NA
Unspecified	1.4	1.1	NA
East Subtotal	53.4	54.1	57
West Subtotal	42.4	37.7	46
Other Subtotal	4.0	2.4	NA
Total	99.8	94.2	104

Note: Headquarters includes 77 calls at two substations.

Observations:

- Zone C had the most calls at 17 percent of total calls.
- Zone C had the most workload at 18 percent of the total workload.

FIGURE 10-10: Percentage Calls and Work Hours, by Category, Summer

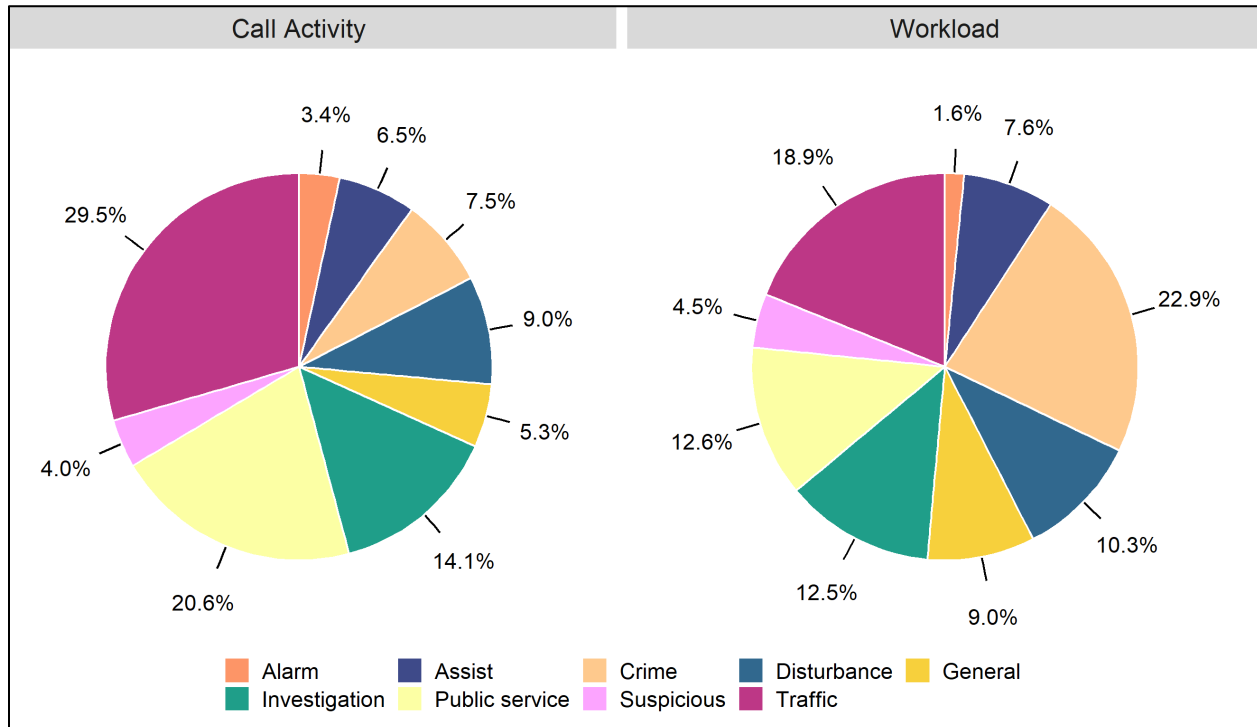


TABLE 10-10: Calls and Work Hours per Day, by Category, Summer

Category	Per Day	
	Calls	Work Hours
Accident	4.4	6.2
Alarm	3.3	1.5
Assist other agencies	6.3	7.1
Crime - against persons	1.5	6.9
Crime - against property	5.1	10.2
Crime - other/unspecified	0.7	4.3
Disturbance	8.8	9.6
Information	0.1	0.2
Investigation	13.7	11.7
Mental health	1.3	5.0
Miscellaneous	2.8	1.3
Public service	20.0	11.8
Suspicious incident	3.9	4.2
Traffic enforcement	7.6	4.4
Traffic stop	16.6	7.0
Warrant/arrest	0.9	2.0
Total	97.0	93.1

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- Total calls averaged 97 per day, or 4.0 per hour.
- Total workload averaged 93 hours per day, meaning that on average, 3.9 units per hour were busy responding to calls.
- Traffic calls constituted 29 percent of calls and 19 percent of the workload.
- Public service calls constituted 21 percent of calls and 13 percent of the workload.
- Investigation calls constituted 14 percent of calls and 13 percent of the workload.
- Disturbance calls constituted 9 percent of calls and 10 percent of the workload.
- These top four categories constituted 73 percent of calls and 54 percent of the workload.
- Crime calls constituted 8 percent of calls and 23 percent of the workload.

FIGURE 10-11: Percentage Calls and Work Hours, by Category, Winter

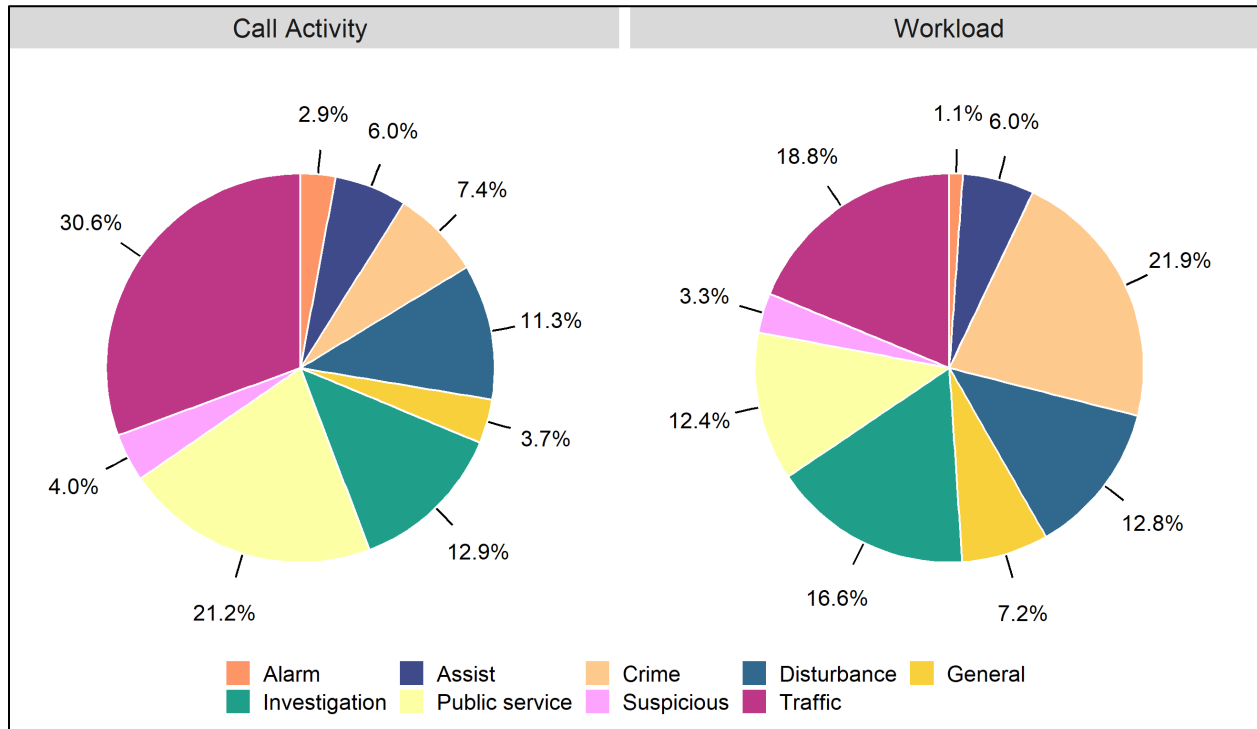


TABLE 10-11: Calls and Work Hours per Day, by Category, Winter

Category	Per Day	
	Calls	Work Hours
Accident	3.9	5.7
Alarm	2.8	1.1
Assist other agencies	5.9	5.9
Crime - against persons	1.3	5.8
Crime - against property	4.7	9.7
Crime - other/unspecified	1.2	6.1
Disturbance	11.0	12.6
Information	0.2	0.1
Investigation	12.6	16.4
Mental health	1.3	4.3
Miscellaneous	0.8	0.5
Public service	20.6	12.2
Suspicious incident	3.9	3.3
Traffic enforcement	8.1	6.3
Traffic stop	17.8	6.6
Warrant/arrest	1.3	2.2
Total	97.5	98.8

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- The average number of calls per day and the average daily workload were higher in winter than in summer.
- Total calls averaged 98 per day, or 4.1 per hour.
- Total workload averaged 99 hours per day, meaning that on average, 4.1 units per hour were busy responding to calls.
- Traffic calls constituted 31 percent of calls and 19 percent of the workload.
- Public service calls constituted 21 percent of calls and 12 percent of the workload.
- Investigation calls constituted 13 percent of calls and 17 percent of the workload.
- Disturbance calls constituted 11 percent of calls and 13 percent of the workload.
- These top four categories constituted 76 percent of calls and 61 percent of the workload.
- Crime calls constituted 7 percent of calls and 22 percent of the workload.

OUT-OF-SERVICE ACTIVITIES

In the period from July 1, 2024, through June 30, 2025, 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 fewer than 30 seconds. These are irrelevant and contribute little to the overall workload.
- After these exclusions, 11,294 activities remained. These activities had an average duration of 43.0 minutes.

In this section, we report out-of-service activities and workload by description. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in summer and winter.

TABLE 10-12: Activities and Occupied Times by Description

Description	Occupied Time	Count
At station	48.8	3,606
Briefing	48.6	63
Busy	39.9	119
Call (by phone)	21.9	47
Court related	72.1	162
In vehicle	33.6	2,347
Paperwork	54.4	298
Training	63.5	246
Vehicle/equipment maintenance	24.8	603
Miscellaneous	43.4	2,422
Administrative - Weighted Average/Total Activities	43.1	9,913
Personal - Break	42.1	1,381
Weighted Average/Total Activities	43.0	11,294

Observations:

- The most common out-of-service activities were administrative activities at the station.
- The activities with the longest average times were for court-related activities.

FIGURE 10-12: Activities per Day, by Month

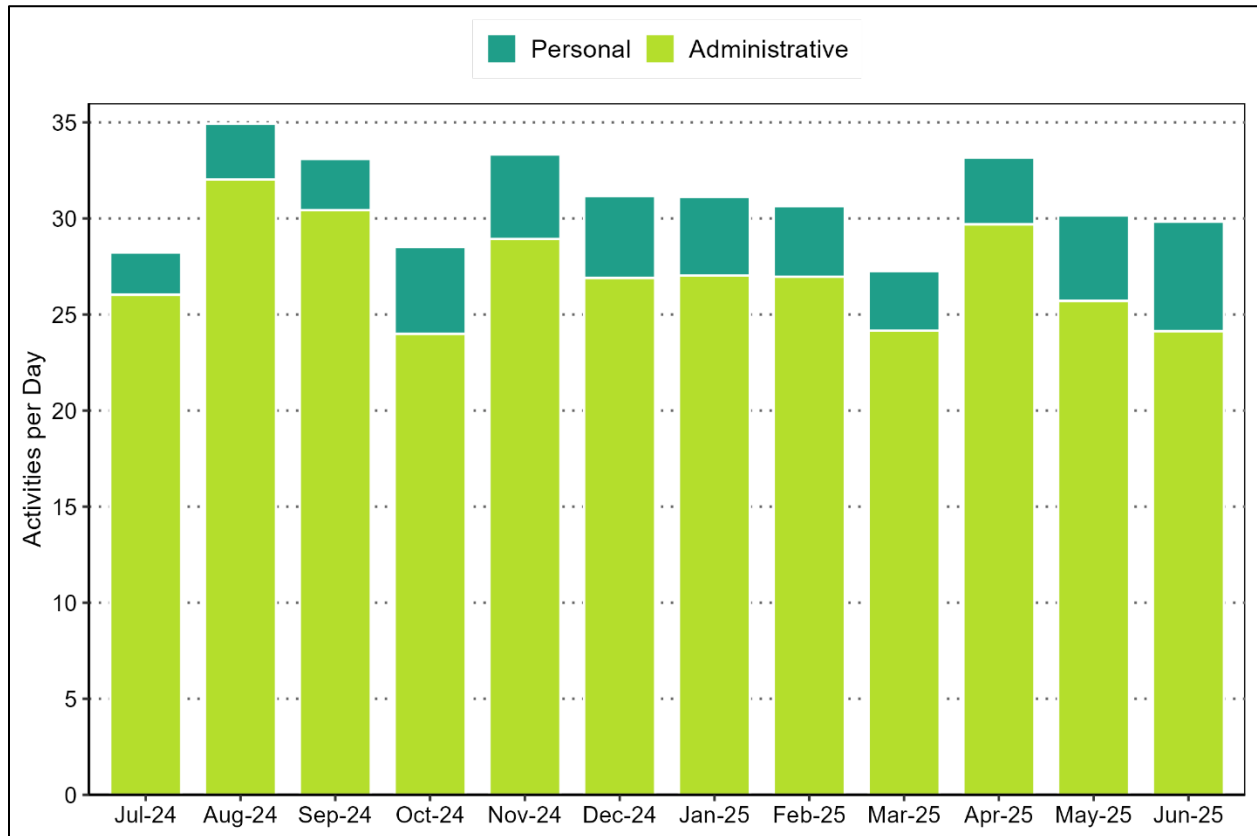


TABLE 10-13: Activities and Workload per Day, by Month

Month	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Administrative	26.0	32.0	30.4	24.0	28.9	26.9	27.0	27.0	24.2	29.7	25.7	24.1
Personal	2.2	2.9	2.7	4.5	4.4	4.3	4.1	3.7	3.1	3.5	4.5	5.7
Total	28.2	34.9	33.1	28.5	33.3	31.2	31.1	30.6	27.3	33.2	30.2	29.8

Observations:

- The number of activities per day was the lowest in March.
- The number of activities per day was highest in August.

FIGURE 10-13: Activities per Day, by Day of Week

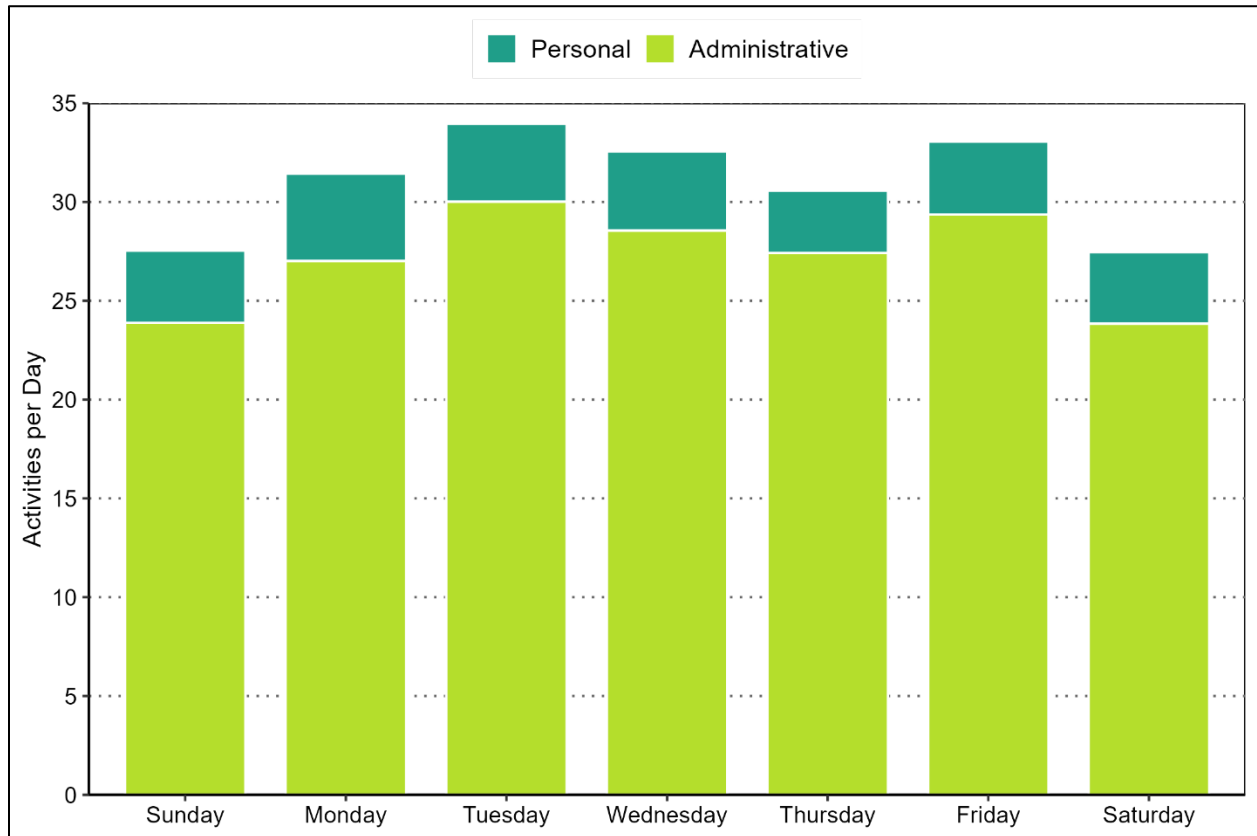


TABLE 10-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Total
Sunday	23.9	3.7	27.5
Monday	27.0	4.4	31.4
Tuesday	30.0	3.9	34.0
Wednesday	28.6	4.0	32.6
Thursday	27.4	3.2	30.6
Friday	29.4	3.7	33.1
Saturday	23.8	3.6	27.5
Weekly Average	27.2	3.8	30.9

Observations:

- The number of out-of-service activities per day was lowest on weekends.
- The number of out-of-service activities per day was highest on Tuesdays.

FIGURE 10-14: Activities per Day, by Hour of Day

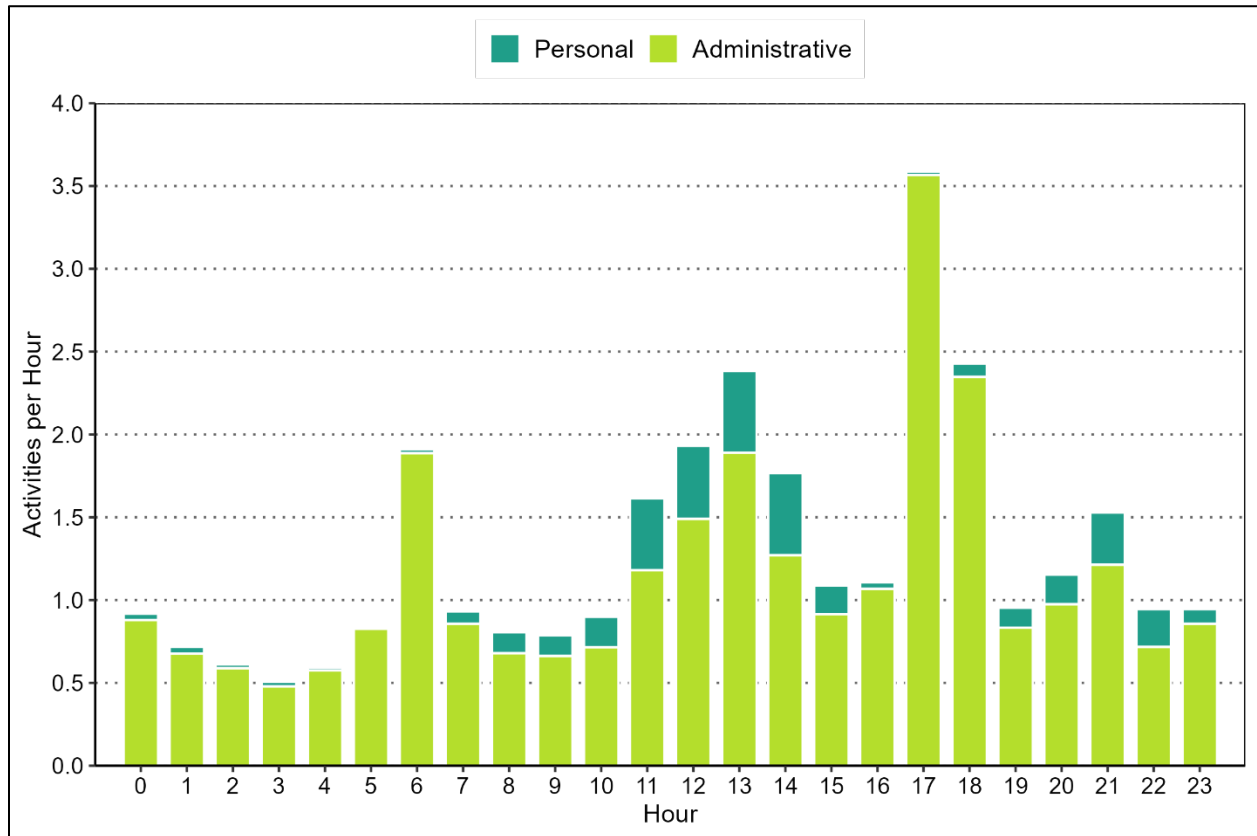


TABLE 10-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.04	0.88	0.92
1	0.04	0.68	0.72
2	0.02	0.59	0.61
3	0.03	0.48	0.51
4	0.02	0.58	0.59
5	0.01	0.83	0.84
6	0.02	1.89	1.91
7	0.07	0.86	0.93
8	0.13	0.68	0.81
9	0.12	0.66	0.79
10	0.18	0.72	0.90
11	0.43	1.18	1.61
12	0.44	1.49	1.93
13	0.49	1.89	2.38
14	0.50	1.27	1.77
15	0.17	0.92	1.09
16	0.04	1.07	1.11
17	0.02	3.57	3.59
18	0.08	2.35	2.43
19	0.12	0.83	0.95
20	0.18	0.98	1.15
21	0.32	1.21	1.53
22	0.23	0.72	0.95
23	0.09	0.86	0.95
Hourly Average	0.16	1.13	1.29

Observations:

- The number of activities per hour was lowest between 3:00 a.m. and 4:00 a.m.
- The number of activities per hour was highest between 5:00 p.m. and 6:00 p.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in summer (July 7 through August 28, 2024) and eight weeks in winter (January 4 through February 28, 2025). The department's patrol force consists of patrol units, patrol Corporals, and patrol Sergeants, operating on 12-hour shifts starting at 6:00 a.m., 1:00 p.m., and 6:00 p.m. The police department's main patrol force deployed an average of 11.7 units per hour during the 24-hour day in summer and 11.2 units per hour in winter.

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, directed patrol, 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 10-15: Deployed Units, Weekdays, Summer

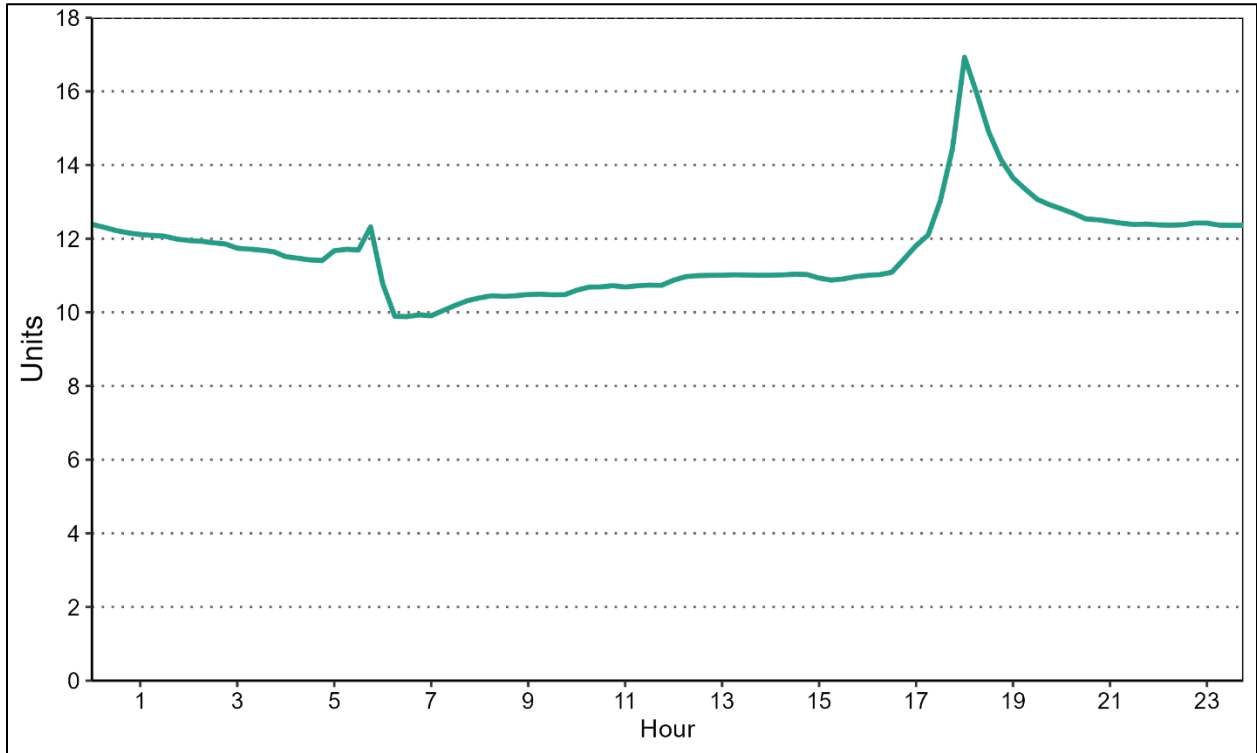


FIGURE 10-16: Deployed Units, Weekends, Summer

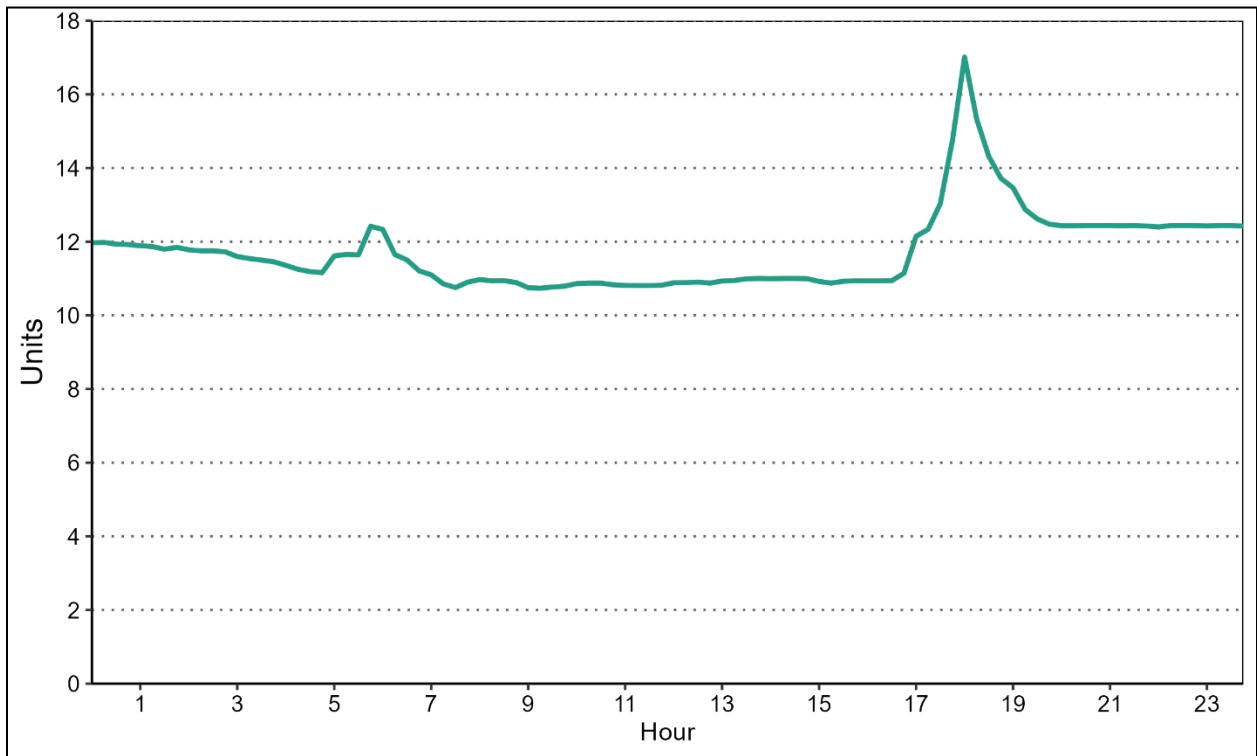


FIGURE 10-17: Deployed Units, Weekdays, Winter

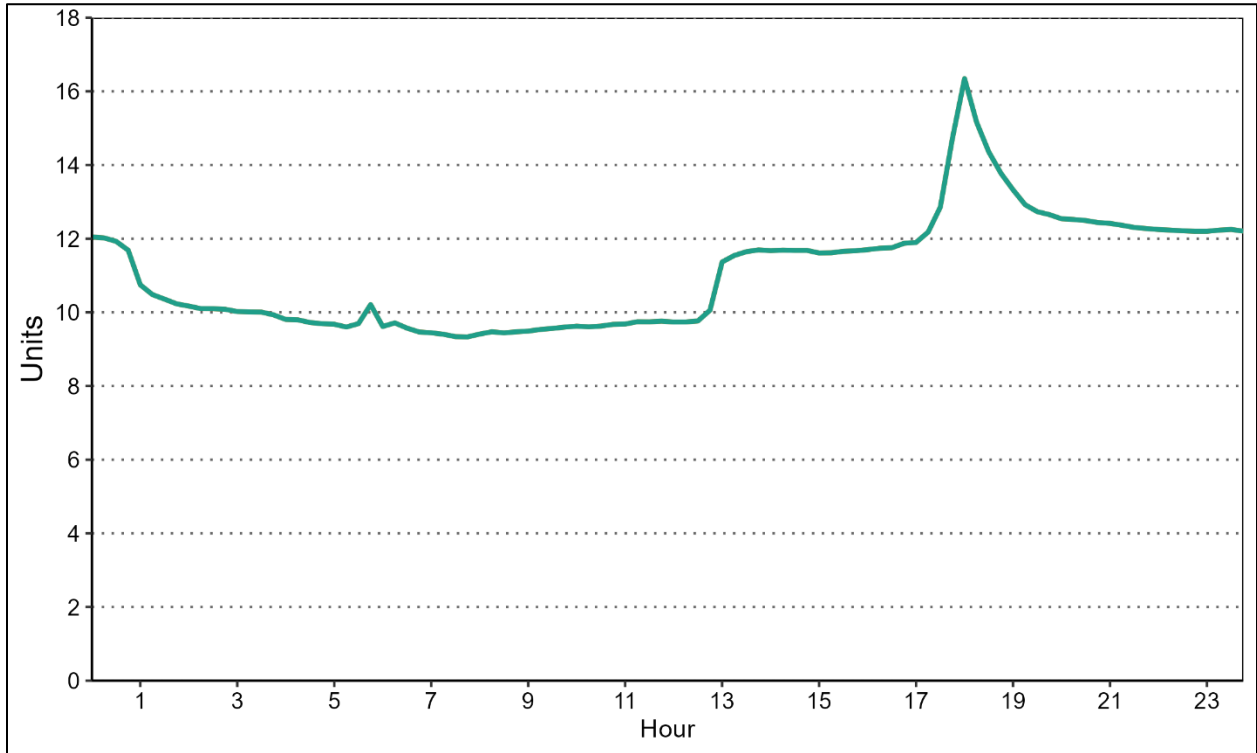
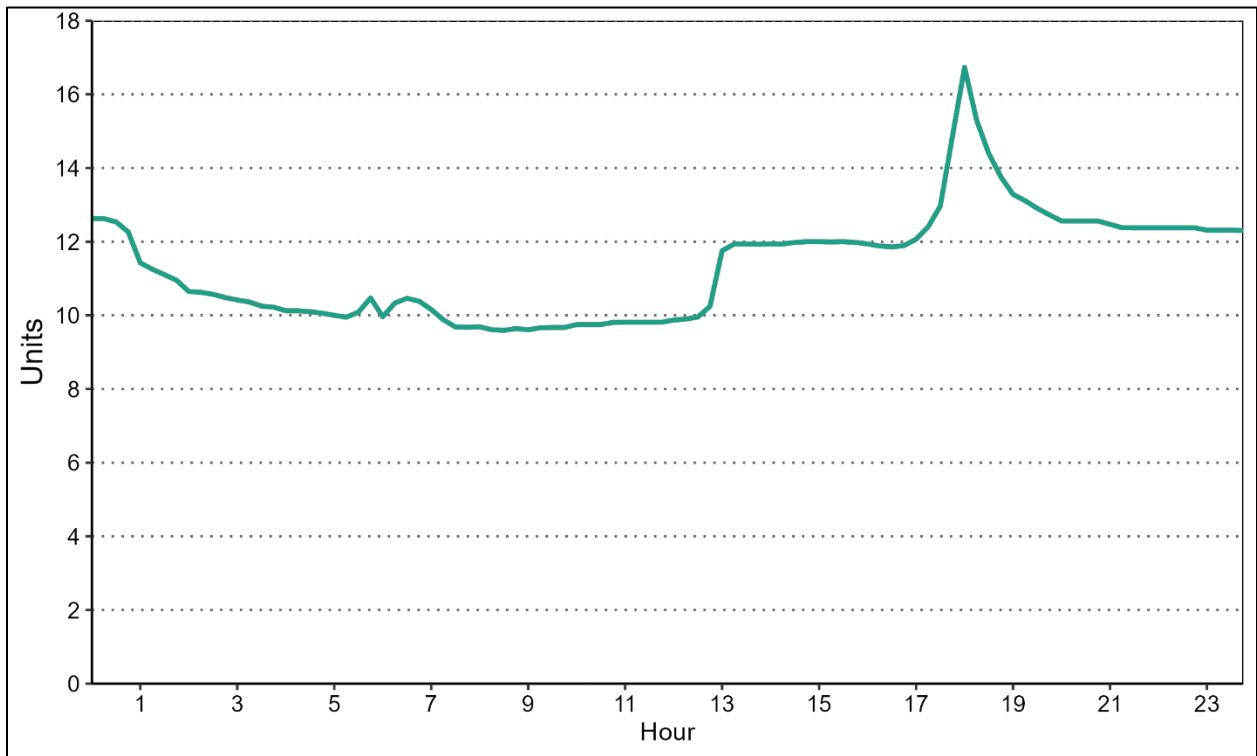


FIGURE 10-18: Deployed Units, Weekends, Winter



Observations:

- For Summer (July 7 through August 28, 2024):
 - The average deployment was 11.7 units per hour during the week and 11.7 units per hour on the weekend.
 - Average deployment varied from 9.9 to 16.9 units per hour on weekdays and 10.7 to 17.0 units per hour on weekends.
- For Winter (January 4 through February 28, 2025):
 - The average deployment was 11.1 units per hour during the week and 11.3 units per hour on the weekend.
 - Average deployment varied from 9.3 to 16.3 units per hour on weekdays and 9.6 to 16.7 units per hour on weekends.

FIGURE 10-19: Deployment and All Workload, Weekdays, Summer

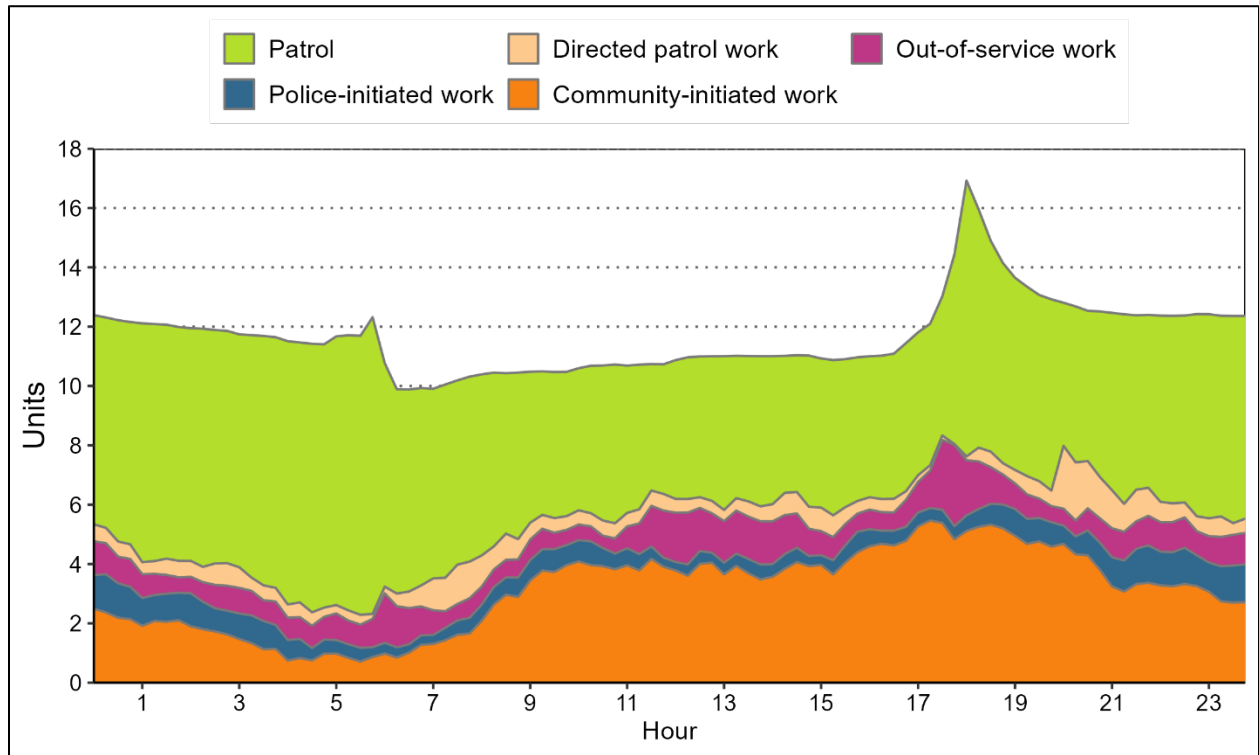


FIGURE 10-20: Deployment and All Workload, Weekends, Summer

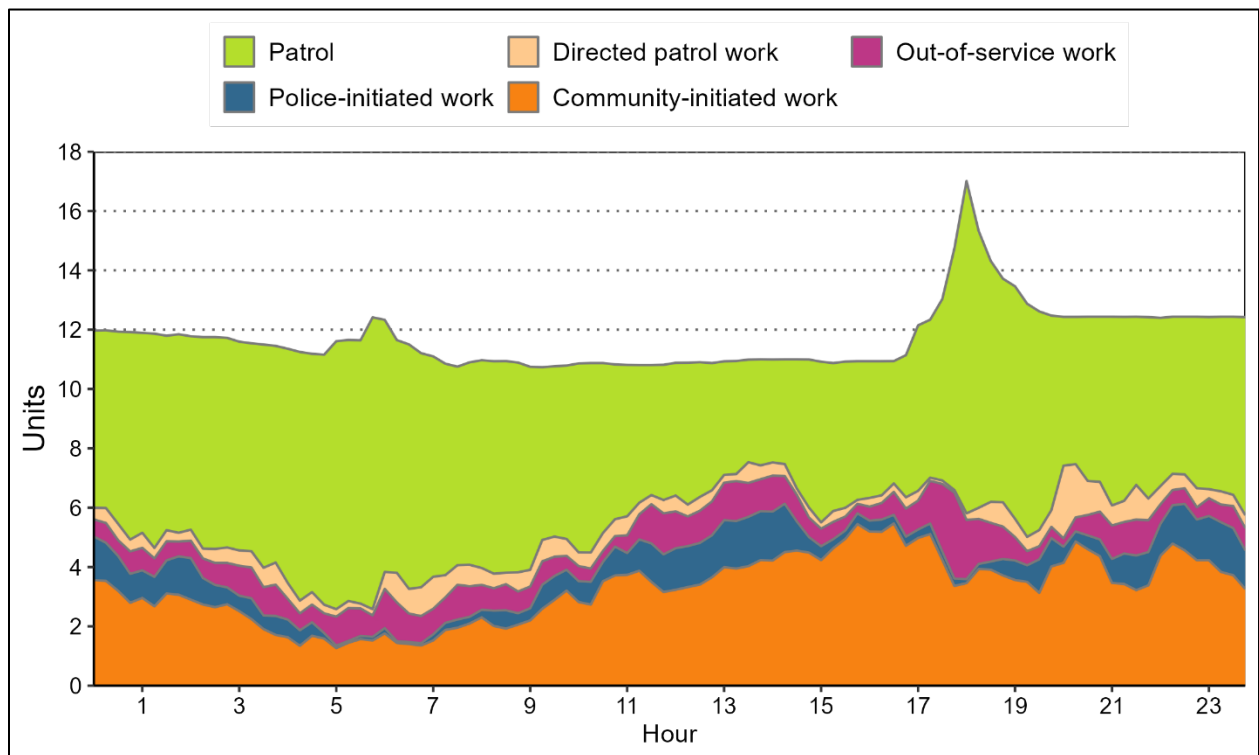


FIGURE 10-21: Deployment and All Workload, Weekdays, Winter

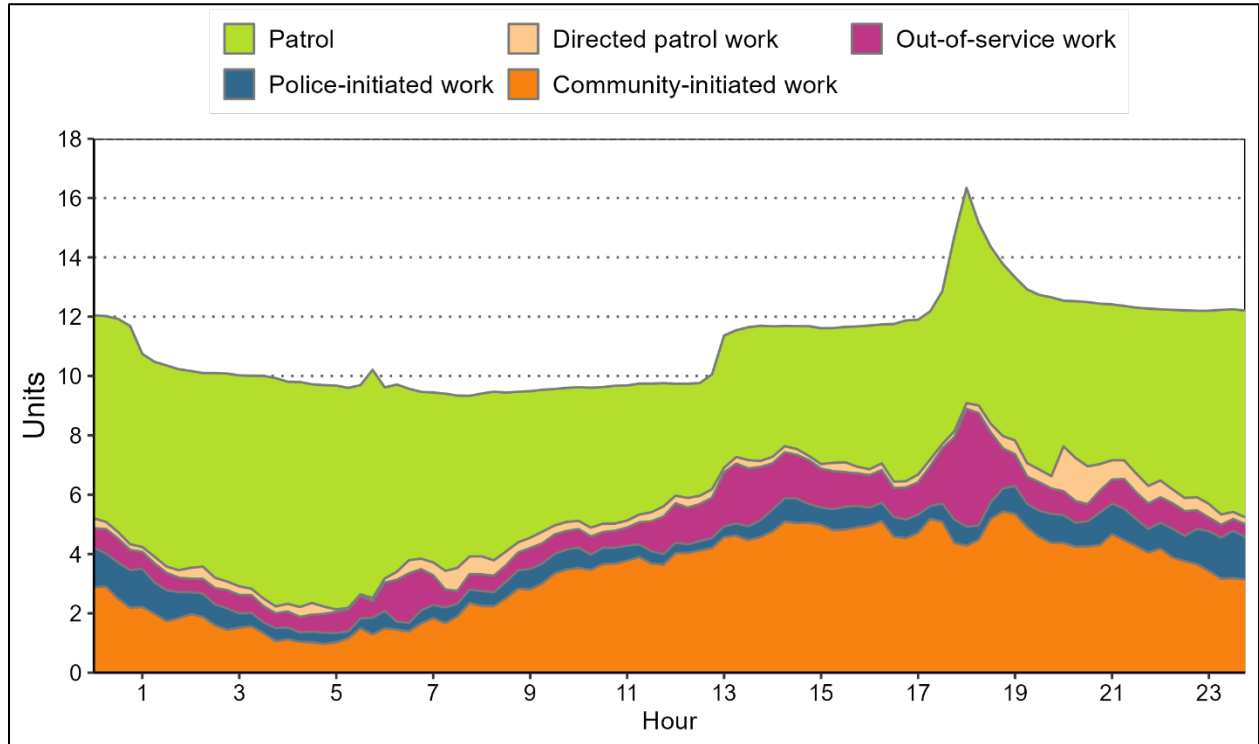
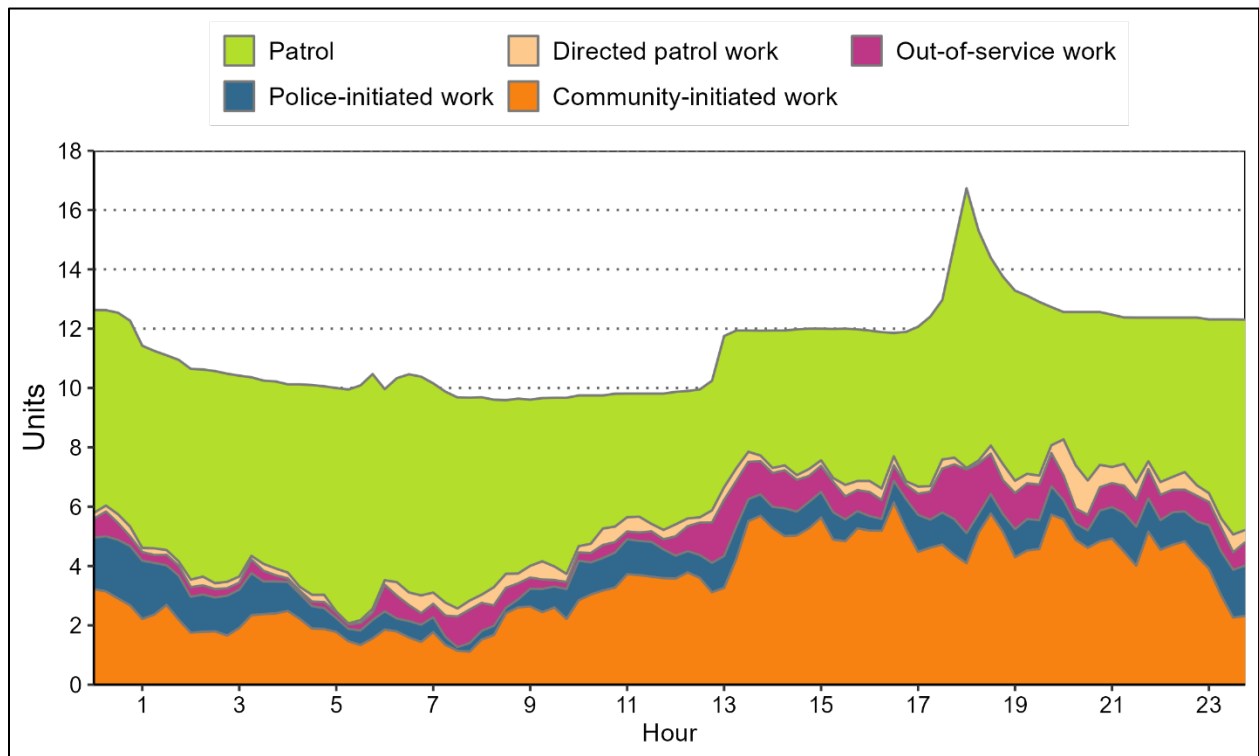


FIGURE 10-22: Deployment and All Workload, Weekends, Winter



Note: Figures 10-19 to 10-22 show deployment along with all workloads from community-initiated calls, police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Summer:

- Community-initiated work:
 - Average community-initiated workload was 3.1 units per hour during the week and 3.3 units per hour on weekends.
 - This was approximately 27 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.
- All work:
 - Average workload was 5.4 units per hour during the week and 5.4 units per hour on weekends.
 - This was approximately 46 percent of hourly deployment during the week and 46 percent of hourly deployment on weekends.

Winter:

- Community-initiated work:
 - Average community-initiated workload was 3.3 units per hour during the week and 3.4 units per hour on weekends.
 - This was approximately 30 percent of hourly deployment during the week and 30 percent of hourly deployment on weekends.
- All work:
 - Average workload was 5.4 units per hour during the week and 5.5 units per hour on weekends.
 - This was approximately 48 percent of hourly deployment during the week and 48 percent of hourly deployment on weekends.

FIGURE 10-23: Percentage of Workload, Weekdays, Summer

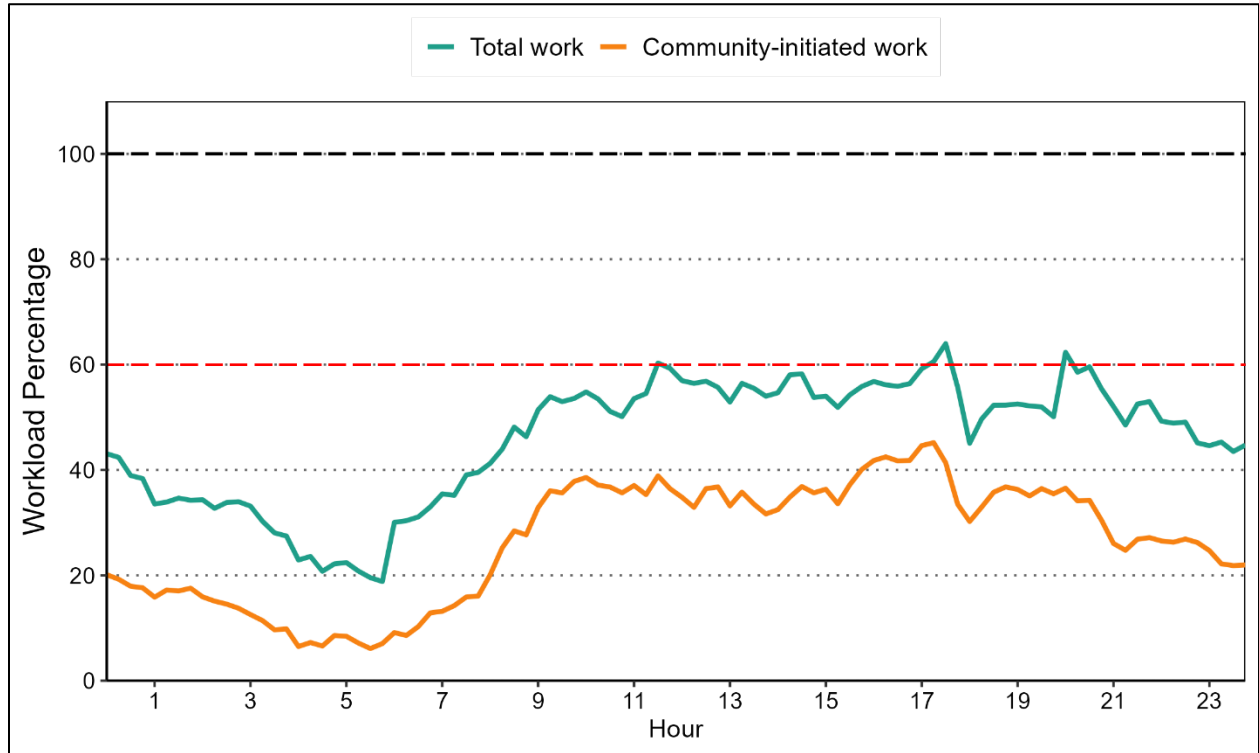


FIGURE 10-24: Percentage of Workload, Weekends, Summer

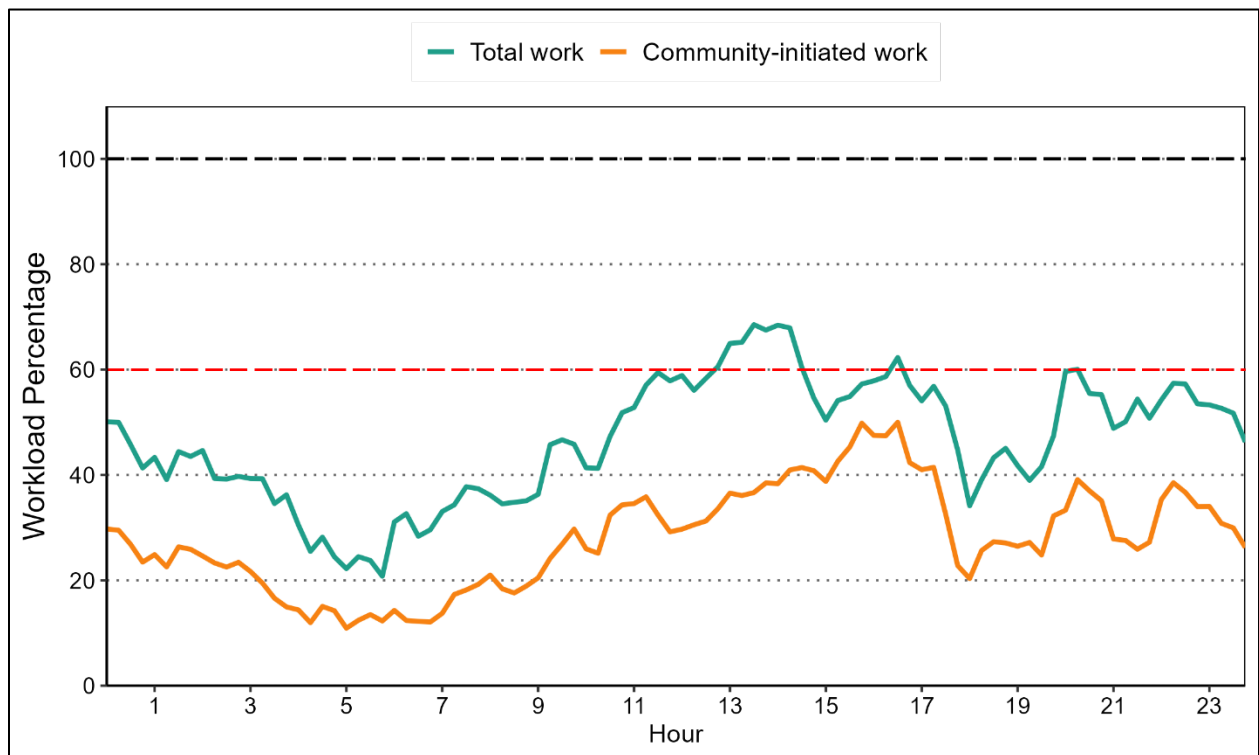


FIGURE 10-25: Percentage of Workload, Weekdays, Winter

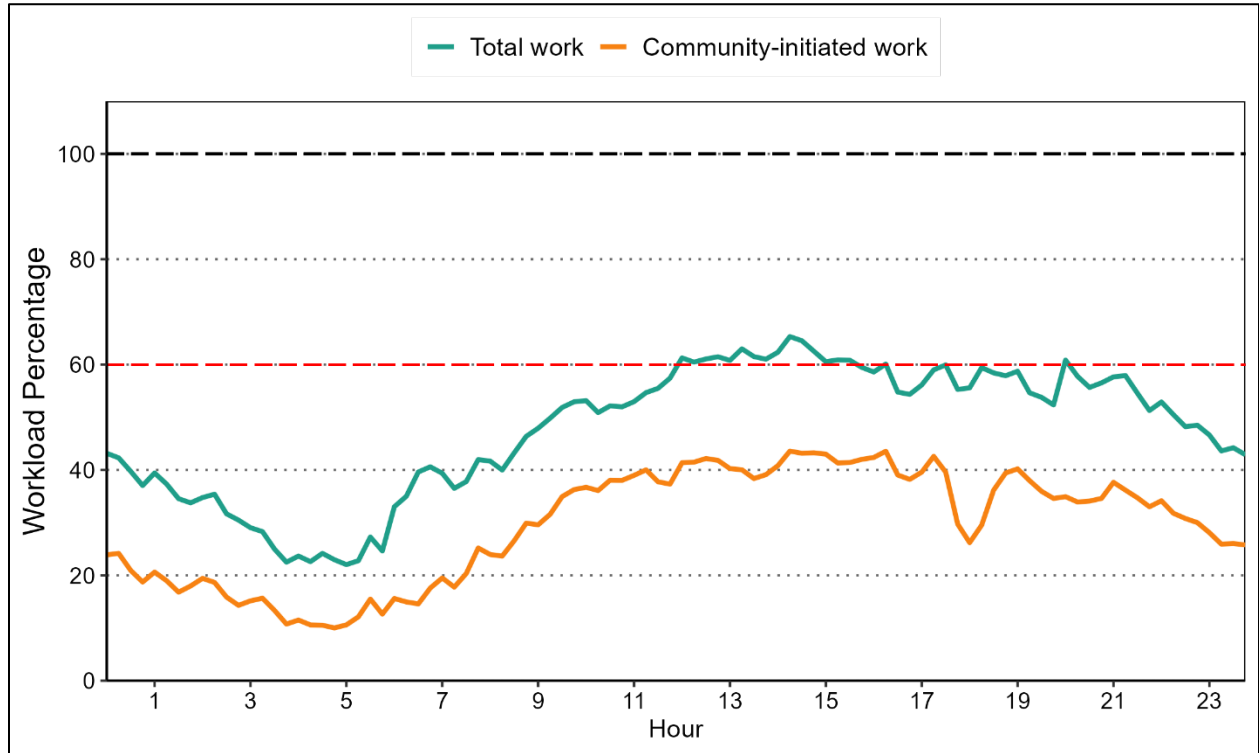
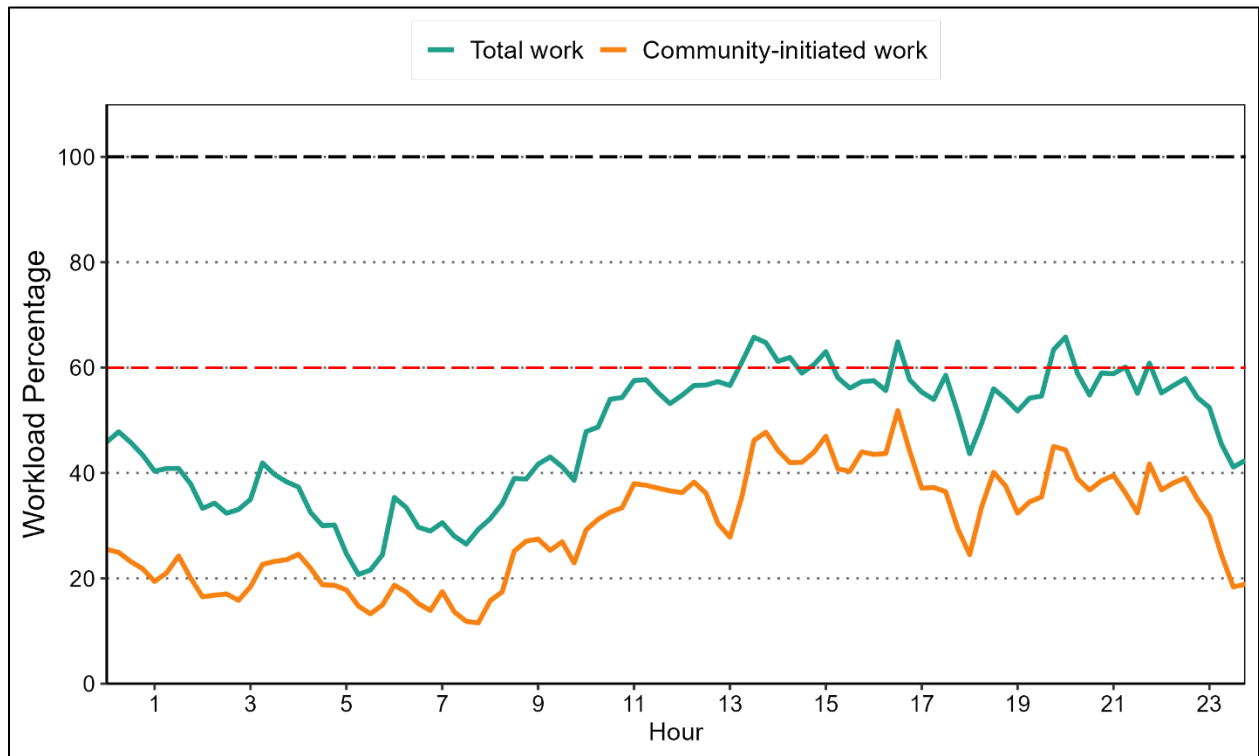


FIGURE 10-26: Percentage of Workload, Weekends, Winter



Observations:

Summer:

- Community-initiated work:
 - During the week, the workload reached a maximum of 45 percent of deployment between 5:00 p.m. and 5:30 p.m.
 - On weekends, the workload reached a maximum of 50 percent of deployment between 3:45 p.m. and 4:00 p.m. and between 4:30 p.m. and 4:45 p.m.
- All work:
 - During the week, the workload reached a maximum of 64 percent of deployment between 5:30 p.m. and 5:45 p.m.
 - On weekends, the workload reached a maximum of 69 percent of deployment between 1:30 p.m. and 1:45 p.m. and between 2:00 p.m. and 2:15 p.m.

Winter:

- Community-initiated work:
 - During the week, the workload reached a maximum of 44 percent of deployment between 2:15 p.m. and 2:45 p.m. and between 4:15 p.m. and 4:30 p.m.
 - On weekends, the workload reached a maximum of 52 percent of deployment between 4:30 p.m. and 4:45 p.m.
- All work:
 - During the week, the workload reached a maximum of 65 percent of deployment between 2:15 p.m. and 2:45 p.m.
 - On weekends, the workload reached a maximum of 66 percent of deployment between 1:30 p.m. and 1:45 p.m. and between 8:00 p.m. and 8:15 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch delay 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.

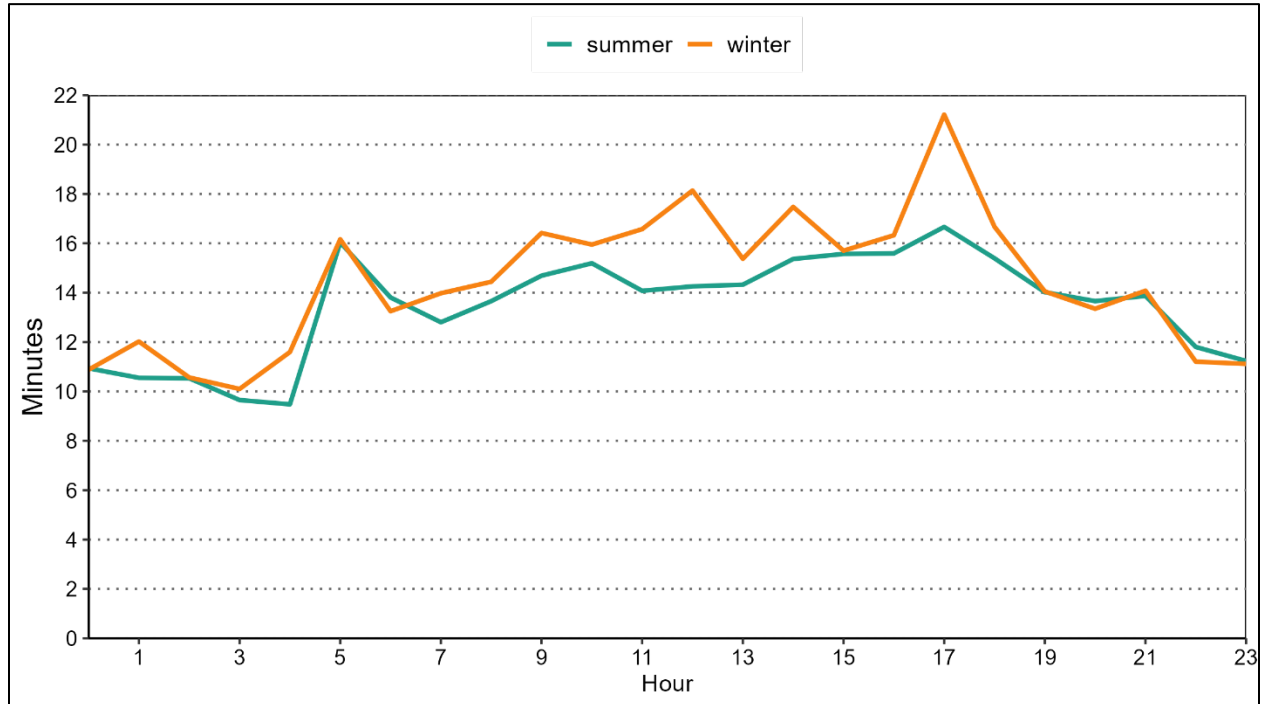
We begin the discussion with statistics that include all calls combined. We started with 5,433 calls for summer and 5,460 calls for winter. We limited our analysis to community-initiated calls, which amounted to 3,968 calls for summer and 3,934 calls for winter. Also, we removed calls lacking a recorded arriving unit, calls at headquarters, and calls outside the City of North Port. We were left with 3,688 calls in summer and 3,730 calls in winter for our analysis. For the entire year, we began with 36,417 calls and limited our analysis to 25,801 community-initiated calls. With similar exclusions, we were left with 24,202 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 (summer vs. winter), we show differences in response times by category.

FIGURE 10-27: Average Response Time by Time of Day, Winter and Summer



Observations:

- Average response times varied significantly by the hour of the day.
- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 16.7 minutes.
- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 9.5 minutes.
- In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 21.2 minutes.
- In winter, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 10.1 minutes.

FIGURE 10-28: Average Response Time by Category, Summer

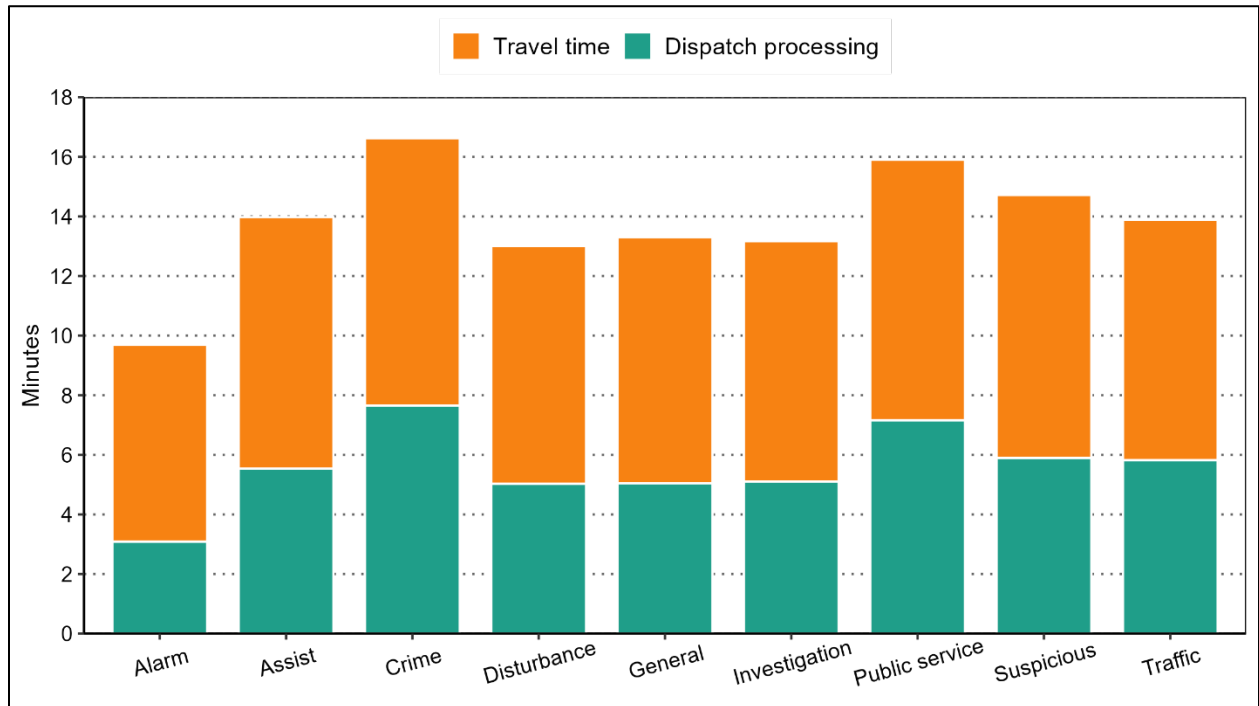


FIGURE 10-29: Average Response Time by Category, Winter

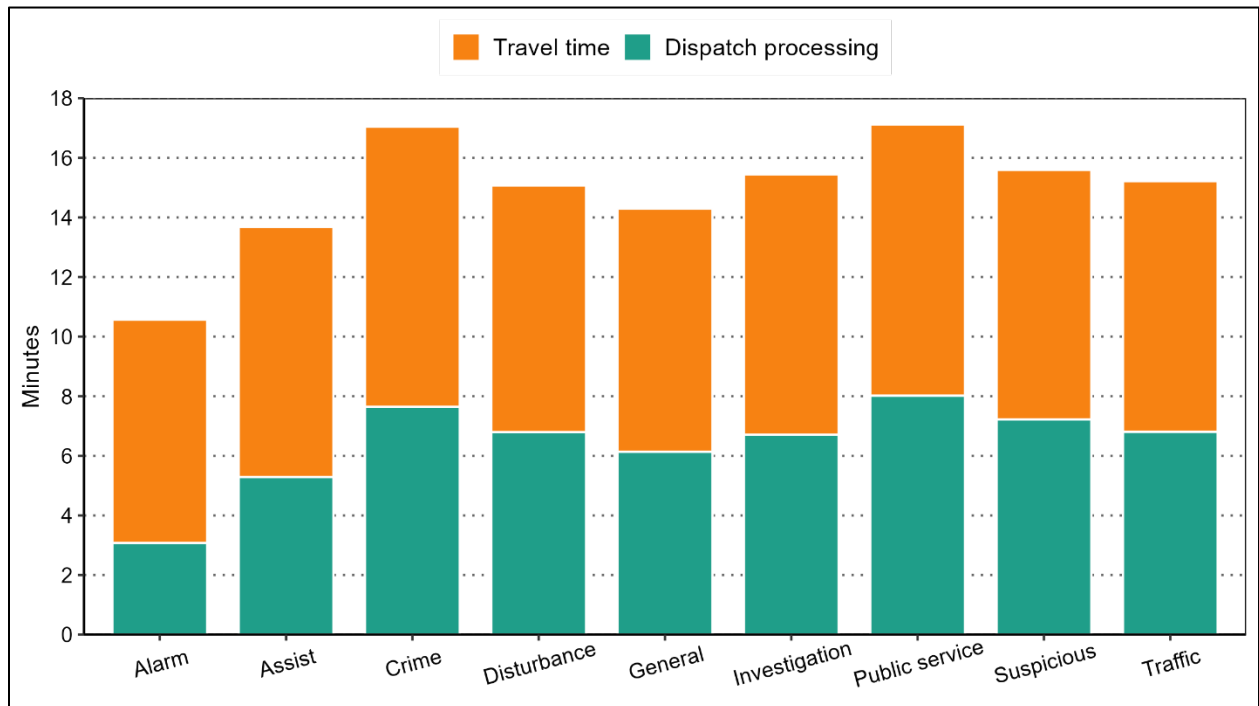


TABLE 10-16: Average Response Time Components, by Category

Category	Summer				Winter			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	3.8	7.1	11.0	222	3.6	6.5	10.1	194
Alarm	3.1	6.6	9.7	171	3.1	7.5	10.6	145
Assist other agencies	5.5	8.4	14.0	313	5.3	8.4	13.7	273
Crime - against persons	8.2	8.9	17.0	82	4.7	8.3	13.1	70
Crime - against property	7.7	9.3	17.0	259	8.7	9.7	18.4	250
Crime - other/unspecified	5.4	6.4	11.8	27	5.9	9.5	15.4	38
Disturbance	5.0	8.0	13.0	463	6.8	8.3	15.1	596
Investigation	5.1	8.1	13.2	539	6.7	8.7	15.4	511
Mental health	3.7	7.6	11.3	72	3.5	7.4	10.8	66
Miscellaneous	6.7	9.1	15.8	57	9.4	9.1	18.5	54
Public service	7.2	8.7	15.9	986	8.0	9.1	17.1	980
Suspicious incident	5.9	8.8	14.7	168	7.2	8.4	15.6	181
Traffic enforcement	7.2	8.7	15.8	329	8.5	9.4	17.9	372
Total Average	6.0	8.3	14.3	3,688	6.9	8.7	15.6	3,730

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

Observations:

- In summer, the average response time was as short as 10 minutes (for alarms) and as long as 17 minutes (for crimes).
- In winter, the average response time was as short as 11 minutes (for alarms) and as long as 17 minutes (for public service calls).
- The average response time for crimes was 17 minutes in summer and winter.

TABLE 10-17: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Summer			Minutes in Winter		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	7.1	14.7	23.3	8.0	14.1	19.7
Alarm	4.9	12.4	16.0	5.0	14.3	18.7
Assist other agencies	13.5	17.8	29.1	11.3	16.7	30.8
Crime - against persons	22.0	18.8	37.5	9.2	20.3	24.2
Crime - against property	23.8	19.0	39.3	25.2	21.9	46.8
Crime - other/unspecified	11.9	11.4	18.8	8.5	19.5	31.0
Disturbance	9.4	15.4	22.6	17.4	15.6	33.8
Investigation	12.1	16.2	25.3	17.4	18.1	33.9
Mental health	6.2	15.1	22.4	5.5	13.8	18.4
Miscellaneous	16.0	18.0	28.8	30.8	15.1	53.4
Public service	15.6	18.4	31.9	19.1	18.9	36.5
Suspicious incident	10.6	17.2	30.1	18.4	15.5	33.7
Traffic enforcement	20.1	18.1	35.2	26.7	18.9	39.7
Total Average	13.3	17.0	28.8	17.4	17.7	34.3

Note: A 90th percentile value of 28.8 minutes means that 90 percent of all calls are responded to in fewer than 28.8 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

Observations:

- In summer, the 90th percentile value for response time was as short as 16 minutes (for alarms) and as long as 38 minutes (for crimes).
- In winter, the 90th percentile value for response time was as short as 19 minutes (for alarms) and as long as 42 minutes (for crimes).

FIGURE 10-30: Average Response Time Components, by Zone

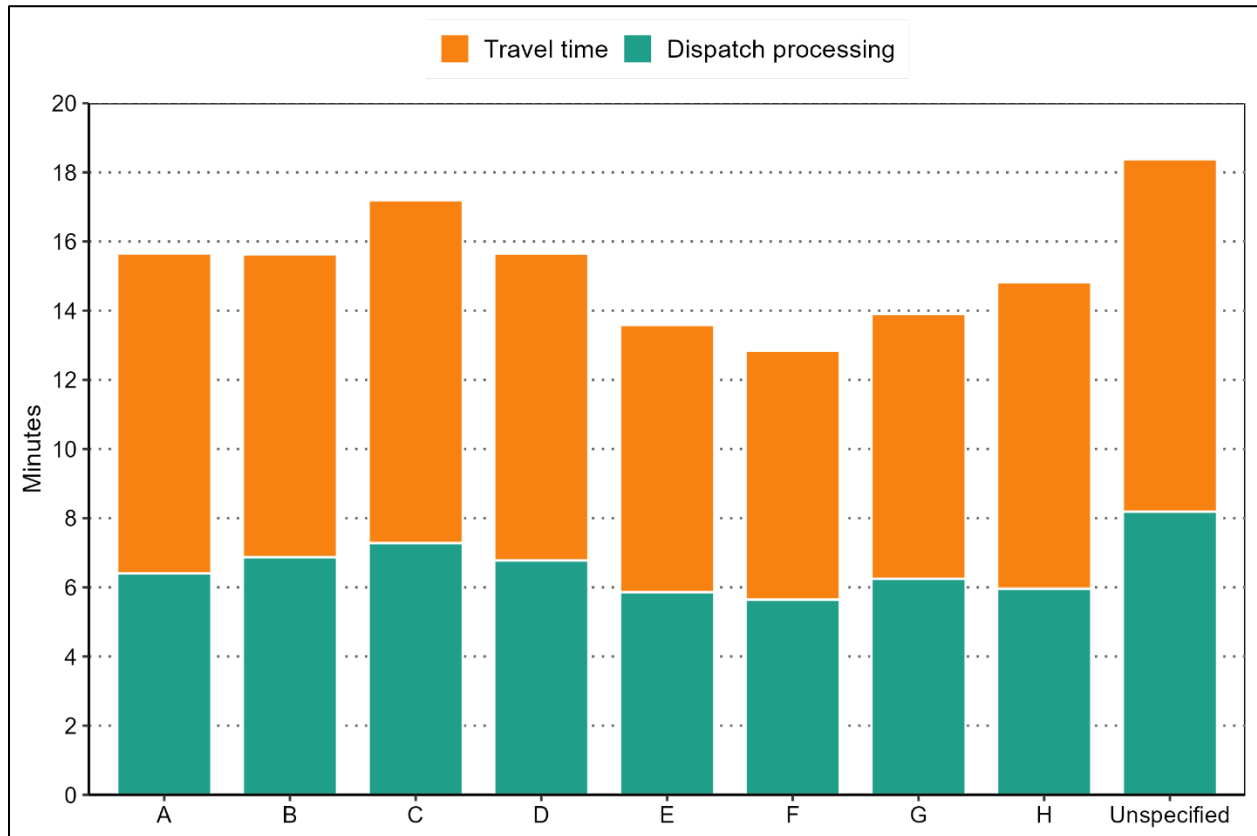


TABLE 10-18: Average Response Time Components, by Zone

Zone	Minutes			Calls	Area (Square Miles)
	Dispatch	Travel	Response		
A (W4)	6.4	9.3	15.7	2,360	11
B (E1)	6.9	8.8	15.6	3,808	10
C (E4)	7.3	9.9	17.2	4,427	36
D (E3)	6.8	8.9	15.7	2,652	6
E (E2)	5.9	7.7	13.6	3,209	5
F (W3)	5.6	7.2	12.8	2,275	5
G (W2)	6.2	7.7	13.9	3,526	6
H (W1)	6.0	8.9	14.8	1,784	24
Unspecified	8.2	10.2	18.4	161	NA
East Subtotal	6.8	8.9	15.7	14,096	57
West Subtotal	6.1	8.1	14.2	9,945	46
Total	6.5	8.6	15.1	24,202	104

Observations:

- Zone F had the shortest average dispatch time of 5.6 minutes.
- Zone F had the shortest average response time of 12.8 minutes.

High-Priority Calls

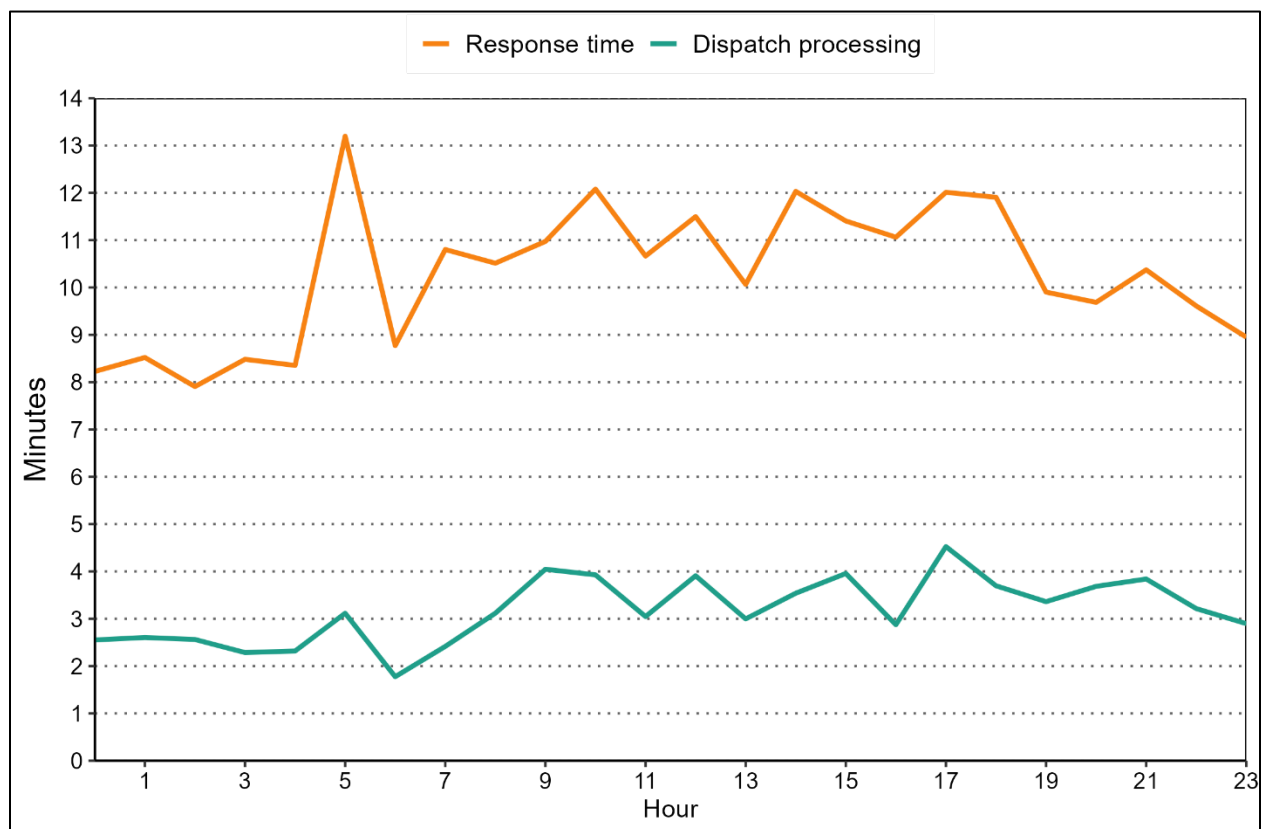
The department assigned priorities to calls, with priority 1 as the highest priority. The following table shows average response times by priority.

TABLE 10-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	3.4	7.1	10.5	1,700	17.4
2	3.8	7.4	11.2	3,981	19.5
3	5.4	8.1	13.4	5,467	28.0
4	7.9	9.1	17.0	4,585	38.6
5	8.3	9.5	17.9	8,469	38.9
Total	6.5	8.6	15.1	24,202	32.1

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

FIGURE 10-31: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



Observations:

- High-priority calls had an average response time of 10.5 minutes, lower than the overall average of 15.1 minutes for all calls.
- Average dispatch processing was 3.4 minutes for high-priority calls, compared to 6.5 minutes overall.
- For high-priority calls, the longest response times were between 5:00 a.m. and 6:00 a.m., with an average of 13.2 minutes.
- For high-priority calls, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 7.9 minutes.

K-9 UNITS

From July 1, 2024, to June 30, 2025, the dispatch center recorded 2,475 events involving K-9 units, including K-9 officers and a K-9 Sergeant. After excluding zero-time-on-scene events and directed patrol activities, 2,009 calls were included in the analysis.

The K-9 officers worked 309 days during the study period, as follows: 218 weekdays, 45 Saturdays, and 46 Sundays.

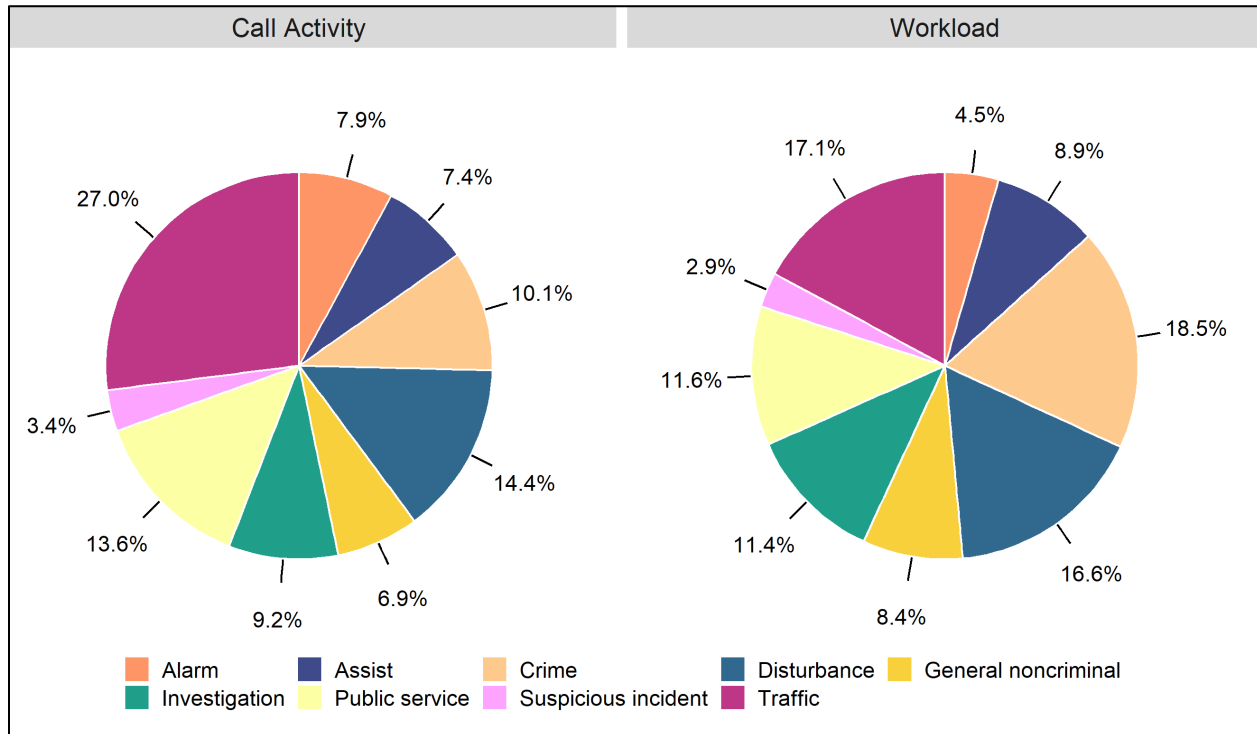
Calls per day are measured by actual days worked in each month.

TABLE 10-20: Events, Calls, and Workload by Category, K-9 Units

Category	Events	Calls	Work Hours
Accident	41	39	15.8
Alarm	168	159	33.9
Assist other agency	155	148	67.1
Crime - against persons	64	63	44.7
Crime - against property	106	103	58.7
Crime - other/unspecified	41	37	37.1
Directed patrol	369	0	NA
Disturbance	297	290	126.1
Information	1	1	0.1
Investigation	192	184	86.6
Mental health	65	64	31.7
Miscellaneous	28	21	7.2
Public service	295	274	88.1
Suspicious incident	77	69	22.1
Traffic enforcement	105	98	26.5
Traffic stop	414	406	87.3
Warrant/arrest	57	53	24.5
Total	2,475	2,009	757.6

Note: Events include all recorded calls involving a K-9 unit. When calculating the number of calls with each call category, we removed 150 events with zero time on scene and 316 directed patrol activities.

FIGURE 10-32: Percentage Calls and Work Hours, by Category, K-9 Units



Observations:

- There was an average of 8.0 events per day.
 - 6 percent of the events had zero time on scene.
 - 36 percent of all events were police-initiated.
 - 58 percent of all events were community-initiated.
- Total calls averaged 6.5 per day.
- Total workload averaged 2.5 hours per day.
- The top four categories (traffic, disturbance, public service, and crime) made up 65 percent of calls and 64 percent of work hours.

FIGURE 10-33: Calls per Day, by Initiator and Month, K-9 Units

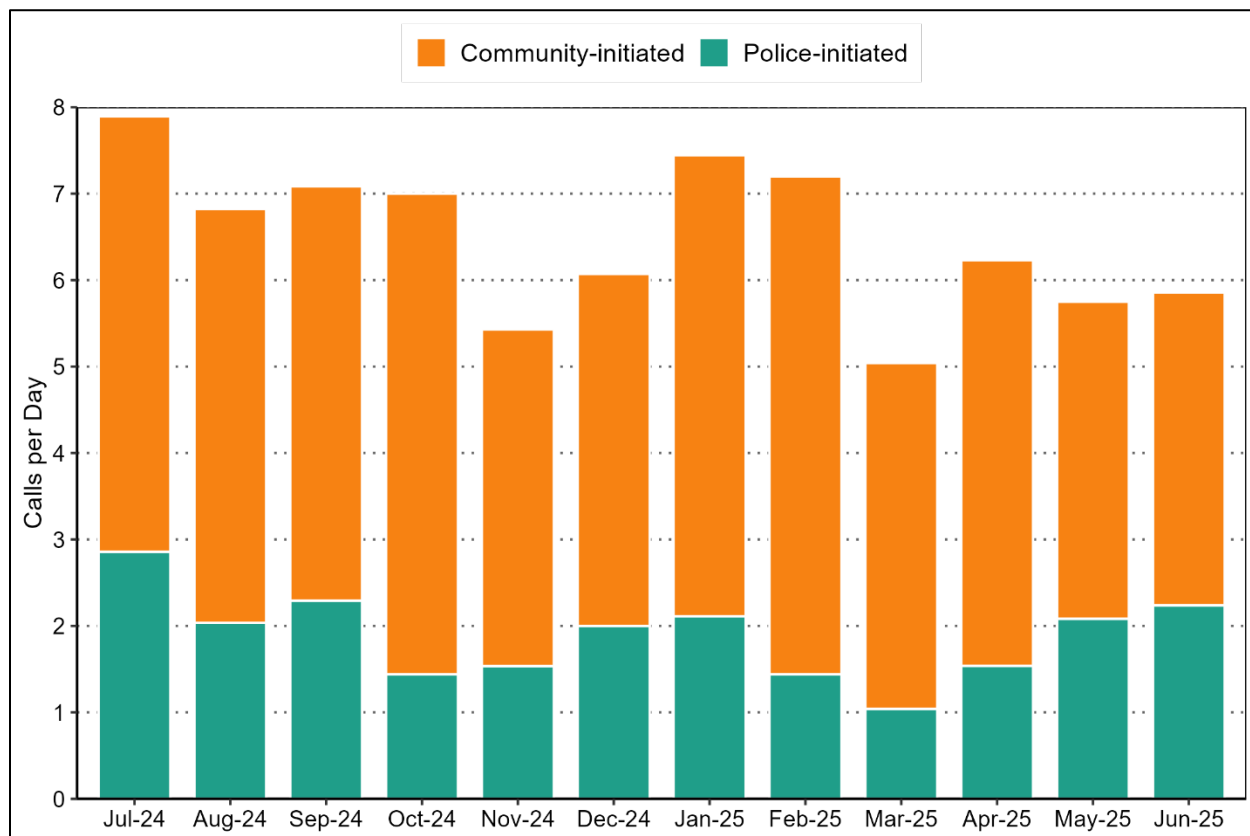


TABLE 10-21: Calls per Day, by Initiator and Months, K-9 Units

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	5.0	4.8	4.8	5.6	3.9	4.1	5.3	5.8	4.0	4.7	3.7	3.6
Police	2.9	2.0	2.3	1.4	1.5	2.0	2.1	1.4	1.0	1.5	2.1	2.2
Total	7.9	6.8	7.1	7.0	5.4	6.1	7.4	7.2	5.0	6.2	5.8	5.9
Days in Month	28	28	24	25	28	28	27	25	25	26	24	21

Observations:

- The number of calls per day was lowest in March.
- The number of calls per day was highest in July.
- The months with the most calls had 57 percent more calls than the months with the fewest calls.
- July had the most police-initiated calls, with 175 percent more than March, which had the fewest.
- February had the most other-initiated calls, with 59 percent more than June, which had the fewest.

TABLE 10-22: Activities and Occupied Times by Description, K-9 Units

Description	Occupied Time	Count
At station	59.3	146
Training	53.9	38
Vehicle/equipment maintenance	40.6	22
Miscellaneous	102.0	234
Administrative - Weighted Average/Total Activities	80.6	440
Personal - Break	37.2	80
Weighted Average/Total Activities	73.9	520

Observations:

- There were 520 out-of-service activities, or 1.7 activities per day, based on 309 days worked by K-9 units.
- The average time spent was 73.9 minutes. This means that out-of-service activities accounted for 2.1 work hours per day.

TRAFFIC UNITS

From July 1, 2024, to June 30, 2025, the dispatch center recorded 8,669 events that involved traffic units, including traffic officers, traffic unit motor officers, a traffic Corporal, and traffic Sergeants. After excluding zero-time-on-scene events and directed patrol activities, 8,005 calls were included in the analysis.

Traffic units worked 288 days during the study period, including 258 weekdays, 29 Saturdays, and a Sunday.

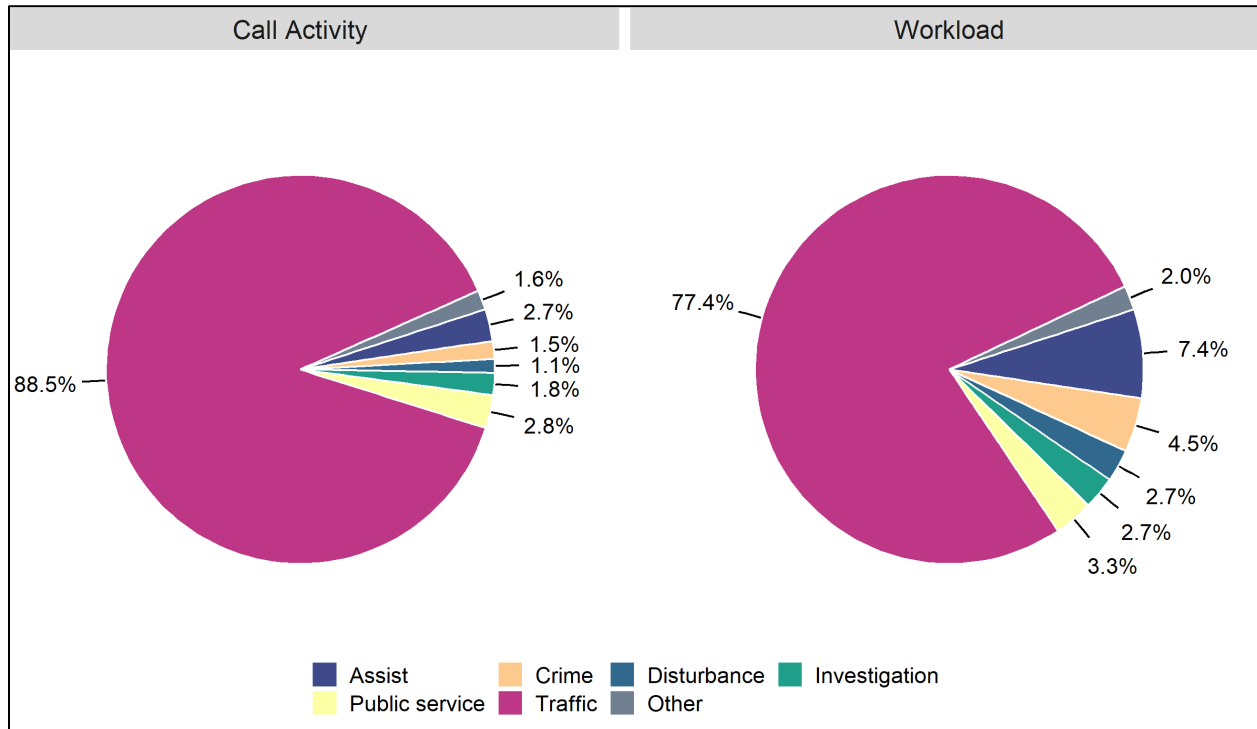
Calls per day are measured by the actual days worked in each month.

TABLE 10-23: Events, Calls, and Workload by Category, Traffic Units

Category	Events	Calls	Work Hours
Accident	671	657	919.0
Alarm	37	34	5.7
Assist other agency	221	213	281.3
Crime - against persons	25	24	33.3
Crime - against property	67	64	80.9
Crime - other/unspecified	30	30	57.8
Directed patrol	578	NA	NA
Disturbance	94	92	102.8
Investigation	153	146	103.9
Mental health	40	38	26.6
Miscellaneous	8	7	1.9
Public service	228	221	124.9
Suspicious incident	42	38	26.6
Traffic enforcement	281	262	303.3
Traffic stop	6,181	6,166	1,731.4
Warrant/arrest	13	13	16.4
Total	8,669	8,005	3,815.9

Note: Events include all recorded calls involving a traffic unit. When calculating the number of calls with each call category, we removed 95 events with zero time on scene and 569 directed patrol activities.

FIGURE 10-34: Percentage Calls and Work Hours by Category, Traffic Units



Observations:

- There was an average of 30.1 events per day.
 - 1 percent of the events had zero time on scene.
 - 82 percent of all events were police-initiated.
 - 17 percent of all events were community-initiated.
- Total calls averaged 27.8 per day.
- Total workload averaged 13.2 hours per day.
- 89 percent of calls and 77 percent of the workload were traffic-related calls, with the majority being traffic stops (77 percent of calls and 45 percent of the workload).

FIGURE 10-35: Calls per Day by Initiator and Month, Traffic Units



TABLE 10-24: Calls per Day by Initiator and Months, Traffic Units

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	1.9	4.8	4.6	7.3	5.1	4.7	5.0	5.5	5.3	5.2	5.6	5.2
Police	20.8	27.7	21.9	7.8	20.3	21.5	23.6	24.0	20.2	23.0	32.0	30.0
Total	22.7	32.4	26.5	15.0	25.4	26.2	28.6	29.5	25.5	28.2	37.6	35.3
Days in Month	24	25	24	22	23	26	25	24	24	25	23	23

Observations:

- The number of calls per day was lowest in October.
- The number of calls per day was highest in May.
- The months with the most calls had 150 percent more calls than the months with the fewest calls.
- May had the most police-initiated calls, with 312 percent more than October, which had the fewest.
- October had the most other-initiated calls, with 288 percent more than July, which had the fewest.

TABLE 10-25: Activities and Occupied Times by Description, Traffic Units

Description	Occupied Time	Count
At station	63.3	729
Busy	123.1	15
Court related	76.8	61
In vehicle	29.0	176
Paperwork	114.2	22
Training	126.7	11
Vehicle/equipment maintenance	47.8	129
Miscellaneous	75.7	1,465
Administrative - Weighted Average/Total Activities	68.6	2,608
Personal - Break	41.0	434
Weighted Average/Total Activities	64.6	3,042

Observations:

- There were 3,042 out-of-service activities, or 10.6 activities per day, based on 288 days worked by traffic units.
- The average time spent was 64.6 minutes. This means that out-of-service activities accounted for 11.4 work hours per day.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from July 1, 2024, to June 30, 2025, were classified into the following categories.

TABLE 10-26: Call Descriptions by Category

Call Description	Table Category	Figure Category		
ALARM	Alarm	Alarm		
AGENCY ASSIST	Assist other agencies	Assist		
AGENCY ASSIST MEDICAL				
ASSIST AGENCY OD				
FIRE				
ASSAULT	Crime - against persons	Crime		
BATTERY				
CHILD ABUSE				
FIGHT				
HARASSING/OBSCENE/THREAT CALL				
NON-REPORTING SEXUAL BATTERY				
SEXTING				
SEXUAL BATTERY				
THREAT HARASSMENT				
BURGLARY BUSINESS			Crime - against property	Crime
BURGLARY RESIDENCE				
BURGLARY VEHICLE				
CRIMINAL MISCHIEF				
FRAUD				
PROPERTY DAMAGE				
ROBBERY				
SHOPLIFTER				
STOLEN TAG				
STOLEN VEHICLE				
THEFT				
TRESPASS				
DRUG CASE	Crime - other/unspecified	Crime		
FELONY				
LEWD/LASCIVIOUS ACT				
MISDEMEANOR	Directed patrol	Directed patrol		
CROSSING GUARD DETAIL				
CURFEW CHECK				
DETAIL COMMISSION MTG				
HOT SPOT PATROL				
PARK/WALK/TALK				
PATROL CHECK				
SEX OFFENDER CHECK				

Call Description	Table Category	Figure Category	
SPECIAL DETAIL			
VACANT HOUSE CHECK			
DISTURBANCE	Disturbance	Disturbance	
DISTURBANCE CIVIL			
DISTURBANCE FAMILY			
DISTURBANCE JUVENILE			
DISTURBANCE NOISE			
INFORMATION	Information	General noncriminal	
IMPAIRED PERSON	Mental health		
MENTALLY ILL			
ANIMAL PROBLEM	Miscellaneous		
CITY CODE VIOLATION			
FINGERPRINTS			
ILLEGAL DUMPING			
OSSI OLD SYSTEM			
ARREST	Warrant/arrest		
WARRANT			
ABANDONED 911 CALL	Investigation		Investigation
DECEASED PERSON			
FOLLOW UP/INVESTIGATION			
LOST/FOUND PROPERTY			
MISSING PERSON			
MYSTERIOUS DISAPPEARANCE			
SHOOTING			
SUICIDE			
WDA OFFICER EMERGENCY ALERT			
PUBLIC SERVICE	Public service	Public service	
PUBLIC SERVICE HOMELESS			
PUBLIC SERVICE SCHOOL			
LOITERING PROWLING	Suspicious incident	Suspicious incident	
OPEN DOOR/WINDOW			
SUSPICIOUS INCIDENT			
SUSPICIOUS PERSON			
SUSPICIOUS VEHICLE			
ACCIDENT	Accident	Traffic	
HIT AND RUN			
ABANDONED VEHICLE	Traffic enforcement		
ALL TERRAIN VEHICLE			
DISABLED VEHICLE			
HIGHWAY OBSTRUCTION			
HITCHHIKER PEDESTRIAN			
ILLEGAL PARKING			

Call Description	Table Category	Figure Category
IMPAIRED DRIVER		
LICENSE PLATE READER HIT		
RECKLESS DRIVER OR VEHICLE		
VEHICLE INSPECTION		
VIN VERIFICATION		
VIOLATION OF DV INJUNCTION		
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). The tables and figures include the most recent information that is publicly available at the national, state, and municipality levels. This includes crime reports for 2015 through 2024, along with clearance rates for 2023 and 2024. Crime rates are expressed as incidents per 100,000 population.

TABLE 10-27: Reported Crime Rates in 2023 and 2024, by City

Municipality	State	2023				2024			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Boca Raton	FL	99,395	162	1,926	2,088	100,557	171	1,677	1,848
Boynton Beach	FL	80,964	443	2,442	2,885	81,473	417	2,283	2,700
Bradenton	FL	57,544	608	1,884	2,492	57,503	449	1,866	2,315
Ocala	FL	66,338	547	2,965	3,512	70,046	500	3,049	3,549
Plantation	FL	98,106	253	2,477	2,730	98,100	210	2,273	2,483
Sanford	FL	64,218	621	2,780	3,401	66,900	543	2,253	2,795
St. Cloud	FL	67,184	164	945	1,109	68,966	188	758	947
Wellington	FL	61,370	147	1,087	1,234	61,652	130	795	925
Winter Haven	FL	57,382	324	1,689	2,013	59,450	235	1,549	1,785
North Port	FL	90,356	102	973	1,075	93,930	94	781	875
Florida		22,610,726	290	1,516	1,807	23,372,215	267	1,420	1,687
National		336,806,231	380	1,934	2,314	340,110,988	359	1,760	2,119

Note: State and national data are FBI estimates from the Summary Reporting System (SRS), with the dataset last modified on August 5, 2025. Municipality crime data are from Crime in the United States Annual Reports, table 8.

FIGURE 10-36: Reported North Port Violent and Property Crime Rates, by Year

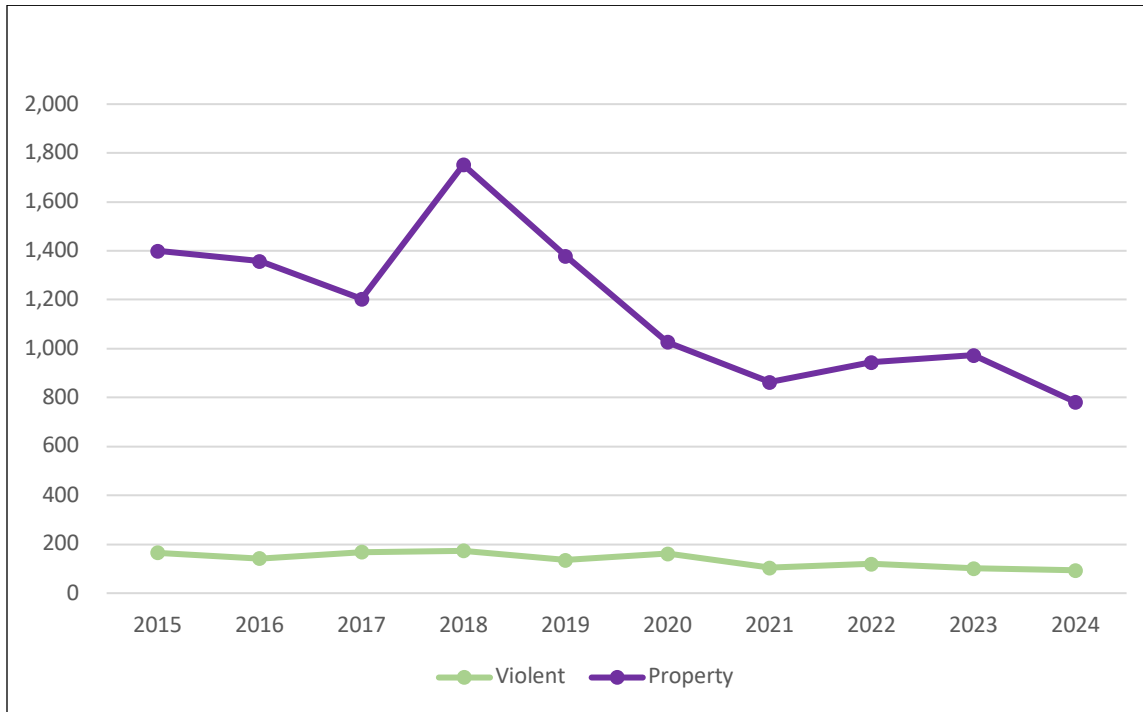


FIGURE 10-37: Reported City and State Crime Rates, by Year

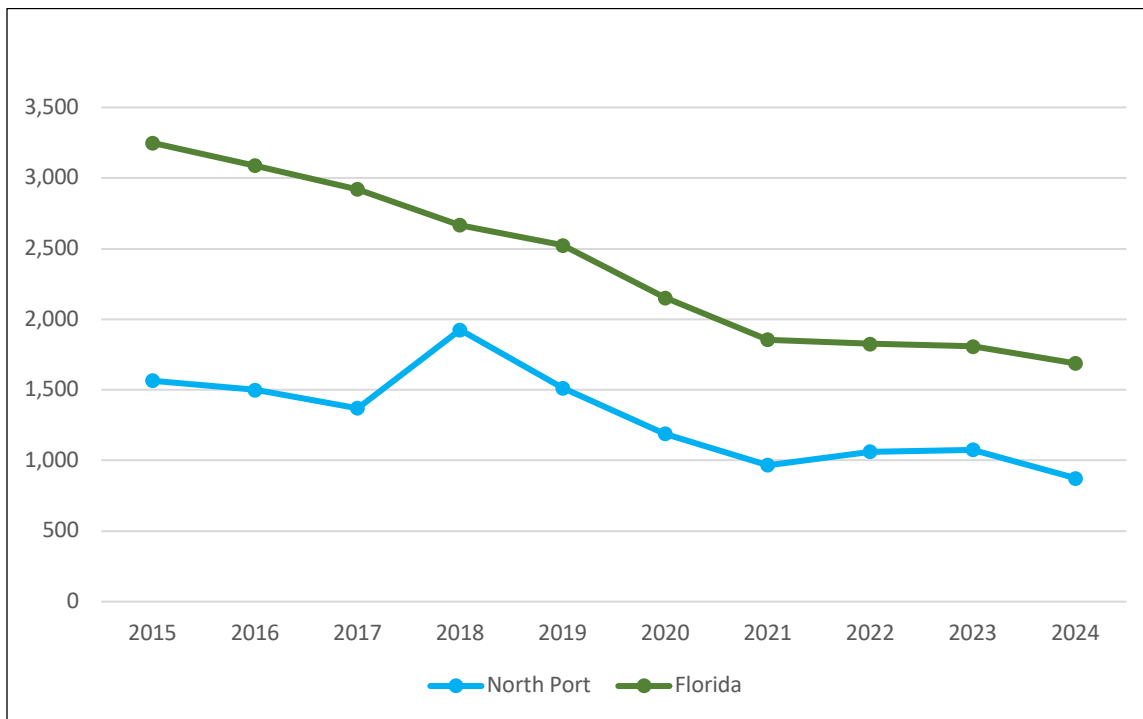


TABLE 10-28: Reported North Port, Florida, and National Crime Rates, by Year

Year	North Port				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2015	61,148	165	1,400	1,565	20,388,277	459	2,791	3,249	321,418,820	372	2,481	2,854
2016	63,386	142	1,358	1,500	20,750,677	427	2,663	3,089	323,127,513	387	2,459	2,846
2017	65,498	168	1,203	1,371	20,984,400	408	2,512	2,920	325,719,178	377	2,361	2,738
2018	67,682	173	1,752	1,925	21,299,325	385	2,282	2,667	327,167,434	371	2,245	2,616
2019	70,181	135	1,378	1,513	21,477,737	378	2,146	2,524	328,239,355	364	2,132	2,497
2020	72,389	162	1,026	1,188	21,733,312	384	1,769	2,153	329,484,123	386	1,967	2,353
2021	78,129	104	863	966	21,828,069	337	1,518	1,855	332,031,554	387	1,832	2,219
2022	84,459	120	944	1,063	22,244,823	259	1,566	1,825	333,287,557	389	1,974	2,362
2023	90,356	102	973	1,075	22,610,726	290	1,516	1,807	336,806,231	380	1,934	2,314
2024	93,930	94	781	875	23,372,215	267	1,420	1,687	340,110,988	359	1,760	2,119

Note: State and national data are FBI estimates from the Summary Reporting System (SRS), with the dataset last modified on August 5, 2025.

TABLE 10-29: Reported North Port, Florida, and National Crime Clearance Rates, 2023

Crime	North Port			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	3	100%	792	489	62%	19,677	11,227	57%
Rape	16	7	44%	5,370	2,059	38%	131,033	35,147	27%
Robbery	8	0	0%	7,058	2,155	31%	220,158	61,660	28%
Aggravated Assault	65	0	0%	38,263	14,482	38%	873,773	405,532	46%
Burglary	84	26	31%	26,900	5,430	20%	819,784	119,125	15%
Larceny	770	292	38%	192,807	34,942	18%	4,394,394	661,446	15%
Vehicle Theft	25	12	48%	22,821	4,127	18%	1,055,283	88,502	8%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on August 15, 2025).

TABLE 10-30: Reported North Port, Florida, and National Crime Clearance Rates, 2024

Crime	North Port			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	655	404	62%	16,924	10,061	59%
Rape	23	8	35%	4,823	1,600	33%	125,354	33,690	27%
Robbery	4	0	0%	6,694	1,952	29%	201,294	61,373	30%
Aggravated Assault	61	0	0%	35,734	14,039	39%	842,290	413,538	49%
Burglary	48	11	23%	25,666	5,324	21%	759,043	115,617	15%
Larceny	670	231	34%	186,417	35,422	19%	4,146,760	713,595	17%
Vehicle Theft	16	5	31%	19,697	3,459	18%	846,233	78,384	9%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on August 15, 2025).

END

Questions for Respondents to the
Law Enforcement Strategic Planning Request for Proposals
February 25, 2026

1. Please confirm that your proposal includes travel expenses, as required in the Proposal Format section of the Request for Proposals. In addition, please provide the number of and types of meetings planned for in the budget. Is there flexibility in the planned meetings?

Yes, our proposed budget includes anticipated expenses as a not-to-exceed price.

In total, we are planning for at least 45 interviews, with flexibility factored in:

- We anticipate at least 35 meetings with Sheriff's Office staff to understand the services, operations, and deployment in Hayden, and how they fit into the KCSO's overall structure. Most of these interviews will be remote.
- Additionally, we anticipate another 15 interviews with the City Council, and staff to discuss the details of the law enforcement services contract, service issues, and alternatives.

There will be one trip to Hayden to conduct the proposed community meetings and ride-alongs with patrol deputies to better appreciate the service environment.

2. Are there any tasks in your proposal that could be optional to reduce the cost?

The tasks described in our proposal are essential for understanding the service delivery system in Hayden and for analyzing the feasibility of alternative approaches.

The one area in which cost savings could be achieved is in the public input task. While we do not propose eliminating it (because public input is essential in a study like this), it could be mitigated. The community survey has limited value because it is open-ended and does not reflect the community's views as a whole. Eliminating the survey could save about \$7,000 in costs.

3. Could the project timeline be shortened? If so, what would that entail?

Yes, the timeline could be shortened by around 40 days. Ultimately, the limiting factor is the ability of the Sheriff's Office to provide data in a timely manner, as well as ensuring that personnel are available for us to meet with at the onset of the project.

4. Will the law enforcement services provided to all of Kootenai County by the Kootenai County Sheriff's Office (KCSO) be considered when evaluating the minimum number of law enforcement personnel recommended for the City of Hayden?

Yes, this represents a critical baseline consideration in the feasibility analysis, as regional services provided to all of the county, for instance, would be retained in a municipal configuration.

5. Will information about liability costs, including but not limited to, costs to defend lawsuits be evaluated in your scope of work? Please provide detail explaining your response.

Yes, liability insurance costs and other risk management considerations are important cost factors to consider in estimating the operating costs of a municipal police department. For the feasibility analysis to be accurate in projecting costs, it must granularly examine the totality of every potential cost involved in starting up and running a police department, across hundreds of expense categories.

6. Will the staff assigned to this project have law enforcement experience? If not, explain what qualifies them for the project.

All of our proposed staff are law enforcement analytical specialists. We have proposed a team of 5 Matrix staff: 2 team members have prior law enforcement experience and are now full-time analysts with Matrix; 3 are career law enforcement analysts. This hybrid approach is ideal for maximizing the depth of the analytical skills needed for a study like this.

7. Do you have experience analyzing data from Motorola/Spillman software program that is currently used by KCSO? Please explain your response.

Yes, we have worked with numerous agencies using Motorola/Spillman. Quite frankly, it is one of our favorite systems to work with because it is able to provide all of the data needed for a comprehensive, unit-by-unit level of analysis of activity and workload.

8. Should additional data or information be unavailable from KCSO, explain how the outcome of this project will be affected. i.e. what data will be relied on for the plan, will the plan be reliable/complete, how will the project cost be affected?

The response to data availability issues varies based on the type of data. For instance, the absence of certain workload data (e.g., CAD/RMS) could require modeling expected workload based on data from comparable communities. Our team will work with the City of Hayden on any statistical modeling approaches and work to resolve any data availability gaps. Regardless of the steps needed to overcome data issues, our project cost is fixed-price – we will never ask for additional budget to accomplish the scope of work.

9. Please identify or provide references for similar municipal law enforcement studies (similar population/region), including final outcomes (did the city start a police department, contract for law enforcement services, etc.).

The following list of previous clients provides each study's scope and outcomes.

- **Citrus Heights (CA) 2006** – Feasibility studies for a municipal department, as well as implementation assistance. Outcome – a municipal department was created and continues to serve the City.
- **Cooper City (FL) 2018** – Contract review for police and fire services from Broward County, as well as a municipal feasibility assessment for both services. Outcome – remain within contract services with improvements in services and costs.

- **Fountain Hills (AZ) 2022** – Contract review for police services from Maricopa County, as well as a municipal feasibility assessment. Outcome – remain within contract services with improvements in services and costs.
- **Kenmore (WA) 2011** – Contract review for police services from King County. Outcome – remain within contract services with improvements in services and costs.
- **La Quinta (CA) various, but most recent in 2019** – Beginning in 2015, we provided annual reviews of contract service with Riverside County, with several changes (e.g., civilianization) resulting. The 2019 study evaluated the creation of a joint police department with Palm Desert, which did not go forward.
- **Patterson (CA) 2013** – Contract review for police services from Stanislaus County, as well as a municipal feasibility assessment. Outcome – remain within contract services with improvements in services and costs.
- **Rancho Cordova (CA) 2018** – Contract review for police services from Sacramento County. Outcome – remain within contract services with improvements in services and costs.
- **Riverside County (CA) 2017** – Study scope was to review police services for 9 mostly non-contiguous contract cities in Riverside County and to determine the feasibility of creating one or more joint police services through an inter-local agreement. The study found that the existing contract service was not cost-effective, but alternatives were too costly. Outcome – several cities renegotiated their contracts to better meet service expectations (e.g., Temecula).
- **San Clemente (CA), various, but most recent in 2017** – Our proposed project manager has worked with the City on law enforcement issues since the 1980s. The original study led to a service contract with Orange County and to the disbanding of its police department. The 2017 study evaluated the contract’s cost-effectiveness and responsiveness to the City’s needs. Outcome – many contract changes improved community connectedness.
- **Orange County Contract Cities (CA): various, most recent in 2019** – Matrix Consulting worked with various combinations of cities (e.g., Laguna Hills, Aliso Viejo) to evaluate contract services to improve service delivery and cost-effectiveness, including shared services. We also worked with all 13 contract cities to identify inconsistencies and accountability in contract services. Outcome – changes in the contract cost basis and several shared services between contract cities.

10. Please provide a sample redacted deliverable from a similar engagement (staffing model + cost model excerpt).

The link below provides our Police Feasibility Study and Financial Analysis for Fountain Hills (AZ). The study evaluated current contract service delivery and the service and financial feasibility of alternatives – an improved contract and a municipal police department. The recommendation was to retain contract service delivery while seeking improvements, which were implemented.

https://drive.google.com/file/d/1RIlx_V7yyjPPPkaavuLGfGYTHCrX-MP1/view?usp=sharing

Law Enforcement Feasibility and Financial Analysis

FOUNTAIN HILLS, ARIZONA

November 10, 2022

matrix 
consulting group

Table of Contents

Introduction and Executive Summary	1
Law Enforcement Services Assessment	6
Law Enforcement Contract Review	28
Alternative Services Delivery	38
Appendix – Fountain Hills Police Department Budget	47

1. Introduction and Executive Summary

The Matrix Consulting Group was engaged to perform a contract review of the Maricopa County Sheriff's Office (MCSO) law enforcement contract with the Town of Fountain Hills with the intention of determining appropriate service levels, cost-effectiveness and alternative service delivery approaches. This chapter provides an Introduction and Executive Summary to the project and key findings, conclusions and recommendations.

1. Introduction to Project Scope

The Fountain Hills Law Enforcement Feasibility and Financial Analysis study involved the following primary efforts.

- Developed an understanding of current operations, costs and service levels. This effort was exacerbated based on difficulties in data collection from MCSO despite support from the locally assigned Captain. A town hall effort for community feedback was suspended as a consequence of these delays.
- Developed issues and assumptions surrounding existing service levels and potential future service level options. This interim deliverable report was provided to Fountain Hills, and a supporting PowerPoint presentation made to Council to seek guidance.
- Identified strengths and deficiencies in the existing contract language that can impact service levels, cost of service, contract management and related issue areas.
- Developed alternative service delivery approaches to include change in existing contract services, alternative contracting, other in-house law enforcement options, etc. Costs associated with these options are provided.

These key items reflect the scope of work for this project.

2. Executive Summary

While there are several recommendations throughout the body of this report based on findings and conclusions that are included at the end of this chapter for reference, there are several notable issues and related findings that can be summarized.

1. Key Findings

The following particularly relevant findings are noted from the contents of this report.

- The town is a very safe community with 98% of its calls for service at the lower priority 2 and 3 levels.
- Fountain Hills has very reasonable Patrol proactive time availability and exceptional response times, even with patrol staffing below contracted levels.
- Deputies work a variety of self-initiated activities, largely related to traffic, but they have the capacity to expand this work.
- Staffing drivers for deputies and detectives are currently not based on relevant workload requirements such as calls for service, proactive time, or caseload standards.
- Fountain Hills is presently overstaffed based on current contract terms and conditions.
- Minimum staffing set by the MCSO of three deputies on a shift is adequate (which is generally the current deployment), and is sufficient staffing (in concert with field sergeants) to respond to the vast majority of officer-safety situations, provide sufficient proactive time, and maintain exceptional response times.
- The town has detective resources beyond their needs. Based on various investigative metrics and the analysis performed, two detectives are adequate.
- MCSO has the ability to provide exceptional service at recommended staffing levels which are below the current contract, resulting in an estimated savings of \$219,000 per annum.

Current Contract Staffing		Revised Contract Staffing	
Position	Fountain Hills	Position	Fountain Hills
Captain	0.75	Captain	0.75
Lieutenant	1.25	Lieutenant	1.50
Patrol Deputy	19	Patrol Deputy	16
School Resource Ofcr.	1	School Resource Ofcr.	1
Detective	2.55	Detective	2
Sergeants	3	Sergeants	4
Clerical / Admn. Assistant	1	Clerical / Admn. Assistant	1
Sub-Total	28.55	Sub-Total	26.25
Dispatch (FTEs)	1.46	Dispatch (FTEs)	1.46
Total	30.01	Total	27.71

- Beyond response time for Priority 1 calls, there are no performance expectations embedded in the contract.
- The contract’s terms and conditions lack, in part, a conflict resolution process and penalties for non-performance.

- The current invoicing process, in conjunction with lack of regular MCSO performance reporting, results in difficulties in contract administration and management, particularly with respect to financial compliance monitoring.

2. In-house PD Findings

The Pro-forma budget for an in-house police department are shown in the table below. This includes “Year One” start-up costs.

Summary of Projected Costs	
Cost Type	Projected Costs
General Personnel Subtotal	\$2,076,205.00
Retirement Costs Subtotal	\$404,859.98
Benefits and Incentives Subtotal	\$823,009.74
Overtime Costs Subtotal	\$201,414.73
Sworn Equipment Initial Investment Subtotal	\$129,925.00
Sworn Equipment Annual Operating Cost Subtotal	\$10,255.00
Vehicle Initial Investment Subtotal	\$1,750,086.00
Vehicle Annual Operating Cost Subtotal	\$182,501.37
Supplies Cost Subtotal	\$223,088.64
External Contract Cost Subtotal	\$347,827.41
Worker’s Compensation and/or Risk Insurance Subtotal	\$244,089.64
Other Start-up Costs	\$2,414,029.00
<i>Total Projected Year 1 Cost</i>	
	<i>\$8,807,291.50</i>
<i>Projected Yearly Operating Costs</i>	
	<i>\$4,513,251.50</i>

A comparison of the annual operational costs of an in-house Fountain Hills Police Department to the most recent MCSO FY 21/22 (\$5,043,087) shows that the two operations would be cost-competitive on a per annum basis; indeed, the Fountain Hills PD operation, as designed, would save approximately \$500K per year compared to the existing MCSO contract. There are, however, several important areas that must be considered when determining the total value of operating an in-house police department. These include, but are not limited to:

- There are additional costs associated with the Fountain Hills PD estimated at \$4.3 million dollars in start-up costs. This equates to a 9-year operational break-even point when compared to continued MCSO contracting.
- If Fountain Hills elected to incorporate MCSO staff changes recommended in this report, potential annual Fountain Hills PD savings would be less than \$300K annually compared to the MCSO contract, extending the break-even point to 14-years.
- The staffing contingent, particularly in Patrol, in a Fountain Hills PD is less than the current MCSO contracted staffing levels. If staffing levels were equivalent, the

annual operating costs of the Fountain Hills PD would be \$5 million per annum -- nearly the same as the MCSO contract -- with a \$4.6 million start-up cost.

- Qualitative benefits of operating an in-house police department, such as further local control, community branding, etc. need to be juxtaposed against costs and additional risk. While risk insurance is included in the Pro-forma budget model, this does not mitigate potential litigation that would not be covered by such insurance.
- It is assumed the MCSO would provide, through mutual aid, specialized support on a pro-bona basis. This would include the rare use of helicopter services, homicide crime scene investigation, accident reconstruction, etc. that typically would be beyond the capabilities of a small police department.

In summary, the totality of information suggests that an in-house police department for Fountain Hills, given the town's safety, exceptional response time from the Sheriff, and likely net limited additional value of local control, supports retaining the MCSO contract; particularly, if recommendations made in this report are implemented.

2. Summary of Recommendations

The following table provides a comprehensive list of all the recommendations made in the report. A review of each chapter provides context for the recommendations.

Law Enforcement Services Assessment

Continue to staff on the 12-hour (or similar) shift schedule with 3 patrol deputies deployed to Day and 3 deployed to Night shift. This is generally consistent with current Fountain Hills deployment practices.

Maintain minimum patrol staffing levels of 3 deputies per shift.

Assign and deploy 1 patrol sergeant to each shift.

Assign and deploy 1 lieutenant to Night Shift and 1 lieutenant to Day Shift in a watch commander capacity. This facilitates managerial presence on all shifts.

Continue to staff 1 Captain position acting in a "Chief" capacity.

In the event of absenteeism, ensure that one supervisor/manager position (Captain, Lieutenant, Sergeant) is always available to include overtime to facilitate this oversight.

Based on caseload metrics, reduce investigative staffing assigned to Fountain Hills from 2.55 staff to 2.0 detective staff.

To facilitate enhanced investigative workload accountability, directly assign 2 dedicated detectives to Fountain Hills located at the Fountain Hills sub-station.

Provide quarterly detective case management information to Fountain Hills, to include cases assigned by type and case clearance information.

Maintain existing support service staffing allocations for School Resource Officer, administrative support and 911 dispatch staffing allocation.

Law Enforcement Contract Review

Address key MCSO contract issues identified in the Contract Review Checklist to include a dispute resolution process and penalties for non-performance.

Develop additional contract performance metrics beyond patrol response time, to possibly include targets for traffic warnings and citation, positive citizen contacts, minimum investigative case clearance, etc.

The MCSO should report quarterly upon contract performance metrics to help identify issues early and devise potential resolutions.

MCSO should develop a more comprehensive monthly invoice allowing Fountain Hills to perform more effective financial monitoring of Sheriff charges. This should help resolve potential future contract overcharge issues.

Use accurate methodologies for charging MCSO services, including charging for the appropriate number of staff (e.g., increasing field sergeants), charging for the appropriate number of baseline annual work hours (2,190 vs. 2,088) based on patrol shift schedules, and using net annual work hours to accurately determine a patrol post.

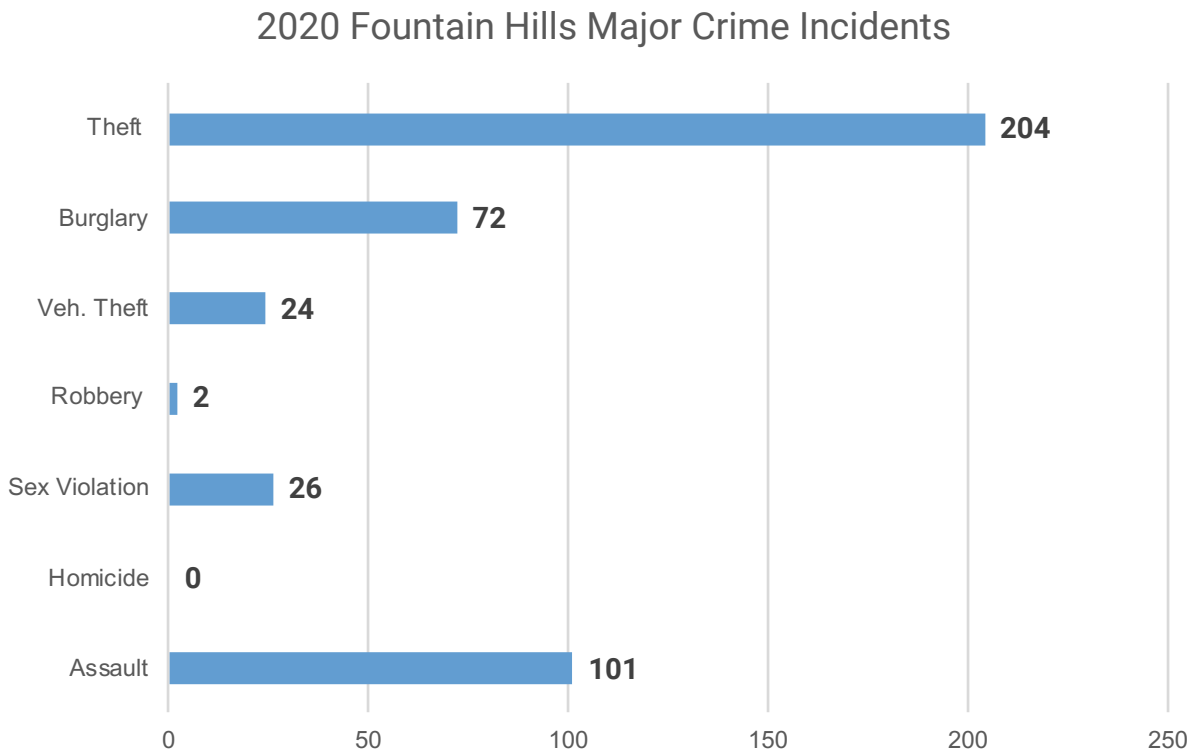
Eliminate the use of beats to develop a patrol and detective staffing plan for Fountain Hills. Use agreed upon workload metrics for baseline staffing such as proactive time, caseloads and other approaches discussed in this report.

Alternative Law Enforcement Delivery

Fountain Hills should retain MCSO contracted law enforcement services, particularly if other recommendations made in this report are implemented.

2. Law Enforcement Services Assessment

The following chapter provides an overview of the law enforcement environment and the services currently provided to the Town of Fountain Hills. Fountain Hills is a safe, largely retirement community of 23,820 within 20.4 square miles. According to major crime data illustrated in the graphic below, only 1.2 “major crimes” occur, on average, in Fountain Hills daily. As a result, Fountain Hills is rated as one of the two safest residential communities in Maricopa County.



1. Law Enforcement Contracted and Assigned Personnel

Fountain Hills, currently occupies the majority of Maricopa County Sheriff’s Office (MCSO) District 7. The district is also responsible for law enforcement services to the unincorporated areas of Scottsdale, Rio Verde, Tonto Verde, Trilogy at Verde River and Goldfield Ranch.

In effect, District 7 is divided into a four-beat patrol structure of which Fountain Hills “occupies” 3.8 beats (for contractual purposes). District 7 staff operate out of the Fountain Hills sub-station owned by Fountain Hills. There is no distinction between staff assigned exclusively to Fountain Hills versus the remainder of District 7. As a

consequence, the table below reflects the staffing allocation currently present and providing law enforcement services to Fountain Hills as of May 6, 2022.

District 7 Current Law Enforcement Positions (FY 21/22)

Position	Fountain Hills Sub-station
Captain	1
Lieutenant	1
Patrol Deputy	13
School Resource Ofcr.	1
Admn. Deputy	1
Deputy Service Aides (DSA)	1
Patrol Sergeants	4
Admn. Sergeant	2
Clerical/Admn. Assistant	1
Sub-Total	25
Dispatch FTEs	1.46
Detective FTEs	2.55
Total	29.01

The staff assignments noted above can be compared to the contractual requirements of MCSO's services to the Town of Fountain Hills. The following table displays the number of personnel identified contractually to provide Fountain Hills law enforcement services. These staff are outlined in Amendment 1 of the contract in Worksheet Exhibit A.

Contracted Law Enforcement Positions (FY 21/22)

Position	Fountain Hills
Captain	0.75
Lieutenant	1.25
Patrol Deputy	19
School Resource Ofcr.	1
Detective	2.55
Sergeants	3
Clerical/Admn. Assistant	1
Sub-Total	28.55
Dispatch (FTEs)	1.46
Total	30.01

Contract charges, levied monthly, are based on this staffing deployment allocation. This staffing allocation is very different, however, from recent deployment strategies. Significantly, MCSO has been unable to staff key patrol deputy positions at District 7 and

thus the average patrol deputy availability to the Town of Fountain Hills has averaged 13 deputies as opposed to the contractually obligated 19 patrol deputies.

The impact of this notable staffing reduction in comparison to contracted requirements will be discussed in subsequent sections.

2. Fountain Hills Patrol Services

Patrol services are primarily delivered by Patrol Deputies. They are periodically supported by other units' staff such as sergeants and School Resource Officer (SRO) personnel, as needed. Patrol services is the core business of law enforcement service provision and thus should be staffed appropriately to provide essential levels of service to the community.

1. Factors Driving Patrol Staffing Levels

Significant factors for policy makers to consider when determining patrol staffing levels include, but are not limited to, the following:

- The number and types of calls for service generated by the Town citizens.
- The type and frequency of deputy-initiated activity to be performed (e.g. business walk).
- The type, severity and volume of crime in a community.
- The ability of the law enforcement agency to meet response time goals to calls for service and solve crime.
- The desired level of law enforcement involvement in providing non-traditional police services such as neighborhood problem solving, graffiti removal, community meetings and events and teaching/role modeling in the schools.
- Providing for basic officer safety and risk management of a patrol force. In some police agencies, primarily smaller ones, the desired level of proactive time may not be the primary measure to determine the minimum number of patrol officer positions needed. It may be driven by officer safety concerns and the need to provide reasonable community coverage 24 hours a day, seven days a week.

The Matrix Consulting Group uses an analytical approach to determine the staffing level required in a community such as Fountain Hills. The approach is characterized by several key factors that provide the basis for objective evaluation of a patrol force:

- Staffing should be examined based on the ability of current staff to handle the calls for service generated by the community (and the related work such as report writing and processing arrestees); as well as providing sufficient time for proactive activities such as directed patrol, traffic enforcement and addressing on-going issues/problems in a neighborhood.
- Staffing is dependent on the time officers are actually available (net average work hours – NAWH) to perform the work required of the patrol function.
- The number of patrol staff deployed should be the result of policymakers (Town leaders) selecting a level of policing that is desired by the community while considering officer-safety requirements. Establishing a targeted average level of proactive or uncommitted time is an effective method to determine the policing level that will be provided and also gives guidance to law enforcement leadership regarding expectations.
- The analysis used does not include the utilization of ratios such as officers per thousand residents because it does not account for the unique characteristics of communities (e.g., demographics, workload, unique community needs, deployment). Although these ratios are interesting for comparative purposes, they do not provide a comprehensive measure of staffing needs for a specific community, nor should policymakers use them as a basis to make decisions regarding patrol staffing. The project team’s approach is supported by the International Association of Chiefs of Police (IACP) that views officer per thousand ratios as “totally inappropriate as a basis for staffing decisions”¹.
- The project team also does not assign deputy staffing based on arbitrary (or even sophisticated) beat structures as a geographic-based staff deployment model does not account for the numerous workload variables impacting deputy staffing requirements.

These key factors are the primary drivers in determining the size and adequacy of a patrol force, and are used as the framing guidelines for future staffing recommendations noted in this report.

2. Calls for Service Workload Information

Community-generated Calls for service (CFS) are one of the primary drivers of Patrol workload resulting in important service metrics such as proactive time and response

¹ International Association of Chiefs of Police, Patrol Staffing and Deployment Study, 2004, document 7218.

time. These factors are fundamental in determining a Patrol staffing contingent, as CFS often reflect the bulk of workload in a law enforcement agency.

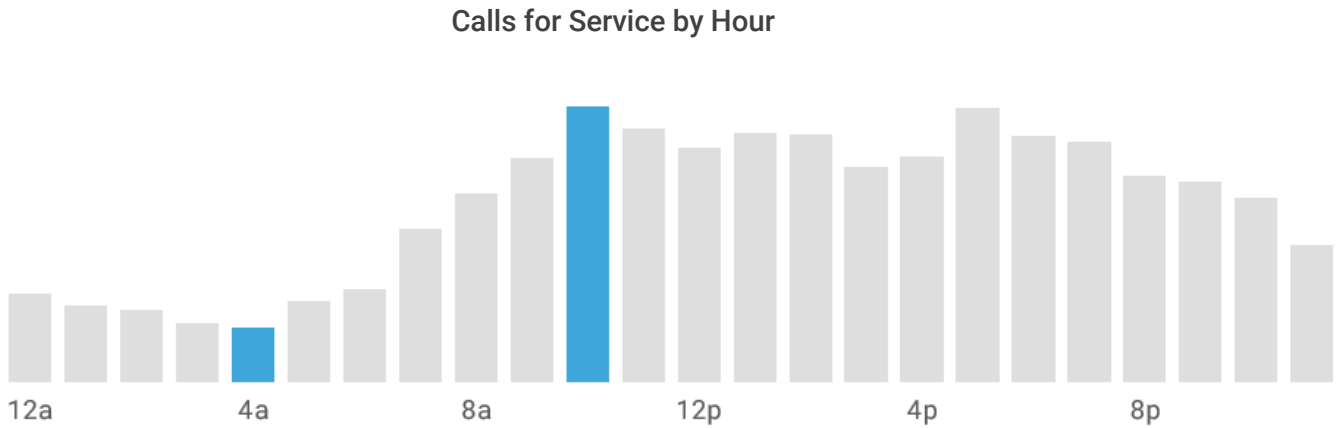
Patrol Deputies are the primary responding units to the vast majority of calls for service. The following tables shows community-generated CFS distribution tables for the Town of Fountain Hills for a one-year period.

Calls for Service by Hour and Weekday (2021)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	19	8	10	15	10	13	15	90
1am	13	10	5	7	13	14	15	77
2am	9	5	9	15	8	17	10	73
3am	15	6	7	8	6	10	7	59
4am	9	4	7	6	9	12	8	55
5am	11	15	9	15	15	8	9	82
6am	10	18	14	15	7	17	13	94
7am	18	22	25	16	28	25	21	155
8am	29	36	24	26	25	28	23	191
9am	35	35	27	27	33	36	34	227
10am	43	37	45	44	32	51	27	279
11am	36	35	31	26	48	40	40	256
12pm	35	39	34	34	34	29	32	237
1pm	39	33	35	39	24	47	34	251
2pm	33	33	33	40	39	41	31	250
3pm	27	27	35	35	31	38	24	217
4pm	30	33	38	25	30	35	37	228
5pm	35	39	32	43	37	54	37	277
6pm	32	39	34	37	33	31	42	248
7pm	36	35	38	26	32	35	41	243
8pm	29	29	37	22	29	30	33	209
9pm	34	18	22	22	29	42	35	202
10pm	26	18	25	26	25	32	34	186
11pm	23	13	19	24	12	21	26	138
Total	626	587	595	593	589	706	628	4,324

The 4,324 CFS are reflective of calendar 2021 workload; they are those responses initiated by the community and do not reflect deputy-initiated activities (such as a traffic stop). As noted by the color-coding, CFS are heavier from the late morning to early evening with the most frequent activity occurring in this time period on Friday.

The following graphic and table portrays calls in a comparative fashion.



Calls for Service by Month

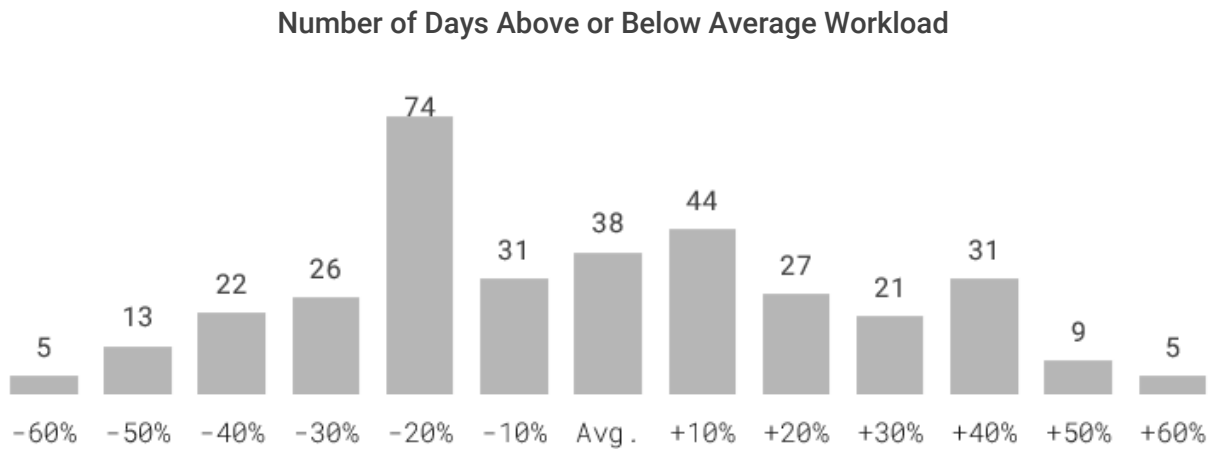
Month	# of CFS	Seasonal +/-
Jan	345	
Feb	340	-1.4%
Mar	381	
Apr	374	
May	358	-1.9%
Jun	329	
Jul	392	
Aug	412	+7.8%
Sep	361	
Oct	377	
Nov	320	-4.5%
Dec	335	
Total	4,324	

The following observations can be made with respect to calls for service in the Town of Fountain Hills.

- Fountain Hills has 0.18 calls for service per community member. This would be lower if incorporating seasonal residents. This CFS ratio is very low compared to most towns/cities nationally.
- Interestingly, CFS peak in the summer period compared to the other 3 seasons.

- The pattern of calls for service by hour of day also shows that CFS peak at 10am and 5pm. This is different than some communities where CFS rise from the early afternoon through the evening.

Finally, the CFS workload can be graphed to show how calls for service fluctuate on a day-to-day basis compared to the average day. The following bar-chart shows this information.



The data shows that CFS workload can fluctuate somewhat dramatically. There are approximately the equivalent of 2 ½ months (74 days) where CFS on any given day is 20% below average while nearly a full month’s of time (31 days) where CFS is 40% above average. Notably, only 113 days of CFS are +/- within 10% average workload.

Additional calls for service data is informative with respect to the top 10 CFS types. The graphic below portrays this information with the shading by time reflecting when such calls are likely to occur and the handling time (HT) in average minutes. Handling time is that period from when the call is dispatched to the patrol unit until it completes the call and departs the scene.

Fountain Hills Top-10 Incident Types

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
WELFARE CHECK	727	32.6						
FALSE BURGLAR ALARM	530	20.2						
MOTORIST ASSIST	227	37.7						
SUSPICIOUS ACTIVITY	160	38.5						
VEHICLE CRASH NO INJ	146	72.1						
LOUD NEIGHBORS DIST	140	22.6						
SUSPICIOUS PERSON	131	23.8						
TRAFFIC HAZARD	126	25.9						
FOLLOW UP	124	46.5						
ASSIST OTHER AGENCY	119	29.2						
All Other Types	1,894	63.6						
Total	4,324	46.0						

As shown by the information portrayed, none of the top-10 CFS are related to major (or even minor) criminal events. Indeed, 3 of 10 are related to vehicular/traffic incidents. The #1 CFS is checking on the welfare of a resident.

The calls for service information is a key factor in determining patrol staffing requirements, largely driven by a calculation of proactive time discussed below.

3. Proactive Time

Proactive time is a major patrol metrics that should be ultimately used as primary drivers in patrol staffing levels. Proactive time is the amount of “uncommitted” time a Patrol Deputy has after responding to calls for service discussed above and related activities to include:

- Calls for service administration (reports, jail runs, etc.).
- Calls for service back-up (additional deputies on-scene).

- Administrative workload (shift briefing, vehicle fueling, meeting).
- Meal and rest breaks.

Significant literature exists regarding the appropriate level of proactive time for a police agency. Proactive time calculations, for staffing purposes, is supported by the International Association of Chiefs of Police. Increasingly, law enforcement agencies have come to the realization that the most important test of effectiveness in field services is the amount of proactivity and how it is utilized to support the community in problem-solving. For high service level residential communities, proactive capabilities need to represent at least 40% – 50% of available time. A maximum of 60% (to facilitate response time and officer safety) has been analytically supportable, but this typically is in rural environments with long travel distances or small police departments with minimal field staff that don't have the capability to respond well to multiple concurrent calls.

Proactive time is calculated based on average net-annual work hours (NAWH) available to each deputy in a year to perform their duties. This is then compared to the average amount of time it takes to handle a call for service. Once total time required to handle all calls is calculated, and the total available time of assigned patrol deputies is determined, proactive time can be developed. Based on the call for service and officer availability data, the following discussion builds the analysis of field proactive time based on the following formula:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \% \text{ Proactivity}$$

The following tables show baseline information used to calculate proactive time. In the absence of actual data provided by MCSO for certain categories (e.g. report writing) estimates based on our law enforcement experience are used.

Summary of Patrol CFS Workload Factors

Total Calls for Service	4,324] 55%
Avg. Primary Unit Handling Time	46.0 min.	
Backup Units Per CFS	0.65] 27%
Avg. Backup Unit Handling Time	34.5 min.	
Reports Written Per CFS	0.34] 18%
Time Per Report	45.0 min.	
<hr/>		
Avg. Workload Per Call	83.7 min.	
Total Workload	6,033 hrs.	

The above table shows that annual 2021 CFS workload required an estimated 6,033 hours of work. The table below shows the availability of the Deputy workforce (as of May 2022) in hours per year. These 2 factors are used to calculate proactivity.

Breakdown of Unit Availability²

Base Annual Work Hours		2,292
Total Leave Hours	-	246
On-Duty Training Hours	-	60
On-Duty Court Time Hours	-	20
Administrative Hours	-	242
<hr/>		
Net Available Hours Per Officer	=	1,724
 <i>Number of Officer Positions</i>	 ×	 13
Total Net Available Hours	=	22,413

² MCSO deploys uncommon work schedules whereby on 2 shifts staff work approximately 13.5 hours daily (40 hours weekly) and 2 shifts work 12 hours daily over 4 days (48 hours weekly). This results in an average availability of 2,292 hours available compared to the more common 2,088 hours or 2,190 (for 12-hour shift programs).

Fountain Hills Proactivity by Hour and Weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am-6am	91%	92%	91%	87%	89%	87%	94%	91%
6am-10am	74%	68%	72%	70%	61%	70%	77%	74%
10am-2pm	57%	39%	42%	48%	55%	54%	60%	51%
2pm-6pm	69%	61%	52%	47%	51%	46%	63%	56%
6pm-10pm	79%	62%	61%	62%	60%	74%	78%	71%
10pm-2am	86%	83%	82%	79%	84%	80%	82%	83%
Overall	78%	71%	67%	66%	67%	69%	78%	73%

As shown by the proactive time table, average proactive time is **73%** and fluctuates throughout the week based on CFS and staffing patterns. While there are a few time blocks in which proactive time suffers a notable reduction (10am – 2pm).




In summary, and a critical finding, more than sufficient proactive time is available even at reduced deputy staffing levels of 13 personnel compared to contracted staffing levels of 19 deputies.

4. Response Time to Calls for Service

Response time is the rapidity in which a CFS is responded to by the public safety agency. It represents the receipt of call in 911 Dispatch to arrival of the unit on scene. Generally, the faster the response time the better perceived customer service, particularly with respect to high priority calls (e.g., burglary in progress).

Response time characteristics are typically shown by priority of the call for service, with Priority 1 being the highest and requiring “rapid” law enforcement deployment whereas Priority 3 is the lowest priority (with regard to the MCSO dispatch system) calls. The following graphic shows response time (RT) by priority.

Priority Levels Response Times

Priority Level	# CFS	% of CFS	Median RT	RT Distribution
1	69	2%	4.0	
2	1,667	39%	8.7	
3	2,588	60%	11.5	

The response time metrics are impressive for all priorities, and with respect to Priority 1 calls particularly impressive as they also meet the contractual obligation of Priority 1 responses in 5 minutes or less³.

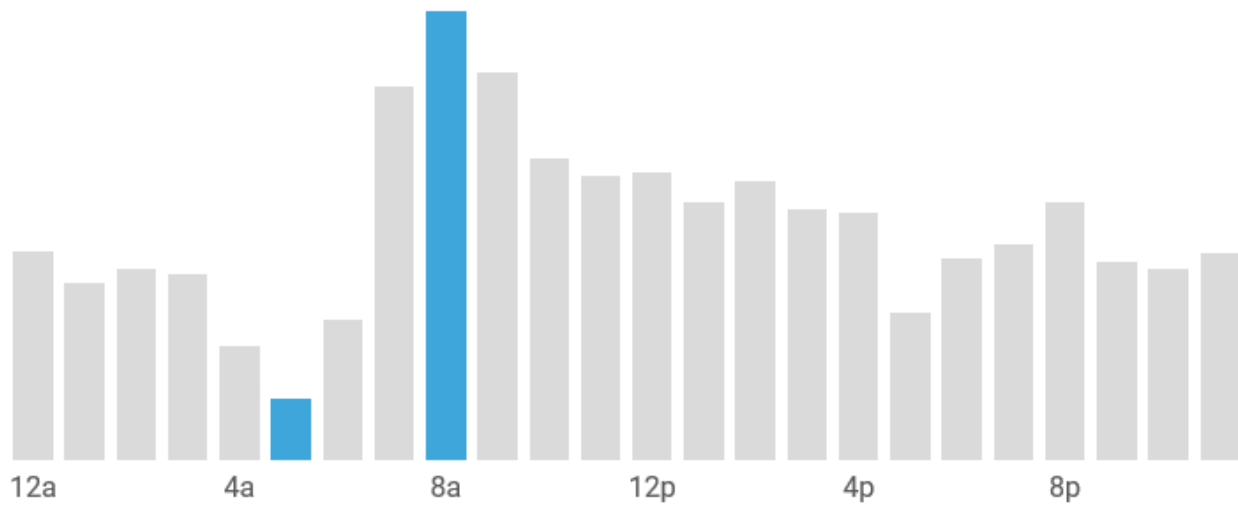
Importantly, these response times are reflective of appropriate deputy availability, sufficient proactive time, and are an illustration of the response time capabilities of the MCSO even well below 19 contracted deputy positions.

5. Deputy-initiated Activity

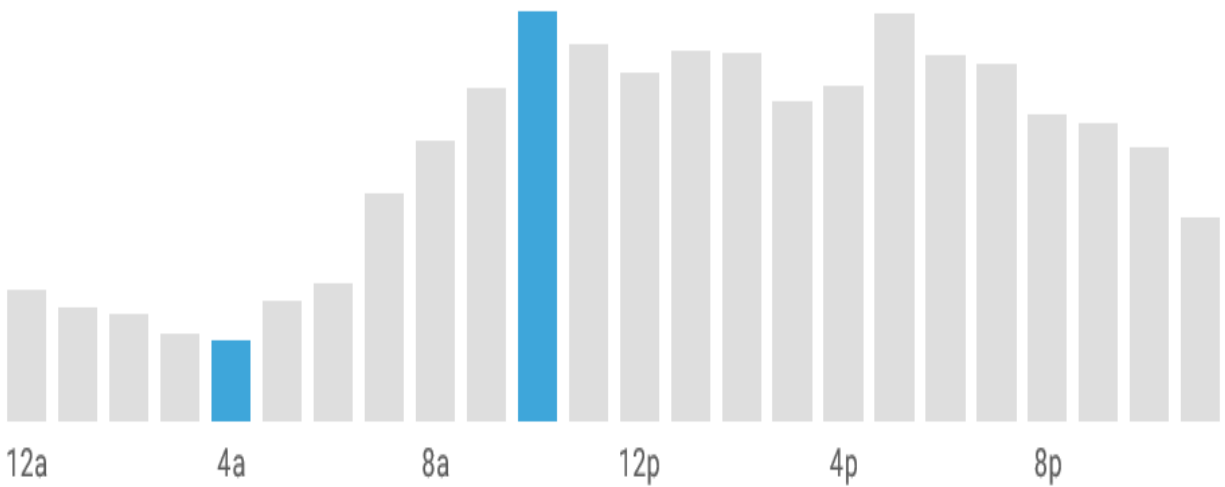
Deputy-initiated, or commonly referred to as self-initiated activity, are those events executed proactively by deputies during their proactive time. This can include a wide variety of activities ranging from traffic stops, to pedestrian assistance, to business walks, etc. How deputies use proactive time is critically important with respect to law enforcement service delivery. The following bar charts, compare the frequency of self-initiated activity by hour, with calls for service workload by hour.

³ 2012-17 MCSO / Fountain Hills Intergovernmental Agreement for Law Enforcement Services, pg. 9, Section II B(2).

Self-Initiated Frequency by Hour



Calls for Service (CFS) Frequency by Hour



The following tables, in similar format to calls for service data previously provided, serve to demonstrate workload related to self-initiated activity.

Self-Initiated Incidents by Hour

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	9	8	24	44	36	31	4	156
1am	10	8	29	23	25	33	5	133
2am	1	4	23	30	34	42	10	144
3am	8	7	16	44	25	30	9	139
4am	3	2	11	25	22	19	4	86
5am	3	4	6	15	10	5	3	46
6am	13	6	20	18	20	11	17	105
7am	17	33	61	47	66	38	18	280
8am	20	47	68	67	61	48	26	337
9am	24	40	59	61	47	43	17	291
10am	16	28	58	52	39	25	8	226
11am	16	27	33	59	37	28	13	213
12pm	15	30	41	52	44	22	12	216
1pm	15	29	45	41	41	13	9	193
2pm	17	31	40	49	36	20	16	209
3pm	10	20	17	42	35	50	14	188
4pm	13	22	14	38	38	48	13	186
5pm	4	11	10	28	32	19	7	111
6pm	17	24	30	23	25	22	10	151
7pm	17	33	20	27	31	21	13	162
8pm	19	28	22	36	42	21	25	193
9pm	12	30	21	31	28	12	15	149
10pm	13	27	19	29	41	9	6	144
11pm	12	21	36	35	39	7	5	155
Total	304	520	723	916	854	617	279	4,213

Fountain Hills Top-10 Self-Initiated Incident Types

Incident Type	# SI	HT	12a	4a	8a	12p	4p	8p
PATROL/VACATION WATCH	1,871	42.4						
TRAFFIC VIOLATION	852	13.0						
FOLLOW UP	472	46.9						
SCHOOL PROGRAMS	245	136.9						
TRAFFIC CONTROL	220	28.5						
MOTORIST ASSIST	111	30.7						
WELFARE CHECK	74	34.9						
SPEEDERS	31	39.6						
FOUND PROPERTY	31	45.3						
SUSPICIOUS ACTIVITY	27	41.5						
All Other Types	279	64.0						
Total	4,213	42.7						

The following points are made with respect to Fountain Hills deputy self-initiated activity.

- Whereas this data reflects computer-aided dispatch (CAD) information recorded on self-initiated activity, it may marginally under-represent workload (though all activities should be recorded for officer-safety purposes). By example the number of citations and warning written in 2021 was 2,167⁴. This is notably higher than those traffic-related activities noted in the above table. Moreover, this workload is below the 6,289 self-initiated activities reported in 2020⁵,
- Vacation watch activities represent the plurality of self-initiated efforts, at nearly 1,900 events in 2021.

⁴ 931 warnings and 1,236 citations.

⁵ 2020 Annual Report for Fountain Hills document. It should be noted that since 2018 self-initiated activity has suffered a continual decline.

- Traffic violations, traffic control, citizen vehicle assists and speeders illustrate that 4 of the top 10 self-initiated efforts are related to traffic activities.
- Self-initiated activity peaks in the 7am – 9am timeframe just before the peak in calls for service workload. In sum, self-initiated activity is high even at some of the highest calls for service levels, illustrating patrol staffing levels capable of performing both types of work.
- At 4,213 self-initiated events, this averages 11.5 activities a day or about 1 self-initiated activity for the entire patrol force every 2 hours. As illustrated, however, self-initiated activity is far more prevalent in the morning compared to the rest of the day. Using 2020 data, self-initiated activity was one activity approximately every 1 ½ hours.

In summary, deputies not only focus their proactive time efforts on vacation watch and traffic-related activities, but also engage in work related to follow-up (on prior calls, on casework, etc.) and school-related efforts. In sum, however, there is more than sufficient proactive time to conduct additional proactive work, as needed.

6. Patrol-Related Conclusions

The proactive, response time and deputy self-initiated data suggest that Fountain Hills:

- Has more than reasonable proactive time and exceptional response times irrespective of priority, even at patrol staffing below contracted levels.
- Is a very safe community with 98% of calls for service at the lower priority 2 and 3 levels.
- Works a variety of self-initiated activities, largely related to traffic, that has the capacity to be expanded upon.
- Is provided exceptional service levels that still have opportunity for expansion even at staffing below contracted personnel.

Indeed, the entirety of patrol-related data brings important issues to bear that need resolution for consideration of alternative law enforcement service delivery.

7. Determining Fountain Hills Patrol Staffing Levels

One of the fundamental decisions that drive both staffing levels and the use of staff is the desire for a certain level of proactive time. In safe less busy communities such as

Fountain Hills, workloads cannot be the only influencer as deputy-safety factors must be considered.

As previously noted, proactive time targets are typically set at 45%-50% for urban areas with 60% targets potentially used in large geographic rural areas. The proactive targets ultimately result in staffing levels required to meet them. At 73% average proactive time, Fountain Hills has more than adequate resources now to meet law enforcement needs.

Yet, despite this level of proactive time, which is extremely high compared to most agencies that Matrix Consulting has worked with, some communities demand such service levels in order to use the available proactive time for various initiatives. Indeed, during a September Council meeting in which preliminary results were discussed, some members of Council believed that the contracted level of 4 patrol deputies was desirable regardless of service levels currently being provided.

Given Fountain Hill's call types and limited call workloads, while there is potential to replace some deputy staffing with civilian field support (e.g. equivalent of a Community Service Officer position), this would carry some additional (though modest) risk, to personnel in the field. Moreover, it is very unlikely the MCSO would accommodate this staffing model given potential deputy-safety issues.

Importantly, higher levels of proactive time may be necessary for deputy-safety purposes than what is justified by workloads alone. Given Fountain Hills does not have a small footprint geographically (it is over 20 square miles), rapid response times are demanded by the community, and deputy-safety must be accounted for, staffing below 3 patrol deputies is not recommended irrespective of proactive time availability.

Issue areas noted thus far in this chapter result in the following overarching conclusions:

- Minimum staffing set by the MCSO of three deputies on a shift is adequate (which is generally the current deployment), and is sufficient staffing (in concert with field sergeants) to respond to the vast majority of officer-safety situations, provide sufficient proactive time, and maintain exceptional response times.
- The various initiatives selected to be conducted during proactive time can (and should) be very specific. These range from traffic enforcement and citations/warnings to business checks, etc. Currently, Fountain Hills deputies are underutilizing available proactive time. Similar to the MCSO developed target for Priority 1 CFS response time, performance metrics should be developed for use of proactive time (e.g. traffic enforcement as reflected by citations/warnings).

- Despite significant amounts of proactive time availability at the minimum staffing level of 3 patrol deputies, Fountain Hills should not drop below 3 deputies per shift irrespective of proactive time metrics in order to address potential deputy-safety issues.

Based on findings and conclusions, the following recommendations are made.

Recommendations:

Continue to staff the 12-hour (or similar) shift schedule with 3 patrol deputies deployed to Day and 3 deployed to Night shift. This is generally consistent with current Fountain Hills deployment practices.

Maintain minimum patrol staffing levels of 3 deputies per shift.

Assign and deploy 1 patrol sergeant to each shift.

Assign and deploy 1 lieutenant to Night Shift and 1 lieutenant to Day Shift in a watch commander capacity. This facilitates managerial presence on all shifts.

Continue to staff 1 Captain position acting in a "Chief" capacity.

In the event of absenteeism, ensure one supervisor/manager position (Captain, Lieutenant, Sergeant) is always available each shift to include expenditure of overtime to facilitate this oversight.

3. Fountain Hills Investigative Services

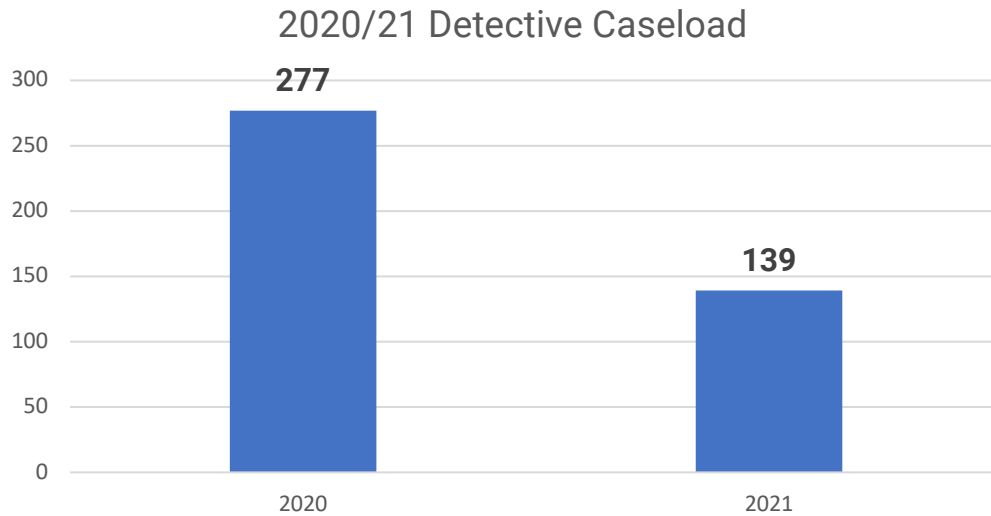
Under the current contract with MCSO, Detectives (Investigators) are 'supporting' positions and not directly assigned to Fountain Hills sub-station. Similar to Patrol whereby proactive time, NAWH, and officer safety are key factors in determining staffing, so should detective staffing be driven by workload metrics. This is reflected by caseloads undertaken by the detective contingent. Caseloads represents those cases assigned to a detective for review and potential follow-up. Cases can range from minor misdemeanors to complex felony cases.

There are some data restrictions with respect to detective workload metrics and as a result a thorough analysis of staffing cannot be performed. Nevertheless, there is relevant information available that can provide important indicators with respect to detective staffing needs for Fountain Hills.

While MCSO was able to provide caseloads for Fountain Hills, they did not provide caseload by type of case. This restricts analyses capability. Furthermore, there is no data available from the FBI Uniform Crime Report specifically for Fountain Hills describing the key person and property crime categories and crime clearance rates, yet other internal MCSO reporting is available that helps facilitate basic analysis.

1. Investigations Caseload Information

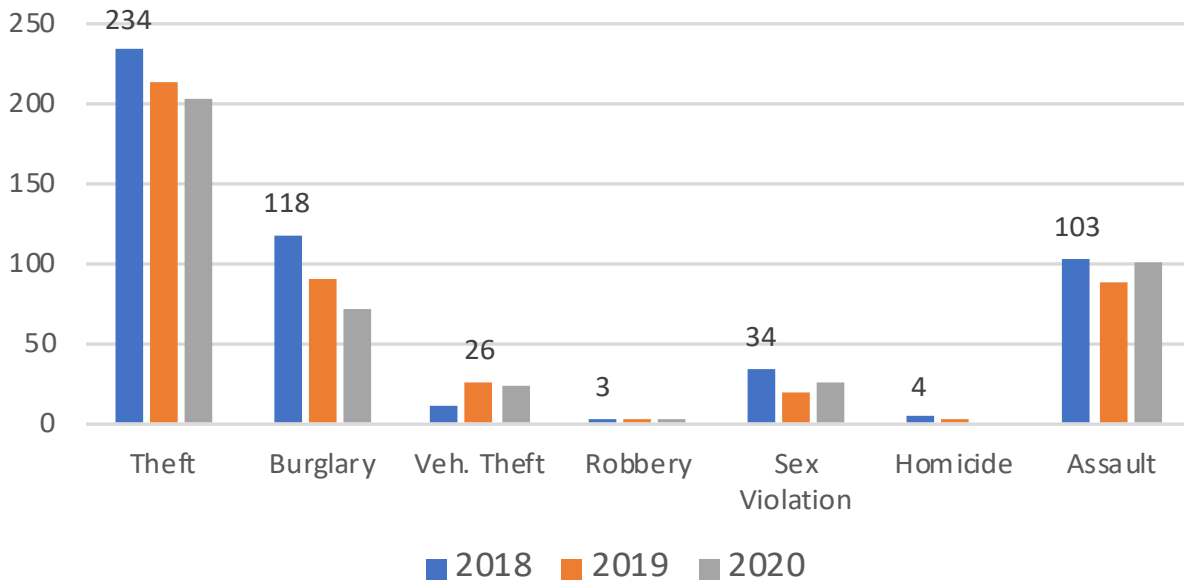
With respect to caseloads, the following graphs show caseload data for the Fountain Hills detectives for calendar year 2020 and 2021.



There is a notable difference in caseloads between 2020 and 2021 that cannot be explained well as a consequence of Covid-19 or other factors. Notably, Fountain Hills was charged for the same number of detectives regardless of this important workload change. In sum, caseloads average 208 cases per year for the 2.55 detective positions. This metric will be used to help determine the necessity of existing detective staffing levels.

Of some value is the data reported in the *2020 MCSO Annual Report to Fountain Hills* (the most recent). The following graph shows those key person and property crimes by type of offense for the last 3 years.

2018-20 Fountain Hills Major Crime Incidents



Summing the highest crime incident by type for the last 3 years results in a potential caseload for review of 522 cases in a year or approximately 1.4 cases a day. This excludes, however, minor crime types that might be investigated as a matter of policy. Regardless, this provides a baseline of possible work, as opposed to actually assigned work, for the detective staff.

2. Investigations Workload Calculations

In brief, detectives can only be expected to handle a certain number of cases monthly to be effective investigators. Caseloads that exceed certain standards will result in less thorough work due to time constraints, while caseloads below benchmarks are indicative of potential overstaffing issues.

The core workload of a detective is to review cases assigned and determine if the case is active based on solvability, or is read for information purposes and not aggressively investigated. Generally, nearly all person crimes (homicide, robbery, assault) are worked, while only 20% of property crimes have sufficient evidence to be classified as active and investigated beyond a cursory review of the crime report.

Based on the available data shown above, and in the context of the above explanation, the following Fountain Hills detective workload table is shown:

Calculated Monthly Casework for Each Fountain Hills Detective⁶

Position	2-yr Avg. Cases Assigned	Highest 3-yr Avg Cases Reviewed	Potential 3-yr Avg Cases Assigned
Annual Cases	208	522	220
Monthly Cases	6.8	17.1	7.2

In summary, based on the analysis, a Fountain Hills detective potentially reviews an average of 17.1 cases per month (about 1 per workday) and activates between 6.8 and 7.2 cases monthly for follow-up investigation.

The following points are noted.

- The detective contingent generally required to investigate these various person and property crimes would carry a “generalist detective” caseload. Our investigative analysis suggest that one detective can carry an average generalist caseload of 9-12 cases per month or 108 to 144 cases per year. Based on these metrics, Fountain Hills would need less than two detectives, on average, to conduct such investigative work.
- Detectives should be assigned “workable” cases based on relevant leads. These become “active” cases. By example, juxtaposing 2020 caseload (277 cases) versus reported major crimes (429) shows a potential caseload metric of 65% of those case types worked (277/429). While other misdemeanor case types may have been assigned and included in the 277 figure, this calculated proportion of workable cases related to major crimes is very likely over emphasized with respect to case solvability. As discussed above, typically only 20% of property crimes are active. In summary, in 2020 many of the 277 cases assigned likely had very limited ability to be solved and did not need to be assigned. This would then result in less detective staffing needs for Fountain Hills. This observation is particularly relevant when showing case workload metrics of 139 cases in 2021.

In sum, detective workloads based on a variety of analytical approaches do not warrant the existing detective staffing levels charged to the Fountain Hills contract.

3. Investigations-Related Conclusions

The investigative-related data for the Town suggest that Fountain Hills:

⁶ Calculations: 2-yr assigned- (277+139)/2/(12)/2.55=6.8.
 3-yr reviewed- 522/12/2.55=17.1.
 3-yr potential assigned- 20% of property crimes assigned + 100% person crimes assigned = 220; 220/12/2.55=7.2.

- Is charged for 2.55 detectives irrespective of changes in annual workload.
- Does not receive comprehensive case management data from MCSO to include cases assigned by type, case clearance, and other important data elements to help determine detective staffing needs.
- Has detective resources beyond need based on various investigative metrics and the analysis performed.

Based on findings and conclusions, the following recommendations are made.

Recommendations:

Based on caseload metrics, reduce investigative staffing assigned to Fountain Hills from 2.55 staff to 2.0 detective staff.

To facilitate enhanced investigative workload accountability, directly assign 2 dedicated detectives to Fountain Hills located at the Fountain Hills sub-station.

Provide quarterly detective case management information to Fountain Hills, to include cases assigned by type and case clearance information.

4. Fountain Hills Support Services

In addition to the key patrol and investigative personnel that Fountain Hills contracts with MCSO for, there are important support positions that are also necessary. These include:

- A School Resource Officer (SRO Deputy) assigned to Fountain Hills School District.
- A supporting administrative/clerical position.
- 1.92 dispatcher full-time equivalents (FTEs) charged as an overhead.

An assessment of these positions and related costs indicate they are reasonable. If a higher service level is desired, one additional SRO position could be added so that one position would be assigned at the High School and one at the Middle School; however, given the very safe nature of the community and the consistently high rankings of the School District, this is not necessary unless the Town wishes “best-in-class” services.

Recommendation:

Maintain existing support service staffing allocations for School Resource Officer, administrative support and 911 dispatch staffing allocation.

3. Law Enforcement Contract Review

There are several contract-related issues surrounding Fountain Hills law enforcement service delivery. These range from the existing terms and conditions of the contract, to potential modifications in fee charging, contract management, strategy behind the development of staffing levels, etc. The following chapter addresses these various issues.

1. Introduction

The MCSO contract with Fountain Hills forms the linchpin for law enforcement service delivery in the Town. As such, there are multiple elements within, and associated with the contract, that are relevant with respect to determining the delivery of efficient and effective law enforcement service delivery. While the members of the project team are not legal experts and will defer to the Town's Attorney in matters of legal advice, the contents of contract has been reviewed and summarized for important areas where they influence the ability to oversee and deliver contract services consistent with best practices in contract administration and management.

This chapter will focus on different contract-related issue areas to include:

- Contract assessment of Terms and Conditions.
- Contract assessment outcomes including:
 - Contract Review Check-List;
 - Best Practices Review for Contract Administration;
 - Best Practices Review in Contract Management;
- Other key contract-related shortcomings.

2. Contract Terms and Conditions Checklist

Based on a variety of sources, the project team has devised a '*Contract Review Checklist*' for professional and service-based contracts to provide a foundation for further contract review. Those items that are classified as 'No' particularly should be further evaluated by the Town of Fountain Hills' legal team in order to determine if such terms and conditions are necessary in any future law enforcement contract.

Contract Review Checklist

Yes	No	N/A	Contract Element	Notes
✓			Contracting parties are correctly identified?	Preamble
✓			Contract is signed?	Sig. Lines
	✓		All contract signatures are dated?	Sig. Lines
✓			Term of contract is specified/dated?	Sec. I.C
	✓		Multi-year contract has a funding out clause on a fiscal year basis?	Sec. I.D
✓			Contract has an "auto-renew" provision?	Sec. I.D
✓			Venue is accurately listed as Fountain Hills, Arizona?	Sec. I.A
✓			Governing Law is the State of Arizona?	Sec.I.J.5
✓			Amendments, if any, must be in writing and agreed to by both parties?	Sec. I.E
	✓		Dispute resolution is mediation?	
	✓		Dispute resolution is arbitration?	
	✓		Non-Performance financial penalties are articulated?	
✓			Termination clause has a "with or without cause" provision?	Sec. I.F.1
✓			Indemnification clause is worded appropriately (In accordance with Arizona and/or County law)	Sec. I.H
✓			Payment terms are specifically identified?	Sec. II.C
	✓		Late Fee penalties specified?	
	✓		Attorney Fees are specified?	
✓			Severability Clause is present?	Sec. I.J.2
✓			Intra-contract references to other Contract section language is accurate?	Examples: Sec I.D; II
✓			Ownership rights specified and memorialized (e.g. apparatus in use?)	Sec.II.B.5d
		✓	Professional services contracts were competitively bid?	
✓			Interlocal or Administrative Agreement(s): Contractor and/or Vendor has stipulated contract-related or management fees?	Exhibit A
✓			Scope of Work or Services included / attached?	Sec. II
✓			Exhibits attached?	Exhibit A

Of the elements noted in the checklist, seven (7) were classified as "No," and thus should be subject to further legal review for possible inclusion in future contract documentation. This, however, does not preclude further assessment for those items marked "Yes." In effect, this checklist serves as a primer for further investigation into the terms and conditions of the MCSO/Fountain Hills contract.

Reiterating, while the project team does not provide legal expertise, one of the key issue areas noted that should be addressed in the Checklist is the lack of dispute resolution language and non-performance penalties. This is particularly relevant as discussed in a subsequent section.

3. Contract Best-Practices Assessment Outcome

A review of a contract can be placed in context of several contract management activities that can be summarized by the following graphic:



In brief, an effective contract contains six elements to allow for best-practice contract administration and management. These six elements are inter-related and often overlapping, but provide a context in which the efficacy of a contract can be examined.

Our review of the existing contract has allowed us to identify a handful of potential areas in which contract enhancements, deletions, or other edits could occur consistent with

best practices in contract management, operations, etc. This is not to suggest that the legal frameworks of the existing document have shortcomings. The observations noted are intended to provide feedback which should help strengthen future contracts and management related thereto and provide additional assurances for both the Town and MCSO.

1. Contract Management and Administration: Risk Management and Performance/ Compliance Monitoring

The review of the MCSO/Fountain Hills contract resulted in an assessment that the contract document is generally thorough, with a few areas for improvement noted as stipulated in the prior *'Contract Review Checklist'*. More broadly, there are contract administration and management issues that should be addressed.

Importantly, the contract language in present form does not sufficiently protect the Town's (nor County's) best interests with respect to dispute resolution. There is no relevant language with respect to dispute resolution which is a fundamental weakness of the contract.

The lack of third-party mediation or arbitration puts the contract participants at unnecessary risk and potential exacerbated conflict, to include the Town, MCSO and Maricopa County. In the context of the prior graphic, a lack of independent third-party resolution can contribute to difficulties in *Relationship Management*, an often overlooked, but important, element in best-practice Contract Management. Consequently, a future contract section should receive strong consideration for inclusion related to best-practice mediation and or arbitration conflict resolution.

There are several issue areas surrounding compliance monitoring. These include:

- As noted earlier in the report, there is a lack of comprehensive performance metrics beyond patrol response time. This restricts the ability to monitor service delivery compliance.
- There is no consistent performance reporting done on a monthly or quarterly basis. With respect to performance, the only relevant document provided is the Annual Report for Fountain Hills. Yet these only contain key performance indicators (KPI) rather than objectives such as patrol response time outcomes.
- There are no contract penalties for lack of performance, thereby increasing risk. This is particularly relevant if the MCSO cannot comply with the service delivery requirements of the contract.

In summary, there are opportunities to improve contract compliance, performance management and reduce risk.

2. Contract Management and Administration: Financial Monitoring

Currently MCSO provides only a monthly invoice, an illustration of which is shown below, to provide a framework for financial monitoring.



Invoice
Maricopa County Sheriff's Office

Bill To:
Fountain Hills
Attn: Craig Rudolphy
Town of Fountain Hills
16705 E. Avenue of the Fountains
Fountain Hills, AZ 85258
Phone:
Fax:
Email: dpock@fh.az.gov; bbogdan@fh.az.gov

Remit To:
Maricopa County Sheriff's Office
MCSO Patrol and Per Diem Billing
Dept #880138
PO Box 29650, Phoenix, AZ 85038-9650
Phone: 602-876-3259
Fax:
Email: MCSO.Billing@MCSO.Maricopa.gov

Invoice No	Date	Terms	Amount Due
DEC21PATROL	11/30/2021	Net 45	\$420,257.24

Sales

Sale Date	Description	Total
11/30/2021	December 2021 Patrol Services	\$420,257.24

Prior Invoices

Sale Date	Description	Total
10/25/2021	November 2021 Patrol Services	\$420,257.24

1 to 45	45 to 90	Over 90
\$420,257.24	\$0.00	\$0.00

Total Sales	\$420,257.24
Total Discounts	\$0.00
Total Paid	\$0.00
Prior Balance	\$420,257.24
Total Due	\$840,514.48

This invoice has effectively no detail, other than reflecting a total due charge of 1/12th of the annual contract value. This can be juxtaposed against a more detailed invoice from another contracted law enforcement operation shown below:

Example of Alternate Invoice

16015 511612 COMMERCE

UNIT: 75777

ID: 202867AL

Service Dates: 02/01/20-02/29/20

Invoice Print Date: 03/11/20

Invoice Due Date: 05/10/20

Ref. Line No.	Service Code	Service Unit Description	Lab Ins	Actual Service Units	Unit Price	Charges / Credit
1	118	Solid Patrol Vehicle	N/A	1.000	6,784.82	6,784.82
2	305A	Deputy Sheriff Service Unit, Non-Relief Motor	X	1.000	24,807.42	24,807.42
3	306	Deputy Sheriff Service Unit, 40 hour	X	1.000	25,422.83	25,422.83
4	307	Deputy Sheriff Service Unit, 56 hour	X	11.000	35,592.00	391,512.00
5	310	Deputy Sheriff Service Unit, Non-Relief	X	7.000	23,111.67	161,781.69
6	340	Law Enforcement Technician (with Vehicle)	X	1.000	8,711.50	8,711.50
7	341	License Detail (Hourly)	X		105.23	-
8	353	Sergeant, Supplemental	N/A	1.000	20,631.67	20,631.67
9					-	-
10					-	-
11					-	-
12					-	-
13					-	-
14					-	-
15					-	-
Subtotal						\$639,651.93
11% LIABILITY INSURANCE						\$67,345.90
Total Amount Due						\$706,997.83

LIABILITY:

Fund SJ9
 Dept NJ
 Unit 55082
 RSRC C018

SPECIAL ACCOUNTS UNIT

DATA ENTERED BY: VC DATE: 03/06/20
 APPROVAL LEVEL 1: _____
 APPROVAL LEVEL 2: _____
 APPROVAL LEVEL 3: _____

The Fountain Hills MCSO contract has several difficulties associated with the current invoicing process as well as financial compliance monitoring:

- The current invoice lacks any detail with respect to services rendered, only showing a charge for 1/12th of the total annual MCSO contract value.
- The terms and conditions of the contract articulate that certain types of positions and levels of staffing are to be provided by MCSO to meet the obligations of the contract, yet staffing data demonstrate these staffing requirements are not met. These data are not readily shared in regular reporting by MCSO to allow for effective financial monitoring.
 - There have been long-standing vacancies in the Watch Commander Lieutenant position. Presently, there is only one such position whereas Fountain Hills contracts for 1.25.
 - The number of patrol beat deputies at 13 is significantly below the 19 patrol deputies contracted. This is also a long-standing issue whereby deputies are consistently operating at what is identified as minimum patrol staffing levels (or below).
 - Conversely, there are 6 sergeant positions at the Fountain Hills sub-station as opposed to the 3 positions contracted for in Fountain Hills. Notably, the Fountain Hills contract does not cover the number of sergeants required to supervise each of the four patrol shifts.
- In effect, the invoice amounts charged are not in compliance with the terms and conditions of the MCSO contract. The contract clearly articulates staffing levels that will be provided in 'Worksheet Exhibit A' and related amendments.

In summary, there are insufficient tools to effectively monitor financial compliance with the MCSO contract. Moreover, this appears to have resulted in a lack of contract compliance, resulting in what appears to be an overcharge for services rendered. This finding, however, must be juxtaposed against the lack of performance monitoring language in the contract, which as previously mentioned has not stipulated contract penalties due to lack of performance (e.g. fielding insufficient staff).

3. Other Contract-related Issues

There are several ancillary contract-related issues surrounding Fountain Hills service delivery. The MCSO contract has some notable shortcomings that should be addressed if future Sheriff services are employed by Fountain Hills. These include, but are not limited to:

- Staffing drivers for deputies and detectives are not based on relevant workload requirements such as calls for service, proactive time, or caseload standards. Fountain Hills is presently overstaffed based on current contract terms and conditions.
- Beyond response time for Priority 1 calls, there are no performance expectations embedded in the contract.
- Unique aspects of law enforcement services delivered to Fountain Hills are not effectively incorporated into the contract terms and conditions. By example, Fountain Hills is “undercharged” for sergeant positions based on actual need for field supervision. One-half the deputy staff contingent is working 48-hour work weeks resulting in annual staff hours dedicated to service well above the norm. In sum, the contract does not accurately reflect in several ways what Fountain Hills receives for service or actually requires for service.

The MCSO calculates staffing needs for their law enforcement contract recipients using various modelling approaches. Ultimately these impact services provided. Importantly they seem to be driven by MCSO perceived needs as opposed to client (e.g. Fountain Hills) desires and/or requirements. The following observations are made with regard to key approaches used to determine contract staffing requirements.

- A full-time equivalent position (FTE) is based on a 2,088 hour work year. This baseline is generally appropriate with one exception: 12-hour shifts, of which approximately one-half of the patrol deputies work, is a 2,190 hour shift. It is unclear how these additional hours are captured in the contract.
- Deployment of patrol deputies and detectives are based on the number of beats in the (contracted) service area. Fountain Hills has been allocated 3.8 beats. It is unclear in the contract how this beat service area (3.8) was arrived at.
- 5 FTE deputies are apparently required for 24/7/365 coverage of each beat. Broadly speaking, 5 personnel are required for any 24/7/365 operation **filling one fixed-post**, (such as 1 deputy per beat), but this calculation is imprecise, as filling one post should be based on average Net Annual Work Hours (NAWH) available

which would generally result in 4.5-5.5 FTEs per post dependent upon such factors as scheduled and unscheduled absence usage.

- Moreover, using a geographic area to determine contractual deputy requirements is not based on appropriate workload or service level operational requirements. The patrol deputy staffing level of 19 ($3.8 \times 5 = 19$) is not properly juxtaposed against calls for service response requirements, proactive time needs, officer-safety issues, etc.
- Additionally, detective staffing is based on 0.5 detectives per beat and then modified based on the total days covered throughout the year (beyond the 2,088 FTE hours available to each detective). Under the current contract with MCSO, Detectives (Investigators) are 'supporting' positions. The 2.55 detectives for which Fountain Hills is charged cannot be mathematically replicated by the project team⁷ given the data provided. Similar to patrol deputies, devising a staffing plan for detectives based on beats is not consistent with best practice. Rather, detective staffing should be based on detective caseload requirements for Fountain Hills.

In summary, the methodology for staffing and performance management should be revised in the contract, and updated terms and conditions developed.

Based on findings and conclusions, the following recommendations are made.

Recommendations:

Address key MCSO contract issues identified in the Contract Review Checklist to include a dispute resolution process and penalties for non-performance.

Develop additional contract performance metrics beyond patrol response time, to possibly include, targets for traffic warnings and citation, positive citizen contacts, minimum investigative case clearance, etc.

The MCSO should report quarterly upon contract performance metrics to help identify issues early and devise potential resolutions.

MCSO should develop a more comprehensive monthly invoice allowing Fountain Hills to perform more effective financial monitoring of Sheriff charges for services rendered. This should help resolve potential future contract overcharge issues.

Use accurate methodologies for charging for MCSO services rendered. This includes charging for the appropriate number of staff (e.g. increase in field sergeants), charging

⁷ 3.8×0.5 does not equal 2.55.

for the appropriate number of baseline annual work hours (2,190 vs. 2,088) based on patrol shift schedules, and using Net Annual Work Hours (NAWH) to accurately determine one fixed patrol post.

Eliminate the use of beats to develop a patrol and detective staffing plan for Fountain Hills. Use agreed upon workload metrics for baseline staffing such as proactive time, caseloads and other approaches discussed in this report.

4. Alternative Law Enforcement Service Delivery

The following chapter provides information with respect to alternative law enforcement service delivery approaches compared to existing MCSO operations. Three options will be discussed:

- Continuation of the MCSO contract under revised staffing.
- Use of an alternative services law enforcement provider.
- Development of an in-house Fountain Hills police department.

This will include the development of pro-bono budgets or contract cost changes, as appropriate.

1. Revised MCSO Contract Staffing

As noted in the prior chapters, various service delivery and workload data suggest changes to the MCSO contract with Fountain Hills. The following tables show existing contract staffing and the revised staffing based on previous recommendations.

Current Contract Staffing		Revised Contract Staffing	
Position	Fountain Hills	Position	Fountain Hills
Captain	0.75	Captain	0.75
Lieutenant	1.25	Lieutenant	1.50
Patrol Deputy	19	Patrol Deputy	16
School Resource Ofcr.	1	School Resource Ofcr.	1
Detective	2.55	Detective	2
Sergeants	3	Sergeants	4
Clerical / Admn. Assistant	1	Clerical / Admn. Assistant	1
Sub-Total	28.55	Sub-Total	26.25
Dispatch (FTEs)	1.46	Dispatch (FTEs)	1.46
Total	30.01	Total	27.71

In summary, noted staffing changes include:

- 3 patrol deputies per shift, assigned to Fountain Hills, instead of 4 patrol deputies per shift.
- 1 shift sergeant assigned (and expensed in the contract) for each 12-hour patrol shift.

- 2 detectives, instead of 2.55 allocated detectives, assigned directly to Fountain Hills.
- 2 Lieutenant positions, 1 each for Day and Night shift overseeing District 7 (and charged proportionally to Fountain Hills similar to the Captain position).

Based on the FY 21/22 MCSO cost allocation worksheet, the noted staffing changes as recommended herein would result in an approximate **\$219,000** savings annually.

2. Alternative Law Enforcement Contractor

Fountain Hills has potential opportunity to contract with other law enforcement agencies for service delivery, but given the location of the Town it is limited to two options:

- Scottsdale Police Department.
- Fort McDowell Indian Reservation.

Our project team contacted management staff of both law enforcement agencies and received definitive feedback that neither agency was interested in providing any kind of law enforcement service delivery to Fountain Hills in the foreseeable future. The general consensus was that given the current law enforcement hiring and retention issues being experienced nationally, Scottsdale Police Department and Fort McDowell Indian Reservation law enforcement were having difficulty staffing their own operations at appropriate staffing levels. Consequently, adding the staffing burden of another contracted law enforcement entity was not deemed feasible.

Based on the feedback received, Fountain Hills law enforcement options appear to be restricted to the Maricopa County Sheriff's Office or an in-house police department.

3. Fountain Hills Police Department Option

An important component of this study is the potential start-up of an in-house police department as opposed to any law enforcement service contract. This requires various exercises to ultimately arrive at an estimated cost for such an in-house operation. Data to be considered include:

- The composition of the police department's staff to include sworn and civilian positions.

- The location of the police department. Fountain Hills benefits from having the MCSO District 7 sub-station located in their town facility, and as such a police department location is already available without additional construction or rehabilitation costs.
- Estimating factors that would drive significant costs to include staff salary and benefits, purchase of major assets (e.g. police cruisers), etc.
- Other key operating assumptions that would influence start-up and on-going costs.

These elements will be discussed in the following sections.

1. In-house Police Department Staffing Assumptions

One of the major drivers in the costs of operating an in-house police department is determining the staffing levels required to perform services. Our development of this model hinges on our prior recommendations related to patrol staffing; that is, a reduced patrol staffing contingent compared to MCSO contract staffing is more than adequate to provide high levels of service. The following highlights the in-house police department major staffing decisions, followed by a comparative table showing the in-house police department versus MCSO contract.

- 3 patrol deputies per shift, assigned to Fountain Hills, instead of 4 patrol deputies per shift.
- 1 shift sergeant assigned for each 12-hour patrol shift (4 total).
- 1 administrative sergeant assigned for support and line supervision of non-patrol staff, and servicing as coverage, when needed, for patrol sergeants.
- 2 detectives performing generalist investigations.
- 2 Lieutenant positions, 1 each for Day and Night shift operating in a Watch Commander capacity.
- 1 Police Chief, replacing the MCSO Captain position.
- 2 Clerks providing front desk, records, and administrative support.
- 1.92 Dispatch personnel contracted with MCSO. This is the higher level of staffing in FY 20/21 compared to FY 21/22.

The table below shows that the in-house Fountain Hills PD is approximately 1 full-time equivalent staff position above the current MCSO contract.

Current Contract Staffing		In-house Police Department	
Position	Fountain Hills	Position	Fountain Hills
Captain	0.75	Chief	1
Lieutenant	1.25	Lieutenant	2
Patrol Deputy	19	Patrol Deputy	16
School Resource Ofcr.	1	School Resource Ofcr.	1
Detective	2.55	Detective	2
Sergeants	3	Sergeants	5
Clerical / Admn. Assistant	1	Clerical / Admn. Assistant	2
Sub-Total	28.55	Sub-Total	29.00
Dispatch (FTEs)	1.46	Dispatch (FTEs)	1.96
Total	30.01	Total	30.96

In brief, the costs of an in-house Police Department operation are contingent upon the staff model Fountain Hills is willing to deploy. With respect to costs later displayed, we will provide a total cost comparison for a police department operation that fields an equivalent number of patrol staff to the current MCSO contract.

2. Police Department Facility

As noted, the MCSO District 7 sub-station serving Fountain Hills is located in the Town Hall at 16705 E Avenue of the Fountains. As such, an in-house police department could transition to this space, and given the staffing contingent of an in-house operation is almost equivalent to the contract, there would be no relevant facility upgrade required.

Having an established police facility in Fountain Hills that can be used is a major benefit and notable cost saver with respect to start-up costs. In fact, facility-related costs are typically one of the primary impediments for a community in establishing their own law enforcement agency.

In summary, a small investment to potentially re-brand, paint, clean, additional furniture and new computers in the interior of the facility would be warranted. Estimated cost for such service is \$175,000 one-time fee.

3. Cost of Services for In-house PD

The costs of an in-house Fountain Hills PD are based upon innumerable variables and assumptions that ultimately drive the Pro-forma budget. Dozens of assumptions are necessary to include such areas, but not be limited to:

- Salary expenditures and what compensation step to begin personnel.
- Type of benefits paid, proportion or recipients taking family or single medical, retirement offered, and payment contributions of the Town versus the individual.
- Number and type of vehicles to deploy and how they are equipped, utilized and maintained.
- Risk management and workers compensation fees.
- Dispatch, jail, information technology and laboratory service charges.
- Overtime expenditures.
- Transition, or “hand-over” costs from MCSO to an in-house operation.

The details of the Pro-forma budget will be provided to the client in a comprehensive worksheet that allows for adjustment to these numerous variables. In summary, however, the philosophy the project team is using to develop the Pro-forma budget is to be “competitive but not excessive” with respect to overall expenditures.

The budget is also distinguished between “Year One” operations which include start-up costs, and an Annual Operational Budget which estimates annual costs excluding start-up.

(1) Salary and Benefits Costs

The project team compared various salaries across the region to estimate the starting salary for Fountain Hills PD staff. The comparator agencies included:

- Maricopa City
- Buckeye
- Apache Junction
- Queen Creek
- Oro Valley
- Florence

Relevant assumptions with regard to Fountain Hills PD salary includes all positions would start at an entry level salary. Moreover, in order to be competitive, starting salary was adjusted upwards approximately 10% compared to the average starting salary of the above listed agencies.

For comparative purposes, the MCSO contract salary for a deputy is \$30.00 versus \$29.64 for a Fountain Hills PD starting salary.

Average benefit costs (excluding retirement) include such things as full medical, dental, vision and life insurance.

(2) Retirement

Retirement is offered at 2.7% at age 57, the contribution for which is fully paid by the Town. There is no unfunded liability since this is a new police department.

(3) Personnel Assets

Officers will be outfitted with various uniforms, weaponry and related at cost to the Town. In order to facilitate recruitment and retention, officers will have take-home police vehicles; however, these vehicles will be the less costly sedans as opposed to the more expensive SUVs.

(4) "Liability" Insurances

Risk insurance and workers compensation insurance are based on various relevant percentages or costs per Full-time Equivalent (FTE).

It is important to note that such insurances do not cover all potential liabilities resulting from litigated actions against the Town. Consequently one of the primary unknowns with regard to total costs of operating an in-house police department is the potential costs associated with awards to a litigant against the PD/Town of Fountain Hills.

(5) Other Operational Costs

These include estimates of overtime usage, vehicle maintenance and usage costs, services and supplies, contract costs related to 911 Dispatch provided by MCSO, Jail costs, laboratory costs, Records Management System (RMS) costs and other supporting operational costs to run the day-to-day business of the PD.

4. Other Operating Assumptions Impacting Costs

One of the most difficult cost calculations is related to the transition or hand-over costs associated with moving from MCSO services to an in-house Fountain Hills PD. There will

be a service period overlap in “Year One” while Fountain Hills acquires and deploys trained personnel to provide law enforcement services. The length of time to transition from one police operation to another, combined with the cost, is the result of a complex strategic planning undertaking beyond the scope of this report. As such, the duplicative costs incurred can only be estimated, particularly since it is unknown if MCSO would be willing to reduce their own contracted service levels while the Fountain Hills PD gradually “stands up.”

In sum, “Year One” operational transition costs are estimated at the equivalent of one-third the MCSO service contract to Fountain Hills.

In order to facilitate recruitment of staff at Fountain Hills PD, a recruitment consultant is expensed at \$150,000 in “Year One.”

It is assumed the MCSO, given the public safety benefits of regionalized dispatch, will have a willingness to contract for 911 Dispatch services to Fountain Hills at a modest “premium.” In the event this was not accomplished, an alternative service provider would need to be located in Scottsdale or Fort McDowell Indian Reservation despite their “lack of interest.” The additional cost of housing a 911 dispatch center in Fountain Hills would become cost prohibitive given staffing required, technology needs and the like, and thus such an option is not included in the Pro-forma budget.

5. Pro-forma Budget

Based on the Matrix Consulting Group’s Pro-forma Budget model, which will be supplied to Fountain Hills for future editing/manipulation, the following summary table provides “Year One” start-up and operational costs for the Fountain Hills PD.

Summary of Projected Costs	
Cost Type	Projected Costs
General Personnel Subtotal	\$2,076,205.00
Retirement Costs Subtotal	\$404,859.98
Benefits and Incentives Subtotal	\$823,009.74
Overtime Costs Subtotal	\$201,414.73
Sworn Equipment Initial Investment Subtotal	\$129,925.00
Sworn Equipment Annual Operating Cost Subtotal	\$10,255.00
Vehicle Initial Investment Subtotal	\$1,750,086.00
Vehicle Annual Operating Cost Subtotal	\$182,501.37
Supplies Cost Subtotal	\$223,088.64
External Contract Cost Subtotal	\$347,827.41
Worker's Compensation and/or Risk Insurance Subtotal	\$244,089.64
Other Start-up Costs	\$2,414,029.00
<div style="display: flex; justify-content: space-between;"> <i>Total Projected Year 1 Cost</i> <i>\$8,807,291.50</i> </div>	
<div style="display: flex; justify-content: space-between;"> <i>Projected Yearly Operating Costs</i> <i>\$4,513,251.50</i> </div>	

The following provides a summary of the table above.

- The Pro-forma operating budget for the Fountain Hills Police Department is calculated at **\$4,513,252** for the first year.
- Given calculated start-up costs, “Year One” budget is **\$8,807,292**, or approximately \$4.3 million in start-up requirements.
- Given Pro-forma budgeting is a modeling exercise, it can be assumed that:
 - Annual operational costs will fall within 95%-105% of the calculated costs using similar assumptions (\$4.3 to \$4.7 million).
 - “Year One” costs will fall within 90%-110% of the calculated costs using similar assumptions (\$7.9 to \$9.3 million).
- Future annual operating cost escalators given salary/benefit raises, etc. can be assumed to be 2.5%-6% per year.

Further details regarding the Pro-forma budget can be found in the Appendix of this report.

6. In-house Police Department Conclusions

A comparison of the annual operational costs of an in-house Fountain Hills Police Department to the most recent MCSO FY 21/22 shows that the two operations would be cost-competitive on a per annum basis; indeed, the Fountain Hills PD operation as designed would save approximately \$500K per year compared to the existing MCSO contract. There are, however, several important issue areas that must be considered

when determining the total value of operating an in-house police department. These include, but are not limited to:

- There is an additional cost associated with the Fountain Hills PD estimated at \$4.3 million dollars in start-up costs. This calculates to an approximate 9-year operational break-even point when compared to continued MCSO contracting.
- If Fountain Hills elected to incorporate MCSO staff changes recommended herein, potential annual Fountain Hills PD savings would be less than \$300K annually compared to the MCSO contract, extending the break-even point to 14-years.
- As previously noted, the staffing contingent, particularly in Patrol, in a Fountain Hills PD is less than the current MCSO contracted staffing levels. If staffing levels were equivalent, the annual operating costs of the Fountain Hills PD would be \$5 million per annum -- nearly the same as the MCSO contract -- with a \$4.6 million start-up cost.
- Qualitative benefits of operating an in-house police department, such as further local control, community branding, etc. need to be juxtaposed against costs and additional risk. While risk insurance is included in the Pro-forma budget model, this does not mitigate potential litigation that would not be covered by such insurance.
- It is assumed the MCSO would provide, through mutual aid, specialized support on a pro-bono basis. This would include the rare use of helicopter services, homicide crime scene investigation, accident reconstruction, etc. that typically would be beyond the capabilities of a small police department.

In summary, the totality of information suggests that an in-house police department for Fountain Hills, given its safety, community profile, exceptional response time from the Sheriff, and likely net limited additional value from local control, suggests retaining the MCSO service contract is warranted, particularly if a number of recommendations noted herein are executed.

Recommendation:

Based on the totality of information, Fountain Hills should retain MCSO contracted law enforcement services, particularly if other recommendations herein are executed, in lieu of establishing an in-house Fountain Hills Police Department.

Appendix – Fountain Hills Police Department Pro-forma Budget



Fountain Hills (AZ) Police Department
Summary of Cost Projections

October 12, 2022

General Personnel Cost Summary

Position	#	Base Salary X Pos.	Retirement Cost	Benefits Cost	Projected OT Costs	Total Pos. Cost
Chief	1	\$166,323.00	\$32,432.99	\$44,493.82	\$0.00	\$243,249.81
Asst. Chief	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Captain	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Lieutenant	2	\$201,276.00	\$39,248.82	\$72,605.81	\$20,532.47	\$333,663.09
Sergeant	5	\$444,350.00	\$86,648.25	\$153,387.17	\$45,328.81	\$729,714.22
Detective	2	\$136,149.20	\$26,549.09	\$47,852.49	\$7,824.67	\$218,375.45
Corporal	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Officer	17	\$1,052,062.00	\$205,152.09	\$464,312.98	\$127,728.79	\$1,849,255.86
Non-Sworn	2	\$76,044.80	\$14,828.74	\$40,357.47	\$0.00	\$131,231.01
Total(s):	29	\$2,076,205.00	\$404,859.98	\$823,009.74	\$201,414.73	\$3,304,074.71

Retirement Cost Projections Breakdown

Position	#	Pos. Avg. Pension. Comp.	Normal Cost	Empl. Share*	Overfunding Amount	Total Ret. Cost
Chief	1	\$166,323.00	\$32,432.99	\$32,432.99		\$32,432.99
Asst. Chief	0	\$0.00	\$0.00	\$0.00		\$0.00
Captain	0	\$0.00	\$0.00	\$0.00		\$0.00
Lieutenant	2	\$100,638.00	\$19,624.41	\$19,624.41		\$39,248.82
Sergeant	5	\$88,870.00	\$17,329.65	\$17,329.65		\$86,648.25
Detective	2	\$68,074.60	\$13,274.55	\$13,274.55		\$26,549.09
Corporal	0	\$0.00	\$0.00	\$0.00		\$0.00
Officer	17	\$61,886.00	\$12,067.77	\$12,067.77		\$205,152.09
Non-Sworn	2	\$38,022.40	\$7,414.37	\$7,414.37		\$14,828.74
Total(s):	29					\$404,859.98

*Note: Employee Share %: 0%

Benefits and Incentives Cost Projections Breakdown

Position	#	Incentive Pay Subtotal	Insur. Subtotal	Other Ben. Subtotal	Position Total
Chief	1	\$0.00	\$44,493.82	\$0.00	\$44,493.82
Asst. Chief	0	\$0.00	\$0.00	\$0.00	\$0.00
Captain	0	\$0.00	\$0.00	\$0.00	\$0.00
Lieutenant	2	\$0.00	\$72,605.81	\$0.00	\$72,605.81
Sergeant	5	\$0.00	\$153,387.17	\$0.00	\$153,387.17
Detective	2	\$0.00	\$47,852.49	\$0.00	\$47,852.49
Corporal	0	\$0.00	\$0.00	\$0.00	\$0.00
Officer	17	\$0.00	\$464,312.98	\$0.00	\$464,312.98
Non-Sworn	2	\$0.00	\$40,357.47	\$0.00	\$40,357.47
Total(s):	29				\$823,009.74

Overtime Cost Projections Breakdown

Position	#	Estimated OT Hours	OT Sub. X Pos. Type	OT Total X Position Type
Chief	1	0	\$0.00	\$0.00
Asst. Chief	0	0	\$0.00	\$0.00
Captain	0	0	\$0.00	\$0.00
Lieutenant	2	120	\$10,266.23	\$20,532.47
Sergeant	5	120	\$9,065.76	\$45,328.81
Detective	2	80	\$3,912.33	\$7,824.67
Corporal	0	0	\$0.00	\$0.00
Officer	17	156	\$7,513.46	\$127,728.79
Non-Sworn	2	0	\$0.00	\$0.00
Total(s):	29			\$201,414.73

Sworn Equipment Cost Projections Breakdown

Equipment Category	Cost Projection
Weapons	\$57,350.00
Uniform	\$45,900.00
Misc.	\$26,675.00
Initial Investment Costs	\$129,925.00
Annual Operating Equipment Costs	\$10,255.00

Vehicle Cost Projections Breakdown

Information	Cost/Count
Total SUVs	0
Total Sedans	27
Total Motorcycles	0
Raw Vehicle Subtotal	\$1,023,030.00
Raw Vehicle Accessories Subtotal	\$727,056.00
<i>Total Initial Investment</i>	
	\$1,750,086.00
SUV Annual Cost Projection	0
Sedan Annual Cost Projection	\$182,501.37
Motorcycle Annual Cost Projection	0
<i>Annual Vehicle Cost Projection</i>	
	\$182,501.37

Supplies Cost Projections Breakdown

Supply Type	Projected Cost
Telecommunications	\$43,848.00
Information Technology (IT)	\$111,732.00
Mobile Devices	\$24,008.64
General Supplies	\$43,500.00
<i>Projected Supplies Cost Total</i>	
	\$223,088.64

External Contract Cost Projections Breakdown

Number of External Contracts	6
Total External Contracts Cost	\$347,827.41

Average External Contracts Cost **\$57,971.24**

Risk Insurance and Worker's Compensation Projections Breakdown

Projected Type	Projected Cost
Risk Insurance	\$244,089.64
Workers Compensation (if \$0 inc. in Benefits)	\$0.00
Total Risk Insurance/Worker's Compensation Cost	\$244,089.64

Summary of Projected Costs

Cost Type	Projected Costs
General Personnel Subtotal	\$2,076,205.00
Retirement Costs Subtotal	\$404,859.98
Benefits and Incentives Subtotal	\$823,009.74
Overtime Costs Subtotal	\$201,414.73
Sworn Equipment Initial Investment Subtotal	\$129,925.00
Sworn Equipment Annual Operating Cost Subtotal	\$10,255.00
Vehicle Initial Investment Subtotal	\$1,750,086.00
Vehicle Annual Operating Cost Subtotal	\$182,501.37
Supplies Cost Subtotal	\$223,088.64
External Contract Cost Subtotal	\$347,827.41
Worker's Compensation and/or Risk Insurance Subtotal	\$244,089.64
Other Start-up Costs	\$2,414,029.00
Total Projected Year 1 Cost	\$8,807,291.50
Projected Yearly Operating Costs	\$4,513,251.50

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	

5. **NEW BUSINESS**

- A. **ACTION ITEM** Consider Proposal to Complete Spatial Needs Assessment



Memo

To: Mayor and Hayden City Council

From: Lisa Ailport, City Administrator

Date: March 2, 2026

Agenda Item: Consider Spatial Needs Assessment with Bernardo Wills and authorize Mayor to sign for a cost not to exceed without Council approval of \$8,000.00

Agenda Item Location

New Business

Background and Recommended Action or Motion

Currently the Hayden Urban Renewal Agency is designing a community space on the property where the Owl Café was previously located. In the considerations of the facility, it includes both a large community room and potentially a second story floor that the city may finish into office spaces after initial construction. Staff would like to provide HURA with some spatial needs analysis that could be used as the future building is design.

Bernardo Wills is currently doing the overall design of the structure, and staff reached out to seek a separate contract to look at the city's overall needs across our multiple locations. The proposed spatial needs assessment can be utilized to help both plan for future needs and help influence the overall design of the future community facility, should it be built.

Functional Impact of Authorizing or Not Authorizing

Authorizing this contract allows staff to start working with the building designer with our current and planned future needs regarding space. Not authorizing means we will have little influence on the overall design of the future community building.

Fiscal Impact

Staff budgeted \$16,000 in temporary contract labor for such proposals to be considered.

Budget Funding Source / Transfer Request

110-110-211-53100

Attachment

Bernardo Wills proposal

Date:	01/22/2026
To:	Lisa Ailport / City of Hayden Administrator, lailport@haydenid.gov
From:	J. Ryan Zane / Principal, Bernardo Wills - rzane@bernardowills.com
Project:	City of Hayden Master Service Agreement 2026
BW Project No.:	26-01-009

Based on our experience with similar projects, Bernardo Wills (BW) is pleased to offer the following proposal for professional services.

Project Description

The intent of this agreement is to deliver professional services that are not otherwise attributed to a specific project, or appropriate to be included as part of a specific project's cost, other than any task items specifically outlined below, in the most efficient and cost-effective manner possible.

Services may range from general support services - including, but not limited to: space planning test fits, preparation of exhibits, concept site plans, verification of existing conditions, and code/zoning research - to other non-project work such as the development of design features, interior finish palettes, equipment coordination, or other work in support of establishing client standards.

Bernardo Wills will provide the work described above as requested by City of Hayden. Subsequent project-specific work can be performed either on an hourly master contract or as a separately negotiated lump-sum fixed fee on a project-by-project basis, to be determined by City of Hayden.

Consultants

The need for outside consultants is not anticipated under the scope of services described above. However, should the need arise for specialty consultants (i.e., structural or MEP engineers as part of the evaluation of speculative existing space) all consultants will be retained directly by the Client or be negotiated as an additional service or reimbursable expense. Consultant expenses will be billed at cost plus 10% administrative markup.

Scope of Basic Services

- Task 1 - Space Utilization Study:** this item will measure when, how, and how often different areas are occupied. The goal is to determine whether a space is underused, overused, or misaligned with the needs of its users. Task 1 includes analyzing the existing City Hall usage and department needs to provide recommendations for space utilization looking forward to 5 years and again 15 years from today.

All future tasks will be an amendment to this Master Service Agreement proposal.

Deliverables - Task 1:

- (1) Draft Review Meeting with Administration
- City Counsel Review Package – PDF Format

Compensation for Basic Services

In addition to any fees previously invoiced, we propose a stipulated lump sum plus reimbursable expenses of \$24,000.00 with \$8,000.00 allocated for Task 1.

Outside of the scope of basic services listed above, the following chart may be used for additional tasks that require the use of hourly rates. Hourly rates are subject to annual increase. For fees based on an hourly rate, we will provide time reports to substantiate hours.

Bernardo Wills

Position	2026 Hourly Rates
Principal	\$240.00
Professional Grade V	\$225.00
Professional Grade IV	\$215.00
Professional Grade III	\$205.00
Professional Grade II	\$195.00
Professional Grade I	\$185.00
Emerging Architecture Professional	\$175.00
BIM Technician III	\$165.00
BIM Technician II	\$150.00
Project Operations Lead	\$150.00
BIM Technician I	\$130.00
Project Operations Administrator	\$125.00

Expenses

Within our fee proposal we have allowed for travel within 50 miles of our office and printing of drawings and reports for our own use or for distribution to our consultants. All other expenses are not included in the fee proposal and will be reimbursed by the client at cost plus 10% to cover administration and handling. Reimbursable expenses include:

- Incidental fees paid to regulatory agencies for applications, etc.
- Printing and overnight shipping.
- Non-residential energy code review.

Terms of Payment

Invoices including reimbursable expenses will be sent monthly based on the percentage of work completed for each phase identified in the attached fee summary. Payments are to be received within 35 days of date of invoice. Interest on late payments will be charged at 1.5% per month on the unpaid balance. Unpaid invoices after 45 days will be considered a legitimate cause for Bernardo Wills to stop work. Unless directed otherwise, invoices will be submitted by email.

Acceptance

We have read the fee proposal and accept these contract terms and conditions on the following pages, including "BW Corporate Responsibility," "General Liability and Limitation Thereof," and "Professional Liability and Limitation Thereof."

Please signify your agreement to this contract with your signature. For questions, please contact our Project Manager Heather Storlie at hstorlie@bernardowills.com

Bernardo Wills is authorized to begin the work as proposed.

Bernardo Wills

Accepted by Client

(Signature)

(Signature)

J. Ryan Zane, Principal

(Print Name/Title)

(Print Name/Title)

1/22/2026

(Date)

(Date)

Attachments:
General Terms and Conditions

PROPOSAL EXPIRATION: This fee proposal is valid for 60 days from the date of proposal.

APPLICABLE LAWS: Unless otherwise specified, this agreement shall be governed by the laws of the State of Washington.

CLIENT-FURNISHED INFORMATION: Client will make available to Bernardo Wills (BW) all information readily available to Client regarding existing and proposed conditions of the site. BW shall be entitled to rely, without further inquiry or investigation, on all information furnished by Client.

FEES FOR ADDITIONAL SERVICES: The proposed fee covers only the services set out in the project Scope of Services. Any additional services required or requested over and above the proposed scope shall be charged on an hourly basis at the hourly rates scheduled in the fee proposal. BW will advise Client when additional services have been, or are being, carried out and that, as a consequence, additional fees are payable.

SET OFF: Client may not deduct, reduce or withhold payments due to BW under this Agreement by reason of claims or alleged claims against BW.

HAZARDOUS ENVIRONMENTAL CONDITIONS: It is acknowledged by both parties that BW's scope of services does not include any services related to the presence at the site of asbestos, PCBs, petroleum, hazardous waste, radioactive materials, or other hazardous substances. Client acknowledges that BW is performing professional services for Client and is not and shall not be required to become an "arranger," "operator," "generator," or "transporter" of hazardous substances.

STANDARD OF PERFORMANCE: BW will perform its services with the level of care and skill ordinarily exercised by other professionals under similar circumstances in the same locality at the time the services are performed.

DELAY: Neither party shall hold other responsible for damages or delay in performance caused by acts of God, government orders or mandates, strikes, lockouts, accidents, or other events beyond the reasonable control of the other or the other's employees and agents.

OPINIONS OF CONSTRUCTION COST: Any opinion of construction cost prepared by BW represents our judgment as design professionals and is supplied for Client's general guidance. Since BW has no control over the cost of labor and materials, or over competitive bidding or market conditions, BW does not guarantee the accuracy of our opinion as compared to contractor bids of actual cost to the project.

REUSE OF DOCUMENTS: BW's services are intended for the Client's sole use and benefit and solely for use on this project. All documents, including computer files, drawings, and specifications prepared by BW under this agreement shall remain the property of BW and are instruments of service with respect to this project. They are not intended or represented to be suitable for reuse by Client or others on extensions of the services provided for the project under this agreement or on any other projects. BW shall have no liability for any use of the documents for any project or purpose beyond this agreement.

MEDIATION: To resolve any conflicts that arise during or following the completion of the project, Client and BW agree that all disputes between us arising out of or relating to this agreement shall be submitted to nonbinding mediation unless the parties mutually agree otherwise, thereby providing for mediation as the primary method for dispute resolution between the parties to this agreement.

ASSIGNMENT: Neither party shall assign the whole, nor any part, of the agreement without the consent of the other in writing.

Bernardo Wills |

INDEMNIFICATION: To the fullest extent permitted by law and covered by applicable insurance, Client and BW each agree to indemnify the other party and the other party's officers, directors, partners, employees, and representatives, from and against losses, damages, and judgments arising from claims by third parties, including expenses recoverable under applicable law, but only to the extent they are found to be caused by a negligent act, error, or omission of the indemnifying party or any of the indemnifying party's officers, directors, members, partners, agents, or employees in the performance of services under this Agreement. If claims, losses, damages, and judgments are found to be caused by the joint or concurrent negligence of Client and BW, they shall be borne by each party in proportion to its negligence.

CONSTRUCTION PHASE SERVICES: It is understood that the Contractor, not BW, is responsible for the construction of the project, and that BW is not responsible for the acts or omissions of any contractor, subcontractor, or material supplier; for safety precautions, programs or enforcement; or for construction means, methods, techniques, sequences, and procedures employed by the Contractor.

CONSTRUCTION WITHOUT CONSTRUCTION PHASE SERVICES: The Client understands that there may be misinterpretations of the BW's plans and specifications during construction which may lead to errors and subsequent damages. If the Client elects to proceed with the work without BW providing Construction Phase Services as proposed, the Client agrees to indemnify, hold harmless, and defend BW against all claims which may arise out of the acts of the Contractor and/or subcontractors performing the work which are not in compliance with the intent of BW's Documents.

TERMINATION: This agreement may be terminated by either party by seven days written notice in event of substantial failure to perform in accordance with the terms of the agreement by the other party through no fault of the terminating party. If this agreement is terminated, it is agreed that BW shall be paid for services performed to the termination notice date, including reimbursable expenses due.

SUSPENSION OF WORK: Contracts are subject to revision if work has commenced but, at the direction of the Owner, work is paused or suspended exceeding 30 consecutive days. The Owner shall compensate the Architect immediately for all work performed prior to suspending work.

BW CORPORATE RESPONSIBILITY: It is intended by the parties to this Agreement that BW's services in connection with the project shall not subject BW's individual employees, officers, or directors to any personal legal exposure for the risks associated with this Project. Therefore, and notwithstanding anything to the contrary contained herein, the Client agrees that as the Client's sole and exclusive remedy, any claim, demand or suit shall be directed and/or asserted only against BW, a Washington State professional corporation, and not against any of BW's individual employees, officers or directors.

GENERAL LIABILITY AND LIMITATION

THEREOF: BW agrees to hold Client harmless and indemnify Client on account of any liability due to bodily injury or property damaging arising directly out of BW's negligent operational acts, but such hold harmless and indemnity will be limited to that covered by our comprehensive general liability insurance and not otherwise. BW carries comprehensive general liability insurance, which, subject to its limits, terms and conditions, provides protection against liability arising out of bodily injury and property damage that is the direct result of our operational negligence.

PROFESSIONAL LIABILITY AND LIMITATION

THEREOF: This paragraph relates only to Professional Liability and not to General Liability. Should BW or any of our agents or employees be found to have been negligent in the performance of professional services from which Client sustains damages, Client will agree to limit its recoverable damages from such liability, plus any claims for cost of defense or other incurred costs to an aggregate amount not-to-exceed the available limits of our professional liability insurance policy.

- B. **ACTION ITEM** Veterans Commission Recommendation of 2026 Memorial Day Guest Speaker Helen (Gordon) Nelson



Memo

To: Mayor and Hayden City Council

From: Suzanne Cano, Recreation and Community Events Director

Date: February 23, 2026

Agenda Item: Recommendation from the Veterans Commission for Approval of the 2026 Memorial Day Ceremony Guest Speaker

Agenda Item Location

New Business

Recommended Action or Motion

The Veterans Commission requests approval of the 2026 Memorial Day Ceremony Guest Speaker, Helen (Gordon) Nelson recommended by them for 2026 Memorial Day Ceremony.

Summary

The Veterans Commission received a Speaker Information Request form from Helen (Gordon) Nelson, sister of PFC Robert J. Gordon, who the City's Veterans Memorial Plaza was named in honor of. They are recommending approval of Helen Nelson as the 2026 Memorial Day Ceremony. Attached is the speaker information request form with the speech synopsis and biography for your review. The complete speech will be submitted no later than ten days prior to the ceremony.

Functional Impact of Authorizing

Approval of the guest speaker is critical to complete the Veterans Commission's planning efforts for the 2026 Memorial Day Ceremony being held on May 25 at 11:00 a.m. at McIntire Family Park.

Functional Impact of Not Authorizing

If not approved, the Veterans Commission will need to start the process of attempting to secure a Memorial Day address speaker, which will be very difficult given the very tight timeline.

Fiscal Impact

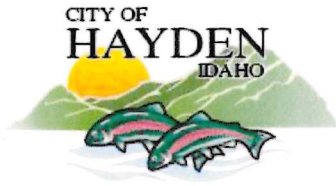
The fiscal impact involves purchasing a thank-you plaque for the guest speaker, which costs approximately \$50.00.

Budget Funding Source / Transfer Request

The cost of this plaque is paid out of the Veterans Commission budget, GL# 110-111-58008 and is a normal expense for the Commission each year.

Attachment

Helen Speaker Information Request with Speech Synopsis and Biography



SPEAKER INFORMATION REQUEST

GENERAL INFORMATION

NAME (as should appear in all publications and ceremony program):

Helen Nelson

MILITARY BRANCH/RANK/SERVICE YEARS OR TITLE: PFC Robert J Gordon
4 mo. DOD 4-15-69

If not in the military, please explain your relationship to the military?:

Marine Corp League Auxiliary

MAILING ADDRESS: 4944 W Trafford Ln Apt 102
Coeur d'Alene, Id 83815

EMAIL ADDRESS: Helen.nelson101947@ PHONE: 208 7725188
gmail.com

CEREMONY-RELATED INFORMATION:

TITLE OF THE SPEECH: PFC Robert J Gordon

CONTENT OF SPEECH: (Criteria: Speech needs to relate to the military, be family-friendly, not graphic or explicit, 10-15 minute max, full speech will be submitted at least 10 days before the ceremony)

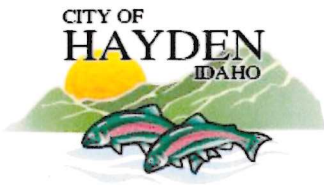
4-15-69 family & community of Hayden Lake Id.
community

LOGISTICS

Besides a microphone, what AV needs do you have? stand for two pictures

Please let us know if there any ADA special accommodations needed: _____

Family & Jerry



SPEAKER INFORMATION REQUEST (CONTINUED)

BIOGRAPHY: (do not need to use whole page)

Family moved to Hayden Lake Id 1949, along with Grandparents, Aunt + uncles + Cousin + Settled in Hayden Lake + Dalton.

→ we have Terry Gordon Hayden, Carolyn Gordon Sampert Dalton Gordon, Barbara Gordon Chorilla Elgin SC + Helen ^{Gordon} Nelson deeur d Alene

→ still have Cousins around the Area Raised on Ramsay + Reed on a ^{Wyoming} big farm.

long before Airport arrived for the runway was where the fairgrounds is + moved to now location in early 60's. Harold Rhodes managed it every once in a while he would get on loud speaker over head + would say 'Gordon Family' Cattle Out + Flight coming in so we would round ^{up} cows + say there is an airplane coming get ready to see it first

We kindly ask that this completed form to be submitted within one week after receiving this request to Isabelle White, Veterans Commission Clerk, at iwhite@haydenid.gov.

If you have any questions, please contact Isabelle White at (208) 209-1080. Thank you!

- C. **ACTION ITEM** Consider August 25, 2026 date for Fiscal Year 2027 Budget Public Hearing

FY 2027 Proposed Budget Schedule

April 6th	10:00-12:00	Internal Staff Discussions- Staff Directors
April 14-April 25		Schedule Dept. Heads go through budget with City Admin. <ul style="list-style-type: none">• Finance• HR/Clerks• Public Works<ul style="list-style-type: none">○ Streets○ Parks○ Sewer• Community Development• Recreation• Engineering• IT• Contract Services
April ____	1:00-4:00	Council Strategic Planning Workshop
April 30th	5:00pm	Hearing date for FY Adoption due to County Clerk (I.C.63-802A)
May ____	1:00 pm	First Budget Workshop-Overview Revenues, Administration, Recreation, Public Works (Parks), Community Dev.
June ____	1:00 pm	Second Budget Workshop- Impact Fees, and Sewer.
June 15-19		IIIA- releases health care increase expectations at the AIC yearly conference.
July ____	1:00 pm	Additional necessary workshop
July 27		Assessor shall report to each taxing district the value of new construction rolls and annexations (IDAPA Rule 802.8)
July 28th	5:00 pm	Tentative Adoption of Budget
August 7th	12:00 pm	Publication of Budget due to the paper
August 11th	Paper	1 st Publication of budget
August 18th	Paper	2 nd Publication of budget
August 25th	5:00 pm	Public Hearing Approval of Budget/Annual Appropriations Ordinance

D. **ACTION ITEM** Consider Records for Destruction



Memo

To: City Council
From: Abbi Sanchez, City Clerk
Date: March 10, 2026
Re: Records for Destruction

Agenda Item

New Business

Summary

This resolution is for approval to destroy City records that have surpassed their retention period as stated in Idaho Code and in the City's Records Retention Schedule. Exhibit A has been reviewed by the City Attorney and the Idaho State Historic Society. The records listed are not considered historic records and therefore the paper copies no longer need to be retained.

Should the resolution be approved, the records will be shredded by United Data Security before May 1, 2026.

Recommended Action or Motion

City staff recommends approval of this resolution.

Fiscal Impact

Estimating \$150 cost of shredding

Funding Source

110-211-55505 Document Shredding

RESOLUTION NO. 2026-__

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HAYDEN, IDAHO,
AUTHORIZING DESTRUCTION OF RECORDS**

WHEREAS, Idaho Code 50-907 requires the City Council to authorize destruction of records that are not required to be retained as permanent records and that have met the minimum retention period provided by the City's record retention schedule and are no longer required by law or for city business; and

WHEREAS, the City Clerk has proposed for destruction certain records that have exceeded their minimum retention, identified in Exhibit A; and

WHEREAS, approval for destruction of records has been obtained from the Idaho State Historical Society, when required, and the City Attorney, as provided by Idaho Code 50-907.

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Hayden, Idaho that the listed records in Exhibit A, attached hereto and incorporated herein by reference, shall be destroyed under the direction and supervision of the City Clerk.

PASSED by the City Council this _____ day of March, 2026.

APPROVED this _____ day of March, 2026.

Alan Davis, Mayor

ATTEST:

Abbi Sanchez, City Clerk

Exhibit A

New Box #	Department	Section	Record	Description	Location	Closed Date	Retention Period	Destruction Date	Additional Comments
2022-001									
	Human Resources	Admin	Benefits	Remittance Forms Benefits 2004, 2005, 2009, Persi, Blue Cross, and Delta.		12/31/2009	5 Years	12/31/2022	
				Employment Benefits - Open Enrollment Plans Information BC, Delta, Flex, AFLAC 2001-2016		12/31/2016	5 Years	12/31/2022	
missing 2022-002									
2022-003									
	Admin Services	Finance	Vendor Files	Vendor Files, FY 2016-2017, A-J		9/30/2017	5 Years	9/30/2022	
2022-004									
	Admin Services	Finance	Vendor Files	Vendor Files, FY 2016-2017, K-Z		9/30/2017	5 Years	9/30/2022	
2022-005									
	Admin Services	Finance	Cash Receipting	Daily Cash Receipting Backup		9/30/2017	5 Years	9/30/2022	
2022-006									
	Admin Services	Finance	Billing Records	Bill Stubs		8/31/2017	5 Years	8/31/2022	
	Admin Services	Finance	Audits	Cash Drawer Audits		6/7/2017	5 Years	6/7/2022	
2022-007									
	Admin Services	Finance	Utility Billing	Utility Bill Adjustments		9/30/2017	5 Years	9/30/2022	
	Admin Services	Finance	Accounts Payable	Accounts Payable		9/30/2017	5 Years	9/30/2022	
2022-008									
	Admin Services	Finance	Collection Records	Collections ACS Cust List/ACS Pmts Received, 10-20-2012 - 12-15-2016		12/15/2016	5 Years	12/15/2021	
			Collection Records	Collections - 30 Day notice spreadsheets		7/21/2015	5 Years	7/21/2020	
			Collection Records	Collections - ACS Correspondence		12/5/2013	5 Years	12/5/2018	
			Bank Transaction Records	Bank Transaction Records - NSF		2/19/2016	5 Years	2/19/2012	
			Utility Billing	Utility Bill Adjustments		4/21/2016	5 Years	12/31/2022	
			Utility Billing	Utility Billing Fiscal Year Reports 2014		9/30/2014	5 Years	12/31/2022	
			Postage Records	Postage - Bulk mailing receipts		11/16/2016	5 Years	12/31/2022	

			Accounts Receivable	A/R Invoices		10/10/2014	5 Years	12/31/2022	
			Billing Records	UB Acct ChG records - prmt arrangements		5/26/2017	5 Years	12/31/2022	
2022-009									
	Community Services	Recreation	Event Details	Hayden Days 2017		7/29/2017	3 Years	12/31/2022	
		Citywide	Grants	Ironman Grant		3/3/2016	5 Years	12/31/2022	
		Citywide	Grants	Walmart Grant		6/23/2016	5 Years	12/31/2022	
		HR	Lifeguards	Lifeguards		8/30/2018	5 Years	12/31/2022	
		Recreation	Event Details	Event Permits		8/30/2017	3 Years	12/31/2022	
		Recreation	Concession Permits	Concession Permits		8/24/2017	3 Years	12/31/2022	
		Citywide	Grants	Arbor Day grant 2017		6/28/2017	5 Years	12/31/2022	
	City Administration			Accident Reports		4/5/2017	5 Years	12/31/2022	
		Recreation	Program Documents	Activity Guide		8/2/2017	3 Years	12/31/2022	
		Recreation	Program Documents	Coach Applications		8/23/2017	3 Years	12/31/2022	
		Recreation	Program Documents	Coaches Code of Conduct		8/22/2017	3 Years	12/31/2022	
				Financial Assistance Apps		8/23/2017	5 Years	12/31/2022	
		Recreation	Program Documents	Refunds/Credits		8/29/2017	3 Years	12/31/2022	
		Recreation	Program Documents	Program Proposals		7/15/2017	3 Years	12/31/2022	
2022-010									
	Community Services	Recreation	Special Event Records	Doggie Dash '17/'19		6/22/2019	3 years	12/31/2022	
		Recreation	Special Event Records	Doggie Dash 2019		6/22/2019	3 years	12/31/2022	
		Recreation	Parades	Hayden Lights Parade 2018		11/26/2018	3 years	12/31/2022	
		Recreation	Special Events Records	Kite Festival 2019		4/20/2019	3 years	12/31/2022	
		Recreation	Special Events Records	Movie Nights 2019		2/19/2019	3 years	12/31/2022	
		Recreation	Special Events Records	Pitch, Hit, Run		6/2/2019	3 years	12/31/2022	
		Recreation	Special Event Records	Twos the Week B4's		12/16/2019	3 years	12/31/2022	
		Recreation	Recreation Game Schedules	2019 Women's Volleyball		2/17/2019	3 years	12/31/2022	
		Recreation	Recreation Game Schedules	Youth Volleyball		4/10/2019	3 years	12/31/2022	
		Recreation	Recreation Program Documents	Open Gym Volleyball		9/20/2019	3 years	12/31/2022	
		Recreation	Recreation Program Documents	Volleyball Sponsorships		2/14/2019	3 years	12/31/2022	
		Recreation	Special Events Records	2019 Memorial Day Community Bricks		3/18/2019	3 years	12/31/2022	
		Recreation	Special Events Records	2019 Veterans Day Bricks		5/18/2019	3 years	12/31/2022	
		Recreation	Special Events Records	2018 Veterans Day Bricks		10/12/2018	3 years	12/31/2022	

New Box #	Department	Section	Record	Description	Location	Closed Date	Retention Period	Destruction Date	Additional Comments
2023-001									
	Finance	Cash Receipting	Bill Stubs	Cash Receipting Utility Bill Stubs - 9/1/2017 - 4/11/2018		4/11/2018	5 years after fiscal year end	9/30/2023	
2023-002									
	Recreation and Community Events	Recreation	Recreation Program Documents	Youth Baseball 2018, Youth Basketball, 2017/2018, Contracted Programs FY2018, Coach Applications FY 2018, Youth Flag Football 2017, Credits 10/2016 - 3/5/2018, Activity Guide 2018, Program Proposals 2018, Refunds 12/2017 - 9/2018, Financial Assistance Records 12/2017 - 9/2018, Facility Checklist 2/2018 - 4/2018		12/31/2018	3 years	12/31/2021	
	Recreation and Community Events	Administration	Log	Phone Log 1/2018 - 6/2018		6/30/2018	2 years	12/31/2020	
	Recreation and Community Events	Administration	Accident Reports	Accident Reports 10/2017 - 1/1/2018		1/1/2018	5 years	12/31/2018	
	Recreation and Community Events	Administration	Budget Records	2018 Budget Records		12/31/2018	5 years	12/31/2018	
	Recreation and Community Events	Recreation	Facility Reservation Permits	Facility Reservation Permits 3/2018 - 10/2018		10/31/2018	3 years	12/31/2021	
	Recreation and Community Events	Administration	Grant	Dog Park Grant 2018		12/31/2018	5 years	12/31/2023	
	Recreation and Community Events	Administration	Lifeguards	Summer 2018 Lifeguard Records		8/31/2018	5 years	12/31/2023	
	Recreation and Community Events	Community Events	Special Events	Hayden Days 2018		12/31/2018	3 years	12/31/2021	
2023-003									
	City Administration	Finance	UB Reports	All account adjustments, PAP uploads, monthly reports		9/26/2018	5 Years	9/26/2023	
			Utility Billing	AR Paid Invoices		10/18/2018	5 Years	10/18/2023	
				PAP Applications and maintenance 2018		12/31/2018	5 Years	12/31/2023	
				PAP Applications and maintenance 2017		12/31/2017	5 Years	12/31/2022	
				Postage bulk mail receipts and reports (2018)		9/17/2018	5 Years	9/17/2023	
				Postage bulk mail receipts and reports (2017)		11/16/2017	5 Years	11/16/2022	
				Notice of pending issue of tax deed		3/12/2018	5 Years	3/12/2023	
				Chapman financial - payments received		9/29/2018	5 Years	9/29/2023	
				ACS Payments Received		9/20/2018	5 Years	9/20/2023	
				HARSB - Billable WU's Correspondence		9/18/2017	5 Years	9/18/2022	

2023-004									
	City Administration	Finance	Bank Statements and supporting documentation			9/30/2018	5 years	9/30/2023	
2023-005									
	Community Services	Recreation	Recreation Program Documents	Activity Guides, Accident Reports, Facility Checklist, Credits, Refunds, Financial Assistance, 2020 Covid Waiver		12/1/2019	3 years	11/30/2023	
			Special Events Records	Event Permit, Hayden Days Refunds, Haydens Got Talent Virtual, Veterans Commemorative Bricks		6/13/2020	3 years	12/1/2023	
			Parades	Hayden Lights Parade, Hayden Days Parade		3/5/2020	3 years	12/2/2023	
			Recreation Registration Forms	Basketball, Comp Basketball, 3-9th Rec Basketball, Program Contacts, Flag Football Forms, Soccer Spring/Fall Req Forms, Open Gym VB, Adult VB Req Forms, Youth Volleyball Req Forms.		10/12/2020	3 years	12/3/2023	
			Coach Applications	Coach Applications		3/5/2020	3 years	12/4/2023	
			Facility Reservation Permits	Consessions, Facility Reservations		3/10/2020	3 years	12/5/2023	
			Grants	McIntire Family Park Grant, ID HW Mini Grant		9/13/2020	3 years	12/6/2023	

New Box #	Department	Section	Record	Description	Location	Closed Date	Retention Period	Destruction Date	Additional Comments
2024-001									
	City Administration	HR	Insurance Claim Files	Closed ICRMP Claims 1996-2005	1	12/31/2005	10 yrs after case closed or dismissed with no pending litigation	12/31/2015	
	City Administration	HR	Accident Reports	SIF Reports and Accident Reports 2000-2010	1	12/31/2010	5 years	12/31/2015	
	City Administration	HR	Unemployment Records	Unemployment Records 2006-2008	1	12/31/2008	5 years	12/31/2013	
	City Administration	HR	Insurance Claim Files	Closed ICRMP Claims 2006	1	12/31/2006	10 yrs after case closed or dismissed with no pending litigation	12/31/2016	
	City Administration	HR	Insurance Claim Files	Closed ICRMP Claims 2007	1	12/31/2007	10 yrs after case closed or dismissed with no pending litigation	12/31/2017	
	City Administration	HR	Insurance Claim Files	Closed ICRMP Claims 2008	1	12/31/2008	10 yrs after case closed or dismissed with no pending litigation	12/31/2018	
	City Administration	HR	Recruitment Selection Records	Closed Job Postings with Applications, References, Vacancy Announcement and Interview Notes	1	12/31/2014	10 Years	12/31/2024	
2024-002									
	City Administration	Clerk	Licenses	Alcohol Beverage License (1984 - 2019) and Door to Door Registration Documentation (2014)		12/31/2019	5 years after expiration	12/31/2024	
2024-003									
	Finance	Cash Receipting	Bill Stubs	Cash Receipting Utility Bill Stubs - 11/7/2018 - 6/7/2019		6/7/2019	5 years after fiscal year end	9/30/2024	
2024-004									
	Finance	Cash Receipting	Receipts	Building Permit Receipts 9/9/2012 - 5/3/2019		5/3/2019	5 years after fiscal year end	9/30/2024	
2024-005									
	Finance	Cash Receipting	Bill Stubs	Cash Receipting Utility Bill Stubs - 4/12/2018 - 11/6/2018		11/6/2018	5 years after fiscal year end	9/30/2023	
	Finance	Cash Receipting	Receipts	2019 Boat Launch Permit Forms 12/1/2018 - 10/30/2019		10/30/2019	5 years	12/31/2024	
2024-006									
	Recreation and Community Events	Administration	Receipts	Cash Receipting Records FY2019		9/30/2019	5 years after fiscal year end	9/30/2024	
	Recreation and Community Events	Recreation	Recreation Program Records	Youth Soccer 2017-2018, Program Evaluation 9/2018, Swimming Lessons Summer 2018, Volleyball Open Gym 2017-2018, Youth Volleyball 2018, Adult Volleyball 2017-2018		12/31/2018	3 years	12/31/2021	

	Recreation and Community Events	Recreation	Playground Equipement	Stoddard Park Playground Equipment 9/2017	9/31/2017	5 years	12/31/2022
2024-007							
	Public Works	Streets Maintenance	Right-of-Way Permits	ROW #106700-106799	6/16/2011	10 Years	6/16/2021
	Public Works	Streets Maintenance	Right-of-Way Permits	ROW #106800-106834	3/25/2012	10 Years	3/25/2022
	Public Works	Streets Maintenance	Right-of-Way Permits	ROW #106835-106925	10/15/2014	10 Years	10/15/2024
2024-008							
	Community Services	Recreation	Recreation Game Schedules	Game schedules for City Athletic Programs Spring 2018-Fall 2019	11/1/2019	3 years	12/31/2022
		Recreation	Recreation Program Rosters	Athletic and Class Rosters Spring 2018-Fall 2019	11/1/2019	3 years	12/31/2022
		Recreation	Recreation Registration Forms	Registration forms for City Athletic and Special Interest Programs 2018-2019	12/2/2019	3 years	12/31/2022
		Recreation	Recreation Program Documents	Rules 2018-2019, Sponsorship Information 01-03-2018-12-28-2019, Check In & Check Out Equipment 08-2019, Sign in Sheets, 2019, Score Sheets 2018-2019, Tee Shirt Orders	12/28/2019	3 years	12/31/2022
		Recreation	Recreation Program Documents	Activity Guides 05-2019, Hayden's Got Talent 2019 Application, 06-15-2019	12/29/2019	3 years	12/31/2022
		Recreation	Parades	Hayden Days Parade 2019-Vendor Evaluation, Vendor Application, Sales Tax Declaration	7/27/2019	3 years	12/31/2022
		Recreation	Coach Applications	Coach Applications for All Sports 02-01-2018-12-20-2019	12/20/2019	3 years	12/31/2022
		Recreation	Facility Reservation Permit	Hayden Lake Marathon 2019-Permit App, Receipt and Calendars, Support Agreement, , Embrace Movie Night, Permit App, Loudspeaker Request 7-12-2019, 2019 National Night Out, Application, Loudspeaker 8-6-2019, Princess Pedalfest 8-3-19, Orphan Run Hope 4.5K, 10-05-2019, Spokane to Sandpoint Relay 8-18-2019	6/21/2018	3 years	12/31/2022
		Recreation	Facility Reservation Permit	Field Reservations 2019	9/24/2019	3 years	12/31/2022
		Recreation	Recreation Program Documents	Scholarships 2018-2019	8/27/2019	3 years	12/31/2022
		Recreation	Lifeguards	Incident Report	7/26/2019	5 years	12/31/2024
		Recreation	Program Reports	Credits and invoices	7/1382019	5 years	12/31/2024

- E. **ACTION ITEM** Resolution Affirming Final Completion and Acceptance of Infrastructure for the H-6 Sewer Basin Projects



Memo

To: Mayor and Hayden City Council

From: Alan Soderling, Public Works Director

Date: 03.10.2026

Agenda Item: Resolution affirming final completion and acceptance of infrastructure for the H-6 Sewer Basin Projects.

Agenda Item Location

New Business

Recommended Action or Motion

Motion: Move to adopt the resolution affirming the final completion and acceptance of infrastructure for the H-6 Sewer Basin Projects.

Functional Impact of Authorizing

Affirming the final completion and acceptance of infrastructure for the H-6 Sewer Basin Projects formally closes the projects, accepts the associated infrastructure, and sets in motion the administrative closure of the projects for final financial accounting, and inclusion in the City's asset inventory.

Functional Impact of Not Authorizing

Not affirming the final completion and acceptance of infrastructure may result in a less efficient closeout of these projects and a missed opportunity for a clear public record to guide future actions as well as provide a historical reference.

Fiscal Impact

This action has no fiscal impact.

Budget Funding Source

N/A

Attachments

Resolution affirming final completion and acceptance of infrastructure for H-6 Sewer Basin Projects

RESOLUTION NO. 2026- __

**A RESOLUTION OF THE CITY OF HAYDEN, KOOTENAI COUNTY, IDAHO
AFFIRMING FINAL COMPLETION AND ACCEPTANCE OF INFRASTRUCTURE
FOR THE H-6 SEWER BASIN PROJECTS**

WHEREAS, the City of Hayden’s 2020 Sewer Master Plan Update envisioned a series of projects (H-6 Sewer Basin Projects) that together would add the H-6 Sewer Basin to Hayden’s Sewer collection system; and

WHEREAS, the addition of the H-6 Sewer Basin relieves the H-2 Sewer Basin which was nearing capacity and is necessary to meet the growth demands and ensure adequate sewer collection capacity for the public; and

WHEREAS, the H-6 Sewer Basin Projects include the Ramsey Gravity Sewer Projects Phase I and II, the H-6 Lift station, the H-6 Force Main Project, and the Moonridge Force Main Project, which are identified as Capital Improvement Projects 1.06.1, 1.06.2, 1.06.3, 1.06.4, and 1.06.5 in the 2020 Sewer Master Plan Update; and

WHEREAS, these projects together establish the H-6 Sewer Basin and are each complete and operational; and

WHEREAS, the Ramsey Road Gravity Sewer Projects Phase I and II were awarded to MDM Construction Group, Inc.; and

WHEREAS, the H-6 Force Main Project was awarded to and constructed by Big Sky Corporation; and

WHEREAS, the H-6 Lift Station and Moonridge Force Main Project was awarded to and constructed by Simco Development Group; and

WHEREAS, MDM Construction Group, Inc., Big Sky Corporation, and Simco Development Group each successfully completed all contract construction requirements, provided all required lien releases and warranties from subcontractors, and provided the required lien waivers and warranties to the City; and

WHEREAS, the City affirms that the infrastructure constructed by MDM Construction Group, Inc., Big Sky Corporation, and Simco Development Group for the H-6 Sewer Basin projects each meet the high standard required of public facilities.

NOW, THEREFORE, IT IS HEREBY RESOLVED that the City of Hayden affirms the completion of the H-6 Sewer Basin Projects; and

BE IT FURTHER RESOLVED that with warranties provided by the contractors, the City of Hayden accepts all infrastructure associated with the H-6 Sewer Basin Projects constructed by MDM Construction Group, Inc., Big Sky Corporation, and Simco Development Group.

PASSED AND ADOPTED on this _____ day of _____, 2026, by the following vote:

- AYE:
- NO:
- ABSENT:
- ABSTAIN:

Alan Davis, Mayor

ATTEST: _____
Abbi Sanchez, City Clerk

- F. Public Works Construction Season Presentation
- 6. **REPORTS**
 - A. City Administrator Report and Calendar Review

March 2026

March 2026							April 2026						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	5	6	7	1	2	3	4
8	9	10	11	12	13	14	12	13	14	15	16	17	18
15	16	17	18	19	20	21	19	20	21	22	23	24	25
22	23	24	25	26	27	28	26	27	28	29	30		
29	30	31											

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 1	2	3 1:00pm Public Safety Commission	4	5 4:00pm Veterans Commission	6 11:00am City Council Special Meeting	7
8	9 5:00pm Planning and Zoning Meeting - Event	10 5:00pm City Council Meeting (City Hall Council Chambers)	11 3:00pm Arts Commission	12 11:00am Historic Preservation Commission Meeting	13	14
15	16 5:30pm Planning and Zoning Commission (Council Chambers)	17	18 4:00pm Parks & Recreation Commission	19 4:00pm McIntire Park Open House	20	21
22	23	24 5:00pm City Council Meeting	25	26	27	28
29	30	31	Apr 1	2	3	4

April 2026

April 2026							May 2026						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11	3	4	5	6	7	8	9
12	13	14	15	16	17	18	10	11	12	13	14	15	16
19	20	21	22	23	24	25	17	18	19	20	21	22	23
26	27	28	29	30			24	25	26	27	28	29	30
							31						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 29	30	31	Apr 1	2 4:00pm Veterans Commission	3	4
5	6 5:30pm Planning and Zoning Commission (Council Chambers)	7	8 3:00pm Arts Commission	9 11:00am Historic Preservation Commission Meeting	10	11
12	13	14 5:00pm City Council Meeting (City Hall Council Chambers)	15 4:00pm Parks & Recreation Commission	16	17	18
19	20 5:30pm Planning and Zoning Commission (Council Chambers)	21	22	23	24	25
26	27	28 5:00pm City Council Meeting	29	30	May 1	2

- B. Law Enforcement
- C. Mayor/Council
- 7. **REQUEST FOR FUTURE AGENDA ITEMS**
- 8. **EXECUTIVE SESSION ACTION ITEM** *(Action will be taken to enter and exit Executive Session. No action will be taken during the Executive Session)*
 - A. Idaho Code 74-206(1)(c) To acquire an interest in real property which is not owned by a public agency
 - B. Idaho Code 74-206(1)(f) To communicate with legal counsel for the public agency to discuss the legal ramifications of and legal options for pending litigation, or controversies not yet being litigated but imminently likely to be litigated.
- 9. **ADJOURNMENT**