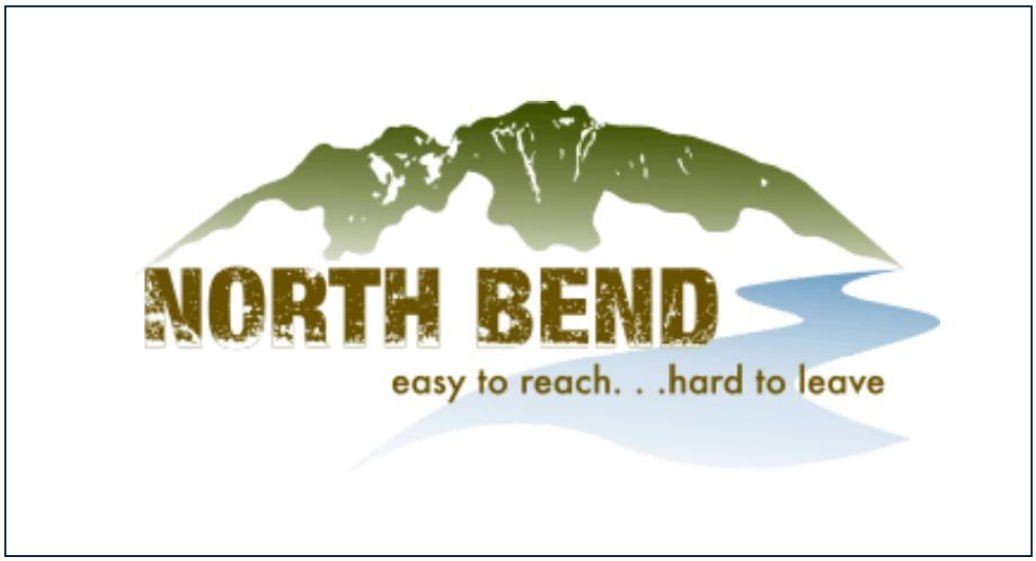
CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC

POLICE SERVICES DELIVERY STUDY

NORTH BEND, WASHINGTON



CPSM®

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ICMA

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

THE ASSOCIATION & THE COMPANY JANUARY 2025

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).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to provide the City of North Bend, Washington, with a *Police Services Delivery Study*. The study scope included examining the pros and cons of the three options of policing that are available to the City of North Bend. These are:

- Create its own police department.
- Continue contracting with the City of Snoqualmie for police services.
- Enter into a new contract with the King County Sheriff's Office for police services.

Background

The City of North Bend currently has a contractual agreement with the City of Snoqualmie to provide police services. This agreement has been in place for approximately a decade and ends with the start of 2025. Prior to the agreement with the City of Snoqualmie, the city had a contractual agreement with the King County Sheriff's Office; however, the citizens of North Bend and the North Bend City Council expressed concerns over slow response times and the lack of predictability in the amount paid for policing services.

It is to be understood that the City of North Bend is not looking to start its own police department because it is unhappy with the service provided by the Snoqualmie Police Department. Rather, it is because future projected contractual costs with the City of Snoqualmie have become unsustainable for the city.

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 Snoqualmie Police Department and City of North Bend, on-site observations of the policing environment, data analysis, and the development of alternatives and recommendations. Much of our engagement was with the Snoqaulmie Police Department to understand how costs are determined and how policing is delivered to the City of North Bend.

It is our understanding that current police services are funded through the City of North Bend's General Fund. Although our consultants were aware of the costs of the two contract proposals presented to the city from the City of Snoqualmie and King County we did not go about this project with the mindset of creating a police force that could operate within the contract proposals' figures. Rather, we built a proposed agency based on workload and the staffing we would normally see in a similar community to provide an appropriate level of service for the policing demands created in the community. Additionally, many of our budget estimates provided in this report most likely are higher for a number of reasons. For those reasons, our overall cost estimate for the operation of a stand-alone department is higher than the current amount paid to Snoqualmie PD. However, we caution that many of the line-item estimates could be reduced significantly based on managerial decisions associated with employee compensation and benefits and fleet and equipment management.

The three areas of this report examined by CPSM to determine the police delivery model are, (1) cost estimates and factors associated with starting a police department the size recommended by this report, (2) the annual estimated costs of operating a police department of the size recommended by this report, and (3) the pros and cons of each option for policing the City of North Bend. While our analysis covered all aspects of a department's operations, particular areas of focus of this study included identifying start-up costs appropriate staffing for a proposed department, given the workload, community demographics, and crime levels, and annual costs to operate a police department of the size recommended in this study. The study also examined the pros and cons of the three options of policing that are available to the City of North Bend.

CREATING A NORTH BEND POLICE DEPARTMENT

Starting a police department is a complex and expensive undertaking; it is definitely complicated whether the city employs just one officer or a chief and many officers. It also must be understood that starting a police department is a time-consuming task and the planning and transition can easily take one, and likely two years, or more. Important questions to consider are whether the city will be able to attract a highly qualified chief and highly qualified police personnel to work in the city, and what benefits the city will be able to offer to encourage police personnel to stay with the department. The city must also understand that if it undertakes the start-up of a police department there are hundreds of details that must be addressed during the transition to and the beginning of operations of the new department.

There is obviously more to starting a police department than just the hiring of personnel, putting them in police cars with "*North Bend Police*" emblazoned on the doors, and sending them forth to begin to protect the community.

The following areas must be addressed and be in place before the first call can be handled by a new police department. However, the order in which they are undertaken will not be the same for every department.

- Personnel must be hired (the Police Chief should be the first person hired for the new police department).
- Ensuring there is a department policy in place governing how the personnel should do their jobs.
- Training of the new personnel, and a strategic plan to ensure ongoing mandated professional training and development is conducted.
- Equipment to outfit the department's personnel (uniforms, weapons, radios etc.)
- A police department facility.
- Police vehicles to meet the department's needs.
- A records management system (RMS).
- A communication system for dispatching of calls.
- The arrangement for receiving 911 calls.
- Technology and equipment required for modern policing (radios, body-worn cameras, computers, etc.) and the annual costs associated with them.

Estimated Start-up Costs

The following table lists the estimated costs that CPSM believes would be incurred by the City of North Bend if the city were to choose to start its own police department. (All of these costs are explained in more detail in the body of the report.)

TABLE 1-1: Estimated Start-up Costs for a North Bend Police Department

Item	Approximate One-Time Costs
Police Facility	**UNKNOWN**
*CAD/RMS	0 to $500,000
**Dispatch	0 to $500,000
Equipment	$220,000
Hiring/Training of Personnel	$600,000 to $900,000
Vehicle Purchase	$280,000
Information Technology	$70,000
Misc. Operating Expenses	$100,000
***Total	Up to $2,570,550

Notes: *This cost would be eliminated if North Bend continued with Issaquah PD.
**This cost would be eliminated if North Bend continued with Issaquah PD.
***Total does not include Unknown facility costs.

Proposed Staffing for the City of North Bend Police Department

The following organizational chart and table will provide the North Bend community with a realistic representation of what would be required to operate a police force if the city chooses to move away from the current model of police services provided by the Snoqualmie Police Department. Although there are several models and variations of how to structure a modern police force, the following model is based upon CPSM's experience in evaluating effective and efficient police departments nationwide. (All of the positions identified are explained in detail in the body of the report.)

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FIGURE 1-1: Organization Chart for a North Bend Police Department

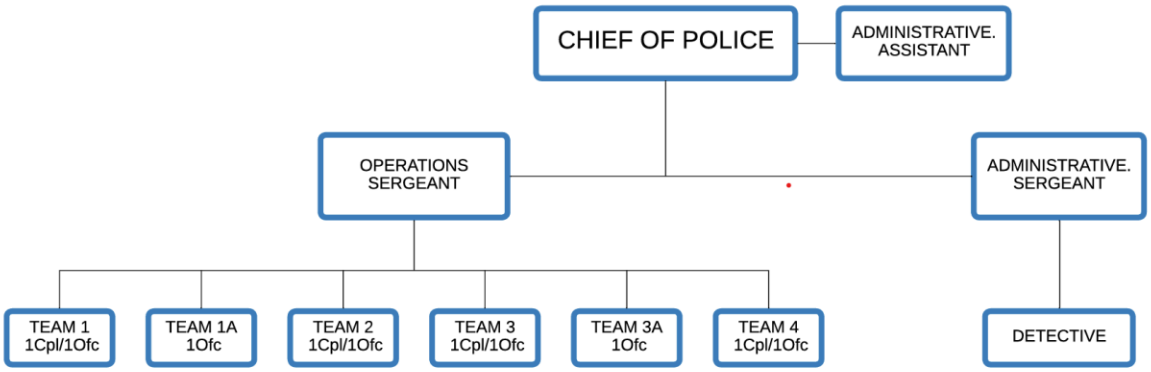

TABLE 1-2: Personnel Summary for a North Bend Police Department

Position Title	Recommended
Police Chief	1
Sergeant (or Lt.)	2
Corporal	4
Police Officer	8
Detective	1
Sworn Total	**16**
Administrative Assistant	1
Civilian Total	**1**
Department Total	**17**

Annual Estimated Costs for the Operation of the North Bend Police Department

There are two primary components of what the estimated costs would be to operate a police department, namely, personnel costs and operational costs. The following two tables show the annual estimated costs for personnel, and the annual estimated costs for operation.

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TABLE 1-3: Estimated Annual Personnel Costs

Position	Recommended Annual Salary Totals	Recommended Annual Salary with Overtime Totals	Recommended Benefits as % of Monthly Salary	Recommended Annual Salary, Benefits, and Overtime Costs
Chief of Police	$189,168	$189,168	$75,667	$264,835
Sergeants	$293,976	$440,976	$117,590	$558,566
Corporals & Detective	$882,720	$1,324,080	$353,088	$1,677,168
Police Officers	$985,440	$1,478,208	$394,176	$1,872,384
Admin. Assistant	$85,032	$127,548	$34,012	$161,560
Approximate Annual Personnel Costs				**$4,534,513**

Notes:
-Overtime is based on 1.5 times base monthly salary.
-Benefits are presented as a percentage of the base monthly salary, before overtime.
-Salary for the Chief Position is recommended at the same level as other City Directors (Finance, Administrative Services, Community and Economic Development, Public Works).
-40% premium for benefits is an educated guess. North Bend Human Resources is in process of reaching out to neighboring communities with a police department to inquire as to their experience.

TABLE 1-4: Estimated Annual Operational Costs

Item	Approximate Costs
Police Facility	**UNKNOWN**
CAD/RMS/Dispatch	330,000
Equipment	65,000
Training of Personnel	40,000
Fleet	203,000
Information Technology	35,000
Misc. Operating Expenses	100,000
Policy Service	12,000
Total	**Minimum of $785,000**

As can be seen from the two tables show above, operating a police department by the City of North Bend would most likely exceed the costs of contracting with the City of Snoqualmie, and would be close to the contractual costs offered by King County Sheriff's Office.

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PROS AND CONS OF THE THREE POLICE SERVICE MODELS

Each of the three policing models comes with pros and cons, whether it is the City of North Bend choosing to start its own police department, or contracting with the City of Snoqualmie for police services, or contracting with the King County Sheriff's Office. CPSM has attempted to identify the principal pros and cons of each policing model. These are listed here.

TABLE 1-5: Pros and Cons of the Three Police Service Models

	Option1: Create Own Department	Option 2: Continue contracting with Snoqualmie	Option 3: Contract with KCSO
Pros	■ Control over budget. ■ Control over services. ■ Control over personnel. ■ Control over hiring Police Chief.	■ Issues related to management, operations, training, litigation, and fleet maintenance and replacement are responsibility of the City of Snoqualmie. ■ Services provided to City of North Bend will be largely insulated from departmental operational issues.	■ Issues related to management, operations, training, litigation, and fleet maintenance and replacement are responsibility of the County. ■ Services provided to City of North Bend will be largely insulated from departmental operational issues.
Cons	■ Creation of new department will likely create the single largest department of the city. ■ Managing personnel, operational, technology, training issues. ■ Managing vacancy and overtime issues. ■ Managing any litigation arising out of department personnel actions. ■ Purchasing and maintaining police vehicle fleet. ■ Vacancies may have a disproportionate impact on operations.	■ No control over budget, services, or personnel decisions. ■ Subject to potential variations in cost of service delivery.	■ No control over budget, services, or personnel decisions. ■ Subject to potential variations in cost of service delivery.

	Option1: Create Own Department	Option 2: Continue contracting with Snoqualmie	Option 3: Contract with KCSO
	■ Dispatch services will be required (in-house or via contract).		
Level of Service	■ Two officers on patrol at all times.	■ Subject to negotiation.	■ Subject to negotiation.
FTEs	■ 17 FTEs.	■ Subject to negotiation.	■ Subject to negotiation.
Annual Cost	■ Approximately $5.6 million (personnel and operating).	■ Subject to negotiation.	■ Subject to negotiation.
One-time Facility Costs	■ Unknown.	■ None.	■ None.

CONCLUSION

Based upon CPSM's comprehensive assessment of the North Bend community and policing dynamics, we believe that the community now has a clear understanding of the start-up and annual costs involved in establishing a city police department. However, we caution that a reasonably staffed local police force may not provide the same level of operational capacity as the current service provider, the Snoqualmie Police Department, or a larger provider such as The King County Sheriff's Office.

In determining the best approach for providing police services in North Bend, CPSM offers the following key public policy questions for the City Council to consider:

1. How important is local control to the City Council, and to the city's residents and businesses?
2. What is the preferred level of policing service that is acceptable to the city (i.e., one or two patrol officers in the city at all times)?
3. How important is it that patrol officers are also a part of the local community?
4. Which policing services model best meets the previous policy objectives?
5. What can the community afford to pay for local policing services?
    a. Are there existing non-policing city services that the community is willing to reduce or forego?
    b. Services provided by the City of North Bend are not as easily scalable as they may be with a larger organization. Therefore, it is highly likely that reduction to existing non-policing city services will be minimal, and that net new revenue will be needed to pay for the cost of the selected policing services model. How will the city pay for the increased cost?

The answers to these questions will help shape the appropriate direction for the city and will inform the generation of the additional funding needed to support the chosen option.

Throughout this report, we aim to offer insight into the potential structure of a proposed department, highlighting both the strengths and challenges of operating a modern police force. We hope that all stakeholders will use the information in this report constructively to make well-informed decisions that benefit the community.

In closing, we would like to express our appreciation to North Bend Interim City Administrator, Bob Larson; Administrative Services Director, Lisa Escobar; Finance Director, Martin Chaw, and Snoqualmie Police Chief, Brian Lynch, and his staff, for their assistance in this project.

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SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous data sources to support our conclusions and recommendations for the proposed North Bend 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 Snoqualmie Police Department's computer-aided dispatch (CAD) system for information on calls for service (CFS).

All data, analysis, and recommendations, especially for patrol operations, are based upon CPSM's examination of 5,237 CAD events during the period of October 1, 2023, through September 31, 2024, received from the Snoqualmie Police Department's computer-aided dispatch system.

Interviews

This study relied extensively on intensive interviews with key personnel from the Snoqualmie Police Department and representatives from North Bend. Remote (Zoom meetings), on-site, and in-person interviews were conducted with people in the police department and the city.

Document Review

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

On-Site Observations

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

Staffing Analysis

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

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SECTION 3. COMMUNITY OVERVIEW

North Bend, Washington, is a charming small town nestled in the Snoqualmie Valley, surrounded by the breathtaking Cascade Mountains. Located just 25 miles east of Seattle, it offers residents and visitors a serene retreat from the bustling city life while still being within easy reach of urban amenities. Known for its picturesque landscapes, North Bend sits at the foot of Mount Si, a popular hiking destination, and is flanked by the Snoqualmie River, which adds to the town's natural beauty. The town has long been a gateway to outdoor adventure, with countless opportunities for hiking, fishing, camping, and exploring the nearby Snoqualmie Falls.

Today, North Bend is a growing community with a mix of long-time residents, outdoor enthusiasts, and families seeking a quieter lifestyle. The town offers a variety of small businesses, restaurants, and shops, and it continues to attract visitors thanks to its scenic beauty and proximity to outdoor recreational areas. North Bend has also become a sought-after location for those commuting to Seattle or the Eastside, with a rising number of housing developments. Despite its growth, North Bend maintains a tight-knit, small-town feel, making it an ideal place for those looking to enjoy a blend of natural beauty, history, and a slower pace of life while still having access to the conveniences of a larger city.

As of the most recent data from the Washington State Office of Financial Management, the population of North Bend is approximately 8,460 people,. The city has a relatively young and family-oriented demographic, with a median age in the mid-30s. The population is predominantly White, with smaller percentages of Hispanic, Asian, and Native American residents. North Bend's growing community reflects a mix of long-term locals and newcomers drawn to the area's scenic beauty, outdoor recreational opportunities, and small-town charm. The median household income is higher than the state average, with many residents employed in professions in the nearby cities of Seattle or Bellevue.

The following table offers a demographic profile of the city as provided by U.S. Census and the Washington State OFM.

TABLE 3-1: Demographic Profile of the City of North Bend

Measure	North Bend
Population (Est. 2023)	8,460
White Alone	71%
Black or African American	0%
American Indian	2.0%
Asian Alone	6.0%
Two or More Races	8.0%
Hispanic or Latino	12.0%
Owner Occupied Housing	73.0%
Housing – Med. Value	$870,500
Housing – Med. Mo. Rent	$1,716
Bachelor's Degree or Higher	56.0%
Med. Household Income	$171,078
Per Capita Income	$72,456

North Bend operates under a mayor-council form of government. Police services are provided through the Snoqualmie Police Department; however, in the past, the city has also contracted with the King County Sheriff's Office to provide police services.

CRIME RATES

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Snoqualmie Police Department. The tables and figures include the most recent information that is publicly available.

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

The following table compares North Bend's crime rates to other jurisdictions in Washington. Table 3-3 compares the city's crime rates (per 100,000) to the state's and the nation's rates. The overall crime rate in North Bend is higher than the overall rate in the State of Washington, although the property crime rate is higher. The violent crime rate in the city is much lower than the rate in both the state and nation.

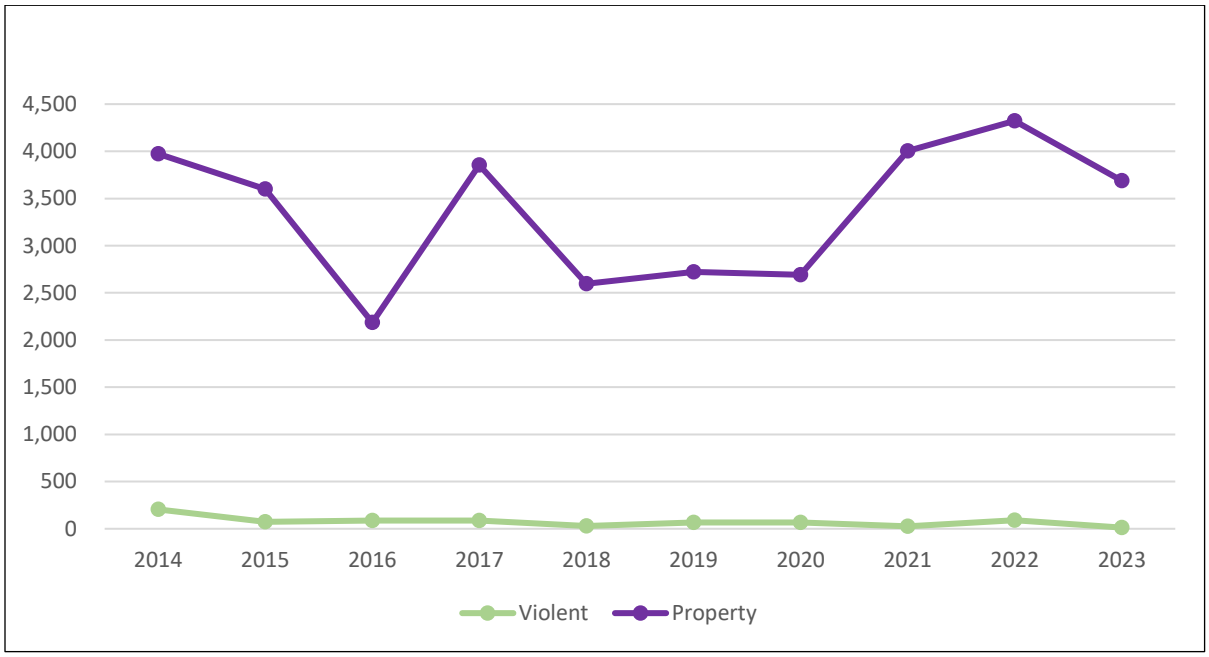
TABLE 3-2: Reported Crime Rates in 2022 and 2023, by City

Municipality	State	2022				2023			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Chehalis	WA	7,870	305	6,836	7,141	7,728	323	5,461	5,784
Fircrest	WA	7,047	170	2,171	2,341	6,916	333	2,010	2,342
Gig Harbor	WA	12,301	244	6,065	6,308	12,693	244	3,585	3,829
Milton	WA	9,113	439	3,939	4,378	8,802	307	4,215	4,522
Normandy Park	WA	6,519	92	1,948	2,040	6,532	92	1,562	1,653
Pacific	WA	6,966	230	2,885	3,115	6,917	361	2,385	2,747
Port Townsend	WA	10,452	182	1,387	1,569	10,496	181	1,429	1,610
Selah	WA	8,258	121	2,204	2,325	8,726	138	1,352	1,490
Snoqualmie	WA	13,523	7	2,411	2,418	13,397	15	1,314	1,329
Stanwood	WA	9,132	77	1,347	1,424	9,361	150	1,207	1,357
Steilacoom	WA	6,690	75	1,360	1,435	6,615	181	1,300	1,481
Toppenish	WA	8,717	872	7,445	8,317	8,645	613	5,726	6,339
Union Gap	WA	6,514	368	7,875	8,244	6,464	186	6,884	7,070
North Bend	**WA**	**7,889**	**89**	**4,322**	**4,411**	**8,110**	**12**	**3,687**	**3,699**
Washington		**7,785,786**	**376**	**3,356**	**3,732**	**7,812,880**	**357**	**2,887**	**3,244**
National		**333,287,557**	**377**	**1,974**	**2,351**	**334,914,895**	**364**	**1,917**	**2,281**

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

The following figure shows a four-year trend in property (purple) and violent (green) crime rates in North Bend. The property crime rate rose after COVID (2020) then began to decline in 2023. The violent crime trend line has remained mostly static and very low; it dropped considerably in 2023.

FIGURE 3-1: Reported North Bend Violent and Property Crime Rates, by Year



The following figure shows the overall crime rate in North Bend in relation to the State of Washington. In 2019, North Bend for the most part had a lower reported crime rate than the state; in 2020, that changed and the North Bend overall rate is now above the state rate.

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

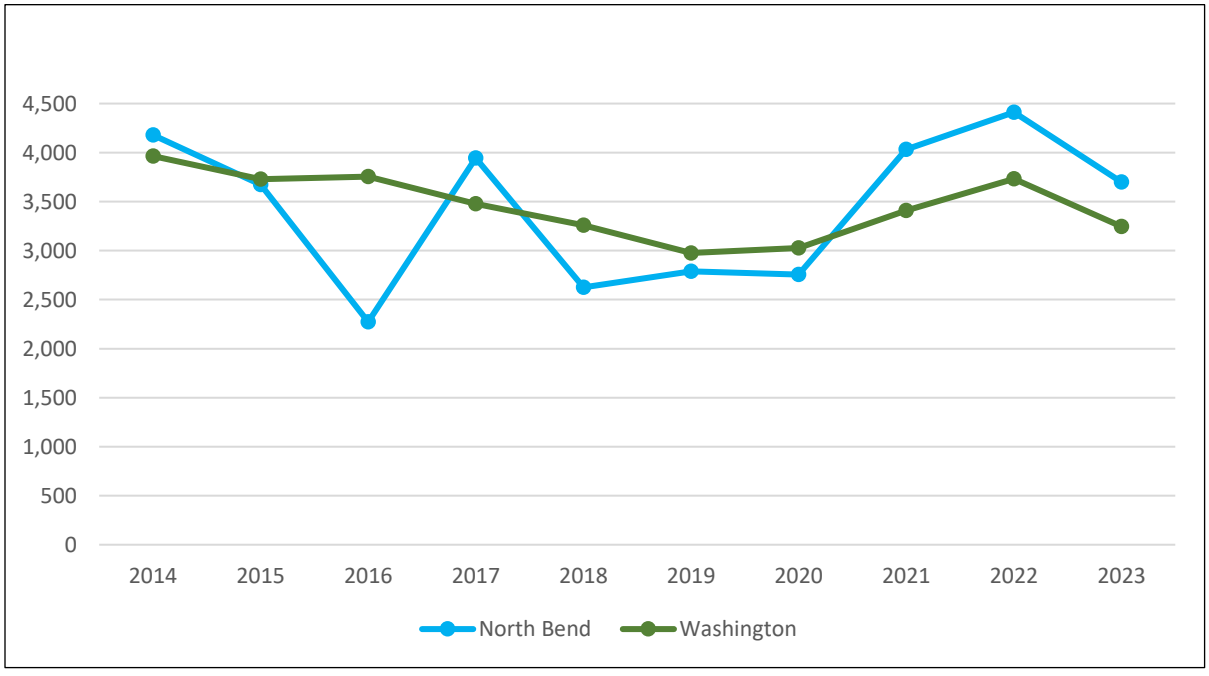


TABLE 3-3: Reported North Bend, Washington, and National Crime Rates, by Year

Year	North Bend				Washington				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2014	6,340	205	3,975	4,180	7,106,083	281	3,683	3,964	318,857,056	364	2,589	2,953
2015	6,779	74	3,599	3,673	7,216,688	281	3,449	3,730	321,418,820	372	2,481	2,854
2016	6,863	87	2,186	2,273	7,331,183	299	3,454	3,753	323,127,513	387	2,459	2,846
2017	6,898	87	3,856	3,943	7,405,743	305	3,174	3,478	325,719,178	377	2,361	2,738
2018	6,971	29	2,596	2,625	7,535,591	312	2,946	3,258	327,167,434	371	2,245	2,616
2019	7,314	68	2,721	2,789	7,614,893	294	2,682	2,976	328,239,355	364	2,132	2,497
2020	7,620	66	2,690	2,756	7,693,612	294	2,732	3,026	329,484,123	386	1,967	2,353
2021	7,790	26	4,005	4,031	7,700,987	372	3,036	3,408	331,894,354	361	1,793	2,154
2022	7,889	89	4,322	4,411	7,785,786	376	3,356	3,732	333,287,557	377	1,974	2,351
2023	8,110	12	3,687	3,699	7,812,880	357	2,887	3,244	334,914,895	364	1,917	2,281

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SECTION 4. LAW ENFORCEMENT IN NORTH BEND AND KING COUNTY

KING COUNTY OVERVIEW

King County's population was 2,269,675 in the 2020 census, making it the most populous county in Washington, and the twelfth-most populous in the United States. The county seat is Seattle, also the state's most populous city.

It is one of three Washington counties that are included in the Seattle – Tacoma – Bellevue metropolitan statistical area along with Snohomish County to the north and Pierce County to the south. About two-thirds of King County's population lives in Seattle's suburbs, which largely developed in the late 20th century and early 21st century as bedroom communities before becoming job centers for the technology industry.

According to the U.S. Census Bureau, the county has a total area of 2,307 square miles (5,980 km^2), of which 2,116 square miles (5,480 km^2) is land and 191 square miles (490 km^2) is water. The highest point in the county is Mount Daniel at 7,959 feet (2,426 meters) above sea level.

Along with unincorporated areas, the following cities comprise King County: Algona, Auburn (partial), Bellevue, Black Diamond, Bothell (partial), Burien, Carnation, Clyde Hill, Covington, Des Moines, Duvall, Enumclaw, Federal Way, Issaquah, Kenmore, Kent, Kirkland, Lake Forest Park, Maple Valley, Medina, Mercer Island, Milton (partial), Newcastle, Normandy Park, North Bend, Pacific (partial), Redmond, Renton, Sammamish, SeaTac, Seattle (county seat), Shoreline, Snoqualmie, Tukwila, and Woodinville.

LAW ENFORCEMENT SERVICES IN NORTH BEND

The Snoqualmie Police Department has provided contracted police services to the City of North Bend since September 2012. Prior to 2012, North Bend had contracted with the King County Sheriff's Office for police services. Most believe that both cities have benefitted from the contractual agreement between the City of Snoqualmie and the City of North Bend because funding from the agreement with North Bend provides additional revenue and depth of police officers to cover shifts and respond to critical calls for service. This results in a synergetic relationship resulting in a higher level of police services to North Bend while also giving additional officers to respond to calls for service in Snoqualmie.

As mentioned above, prior to contracting with the City of Snoqualmie for police services, North Bend contracted with the King County Sheriff's Office for police services; however, the citizens of North Bend and the North Bend City Council expressed concerns over slow response times and the lack of predictability in the amount paid for policing services.

The current contract between the City of Snoqualmie and the City of North Bend is scheduled to expire on December 31, 2024. Under this contract, in 2024, North Bend paid Snoqualmie $2,512,559 for policing services. Based on North Bend's residential population of 8,264, this equates to $304 per resident. In an August 2024 letter from the City of Snoqualmie, Snoqualmie

proposed increasing the cost of the current policing services contract to more than $4.1 million, equating to $490 per resident.

Based on a survey of more than 20 police department budgets in surrounding communities, the cost of police services has a wide range:

- $259 per resident in the City of Maple Valley.
- $315 per resident in the City of Issaquah.
- $475 per resident in the City of Renton.
- $483 per resident in the City of Lynnwood.

SNOQUALMIE PD AND KING COUNTY SHERIFF'S OFFICE

Snoqualmie Police Department

The Snoqualmie Police Department provides law enforcement for the Cities of Snoqualmie and, under contract, to the City of North Bend, serving a combined residential population of approximately 22,000, as well as visitors and businesses. The department also provides public education on topics that support community safety, sponsors community events, and offers various youth programs.

For the past decade, the City of Snoqualmie has been consistently ranked one of the safest cities in Washington State, due in part to the Snoqualmie Police Department's longstanding motto, *No Call too Small,* and its commitment to community policing, which has fostered a high level of public trust and sustained a high quality of life.

The department is affectionately known by residents as 'SnoPo.' The Snoqualmie Police Department is committed to service, professionalism, teamwork, and making a positive impact at every opportunity.

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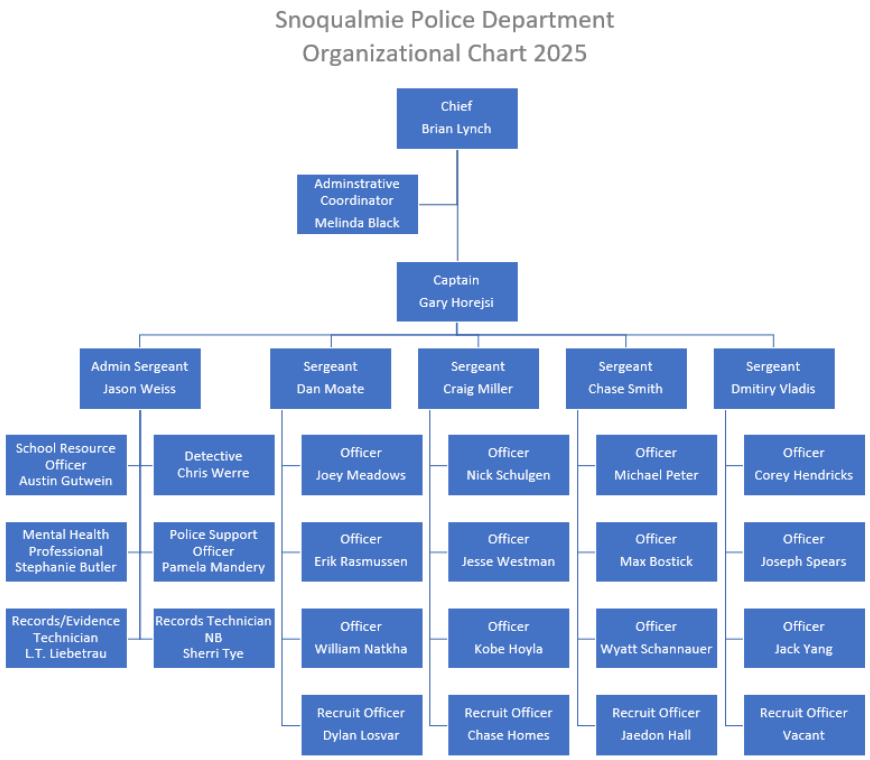
FIGURE 4-1: Snoqualmie Police Department Organizational Chart



The department is led by Police Chief Brian Lynch. Lynch has served as the Chief of Police since June 2023 and is also a North Bend resident. The department is comprised of 25 commissioned officers and four support members. The Snoqualmie Police Department provides several specialized services in addition to patrol, namely a detective, police support officer, school resource officer, K-9 officer, and a mental health professional. The police department is located at 34825 SE Douglas St., Snoqualmie.

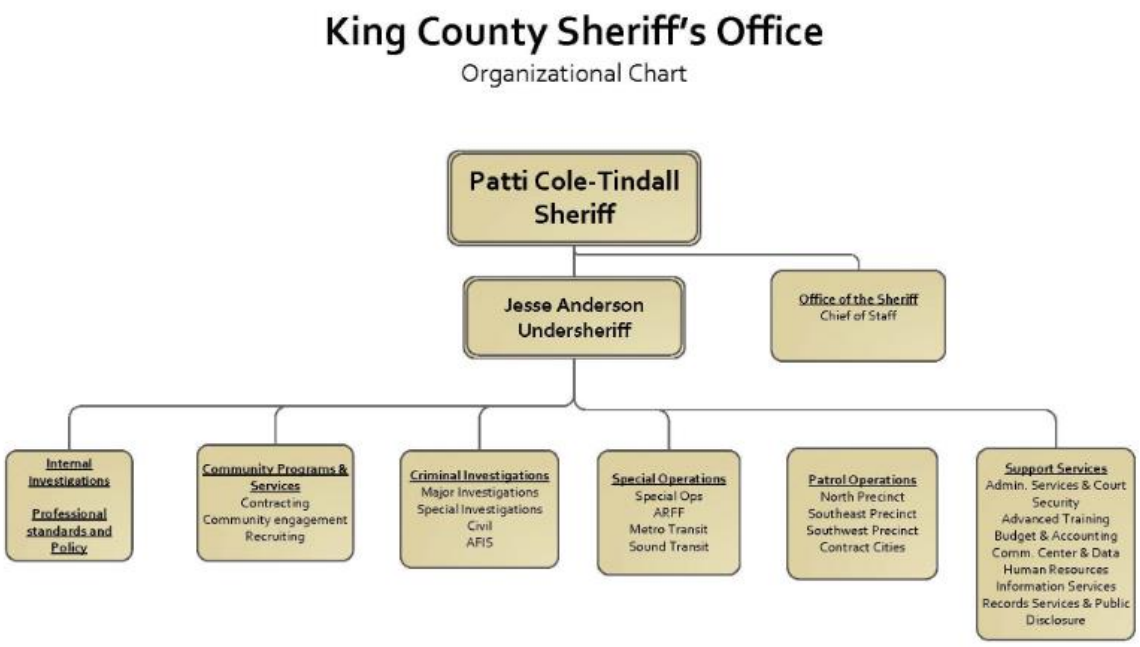
Snoqualmie PD also maintains proactive community policing and outreach programs such as National Night Out, Drug Take Back, and other associated community events.

King County Sheriff's Office

The department is led by Sheriff Patricial Cole-Tindall. The vision of the department is "*The King County Sheriff's Office is to be an innovative, trusted, and collaborative agency supporting safe, welcoming, and thriving communities.*" Sheriff Cole-Tindall expects everyone working at the Sheriff's Office to show both compassion and grace, while being held to the highest standards.

The department has more than 1,200 employees who serve the needs of more than a half million people in unincorporated areas and twelve contract cities. KCSO also provides policing for the Muckleshoot Tribe, Metro and Sound Transit, and the King County International Airport.

FIGURE 4-2: King County Sheriff's Office Organizational Chart



The following cities and public entities contract with the King County Sheriff's Office for police services: Carnation, Sammamish, Skykomish, Woodinville, Beaux Arts Village, Covington, Maple Valley, Muckleshoot Tribe, Newcastle, Burien, Kenmore, SeaTac, Shoreline, King County International Airport, King County Metro Transit, and Sound Transit. The office has three precincts: North Precinct 2-Sammamish, Southeast Precinct 3–Maple Valley, and Southwest Precinct 4–Burien.

Sheriff Cole-Tindal has stated, *"Our partnerships are an important and integral part of the King County Sheriff's Office. We value our contract partners. These relationships are crucial to protecting our residents and play an important role in our ability to offer a cost-effective variety of resources that we can tailor to each community's needs."*

Costs are determined in a number of ways, depending on what service is selected. The majority of shared service costs are determined by actual use of a service, while dedicated costs (such as a full-time deputy) are determined by that particular deputy's salary, benefits, etc. Centralized services and equipment items, such as employee payroll, are included as a cost per deputy. Cities retain full control of police resources and programs when partnering with the King County Sheriff's Office. City managers and city councils continue to set budget priorities for their police department, determine the police staffing count, and direct their city police chief in the implementation of the city's crime-fighting and community program goals.

Along with patrol operations, the Sheriff's Office also provides SWAT, air support, bomb disposal, crisis negotiation, K-9, search and rescue, a 911 communications center, and investigations.

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SECTION 5. NORTH BEND POLICE DEPARTMENT START-UP

STARTING A POLICE DEPARTMENT

Starting a police department is a complex and expensive undertaking; it is definitely complicated whether the city employs just one officer or a chief and many officers. It is to be understood that the City of North Bend is not looking to start its own police department because it is unhappy with the service provided by the Snoqualmie Police Department. Rather, it is because future projected contractual costs with the City of Snoqualmie have become unsustainable for the city.

It is important for elected officials to understand that taking responsibility for the actions of police officers carries the potential of costly liability. Beyond interactions of officers with citizens, liability can reach to the adequacy of their hiring, training, retention, and supervision, as well as to departmental policies.

It also must be understood that starting a police department is a time-consuming task and the planning and transition can easily take one, and likely two-years or more. Important questions to consider are whether the city will be able to attract a highly qualified chief and highly qualified police personnel to work in the city, and what benefits the city will be able to offer to encourage police personnel to stay with the department. The city must also understand that if it undertakes the start-up of a police department there are hundreds of details that must be addressed during the transition to and the beginning of operations of the new department.

There are certain areas that must be examined to make an informed decision on whether a city should start its own police department. These include:

- Satisfaction with current police services.
- Demand for police services (crime trends, calls for service).
- Plans and projections for future population growth.
- Changes in community needs, desires, expectations, and support for various options.
- Fiscal resources and the impact of funding a new department on other city services.
- Existing resources (e.g., facilities, vehicles) that might be made available to a new department.

There is obviously more to starting a police department than just the hiring of personnel, putting them in police cars with "*North Bend Police*" emblazoned on the doors, and sending them forth to begin to protect the community.

The following areas must be addressed and be in place before the first call can be handled by the new police department. However, the order in which they are undertaken will not be the same for every department.

- Personnel must be hired (the Police Chief should be the first person hired for the new police department).

- Labor contracts or agreements must be developed (personnel costs are the most significant part of a police department's budget).
- Ensuring there is a department policy in place governing how the personnel should do their jobs.
- Training of the new personnel, and a strategic plan to ensure ongoing mandated professional training and development is conducted.
- A police department facility.
- Police vehicles to meet the department's needs.
- A records management system (RMS).
- A communication system for dispatching of calls.
- The arrangement for receiving 911 calls.
- Technology and equipment required for modern policing (radios, body worn cameras, computers, etc.) and the annual costs associated with them.

APPROXIMATE START-UP COSTS FOR NORTH BEND POLICE DEPARTMENT

It must be noted that the costs noted in this report are estimations based upon costs in other jurisdictions, typical costs from vendors, and the knowledge of CPSM subject matter experts who are familiar with the costs when operating their own police agencies.

Police Facility

Development of a police facility involves costs that cannot be determined in this report. At the time of the project, there had been no location identified by the city in which to house a new North Bend Police Department. However, we know from experience this can be an expensive undertaking due to purchase, retrofitting, and operation of a building suitable to house police operations. ***Cost: Unknown.***

Computer-Aided Dispatch (CAD)/Records Management System (RMS)

A police department cannot operate or function without a CAD/RMS system. A CAD system is a software application that helps public safety agencies manage and dispatch resources for calls for service. It helps dispatchers prioritize calls and record incident details, such as the caller's location and nature of emergency. An RMS is a software application that helps public safety agencies manage and store records related to their operations. Essentially, it stores, retrieves, and archives records related to arrests, citations, warrants, incident reports, etc. Both are essential in a police department.

Currently, the Snoqualmie Police Department contracts with Issaquah Police Department (IPD) for its CAD/RMS systems. According to the SPD budget, the cost in 2024 for contracting with the IPD for these services is $350,000 for the City of Snoqualmie and $255,00 for the City of North Bend. It will be recommended that if the City of North Bend creates a police department it continue the relationship with IPD for dispatching and records management. In that case, there will be no start-up costs associated with this area of the department.

However, if North Bend does not want to continue the relationship with IPD, costs for both a CAD and RMS vary depending upon what level of applications it will be used for. A CAD/RMS system can cost anywhere from a few hundred thousand dollars to several million dollars, depending on the size of the agency, features needed, and the vendor chosen, with a typical starting point around $500,000 for a complete system including software, hardware, installation, and maintenance. For a city the size of North Bend, the cost would likely be, at a minimum $500,000. ***Cost: $0 to $500,000 plus.***

Communications

The Communications Center (Dispatch Center) is the nerve center and lifeline for any police department. It links the agency to the community and other law enforcement agencies in the county and region. Currently, dispatching responsibilities are handled by the Issaquah Police Department, which is a Public Safety Answering Point (PSAP).

If the City of North Bend were to start its own police department and cease having its law enforcement communication needs serviced by the Issaquah Police Department, an issue that would present itself would be if State of Washington allow the City of North Bend Police Department to become an additional PSAP. It is highly unlikely that the State of Washington would give North Bend a PSAP license, which would allow all 911 calls originating in North Bend to be routed to its own communications center.

There are only two options that CPSM believes are viable options for North Bend regarding its communication dispatching:

- **Option #1** – North Bend would create and operate its own communications center, at which point it would have to become a PSAP.
- **Option #2** – North Bend continues to have the Issaquah Police Department Communications Center provide communication services for the city.

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

Option #1 – Create a New City-Owned and Operated PSAP

Based upon the reasons that follow, CPSM believes that this is the least viable option of the two for North Bend since there are so many other elements of a police department that must be stood up for a new police department.

However, if the city were to choose to have its own communications and dispatch center, the city would need to find and develop building space to house a communications center, purchase and implement a computer-aided dispatch system (CAD) compatible with its current RMS, hire and train appropriate staffing and supervision for 24/7 operations, and purchase other equipment required for the operation of a communications center.

Aside from the considerable infrastructure start-up costs for a communications center, a major undertaking in starting a communications center is the hiring and training of personnel required to operate that communications center on a 24/7 basis. The hiring and training of communications personnel can take approximately three to six months for those persons to

become competent communications operators who can appropriately answer and dispatch emergency and non-emergency calls for service.

Since CPSM considers this the least viable option of the two, the exact start-up costs for the operation of a communications center are only estimated; however, with infrastructure costs, hiring and training, and other associated costs, it could easily eclipse $500,000. **Cost: One-time start-up costs of at least $500,000.**

Option #2 – Contract with IPD for continued PSAP

CPSM believes this is the most viable option if the city chooses to start its own police department. The Issaquah Police Department would continue answering and dispatching all 911 emergency calls and all non-emergency police-related calls originating from the City of North Bend.

If the City of North Bend were to allow Issaquah Police Department to continue to provide call taking and dispatching services, it relieves the City of North Bend the responsibility of having to create the infrastructure necessary for a communications center and would also relieve it of the responsibility of the hiring and training of communications supervisors and operators. **Cost: No start-up cost (only annual cost of approximately $255,000, which the city is already paying to SPD).**

Equipment

Providing good, serviceable equipment for the members of the department is critical and essential for them to perform their duties as police officers. The areas listed below are essential areas of equipment required for officers to provide safety and security to the citizens of the City of North Bend, and cost estimates are based on 17 sworn personnel. Almost all of these areas will also be discussed in the section of this report referencing Annual Operating Expenses.

Uniforms

Officers typically are issued four shirts (two short sleeve, two long sleeve). In recent years, many agencies have transitioned to a less formal daily working uniform that involves a utility-style uniform with a vest carrier-type system worn over the top of the uniform. Uniform costs vary depending on material and manufacture. Also included in this equipment section is duty gear such as gun belts, holsters, handcuffs, baton, etc. **Cost: Approximately $30,000.**

Ballistic Vests

A ballistic vest costs approximately $1,400. One is needed for every sworn employee personnel. **Cost: Approximately $20,000.**

Handguns/Long guns

Although prices vary depending upon make and model, one can assume a handgun will cost approximately $1,300 and a long gun will cost approximately $3,000. **Cost: Approximately $60,000.**

Electronic Control Devices (ECD)

ECDs (commonly called Tasers) are in use in most law enforcement agencies in the United States. There are vendors that offer packages with both ECDs and body-worn cameras, along with the necessary maintenance and digital storage, for a monthly subscription. This will be discussed in annual costs, but for the start-up there would only be the first month's subscription price of $100 per officer. **Cost: Approximately $1,400.**

Motorola Handheld Radios

These are the handheld radios used by officers when outside of their vehicles. They cost about $5,700 each. The department should have one reserve radio in the event one needs repair. **Cost: Approximately $85,500.**

Department Policy

A policy and procedure manual ensures that all department employees are working from the same rulebook. The policy manual guides all major decisions and actions employees need to take when conducting themselves in the community and workplace. The manual ensures that a high standard of professionalism is adhered to at all times. The most efficient and effective method of developing a policy and procedure manual is to purchase one that is already written, and reviewed by a legal staff for laws specific to the State of Washington. The policy can then be tailored to match the philosophies of policing in the City of North Bend. **Cost: Approximately $50,000.**

Hiring/Training of Personnel

When beginning a new police department, recruitment and hiring for sworn law enforcement positions and the necessary civilian positions involves considerable time and resources. In addition to the recruitment and hiring of the officers, there are the resources needed for training and certification of new personnel to meet professional standards and ensuring all department employees have the necessary experience, skills, and qualifications to do their jobs.

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

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

Given the constraints mentioned above, the city is faced with three options for hiring sufficient qualified personnel: (1) conduct an enhanced and aggressive effort to recruit new officers from the City of North Bend and the surrounding communities, (2) hire experienced and certified personnel from other law enforcement agencies, which would shorten training time and increase the experience level of the officers, and, finally, (3) hire new recruits from the Basic Law Enforcement Training Academies offered through community colleges. Note that hiring entry level officers will also require that they successfully pass field training to become certified police officers. The field training cycle usually consists of four and one-half months of intensive on-the-job training and periodic performance evaluations by senior officers specifically trained as training officers. **Cost: Approximately $600,000 to $900,000.**

Vehicles

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

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

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

Currently, the City of North Bend owns four vehicles in its fleet for use by the Snoqualmie Police Department. Should the City of North Bend terminate its contract with the City of Snoqualmie, the title and ownership of these vehicles would be returned to the City. These vehicles are Ford Explorers. All vehicles are fully equipped, marked patrol units.

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

Most agencies studied by CPSM utilize a take-home vehicle program. The benefit of having the program is that having such a benefit enables them to remain competitive in the recruitment market for new personnel, increases retention of tenured officers, and decreases maintenance costs of the fleet. Although CPSM would recommend the City of North Bend ultimately utilize a take-home car program in its police department, at start-up it does not make fiscal sense to add the additional costs for more vehicles. Obviously, the city could choose to implement a take-home program at a later time. ***CPSM recommends the City of North Bend does not utilize a take-home vehicle program during the start-up phase.***

Vehicle Procurement

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

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

Leasing

Several of the reasons why a department would consider leasing its vehicles are (1) leasing allows the police agency to better manage its budget and cash flow by have a predictable monthly payment, (2) a lease agreement might allow an agency to add more vehicles for the same price as outright buying fewer vehicles, (3) leasing can enable agencies to acquire newer

vehicles with the latest engineering changes and technology, and (4) the agency can take advantage of multiple resale channels for higher returns.

Purchasing

When purchasing police vehicles, the obvious advantage is that the city actually owns the vehicle. At the end of the vehicle's use, the city can sell it and put those funds toward the purchase of new vehicles. Most departments use a five-year or 100,000 mile replacement philosophy when purchasing vehicles. When the decision is made to purchase department vehicles as to leasing them, the city should also make the decision to implement a vehicle replacement fund as a line item in the annual budget. A vehicle replacement fund for police vehicles involves the funding and processes for replacing police vehicles when they reach the end of their useful life. The fund's purpose is to ensure that there are adequate funds available to purchase new vehicles and to stabilize budgeting for major purchases.

As mentioned, the city already owns four patrol vehicles that are used by SPD to patrol the City of North Bend. CPSM believes that four vehicles are not a sufficient number for a new department. **CPSM believes the department would need an additional two vehicles for patrol, plus another to have as a spare vehicle in case a vehicle would be out of service for an extended amount of time.** The city would also have to purchase an additional vehicle (marked or unmarked) for the Chief of Police. So, in total, the city would have to purchase four new police vehicles. Each vehicle has an average cost of $70,000 per vehicle.

CPSM recommends the city outright purchase the police department vehicles. **Cost: Approximately $280,000.**

Information Technology (IT)

Information technology (IT) has become an integral component of the operation of a law enforcement agency. Police agencies must have the best computer and information systems for officers to do their jobs effectively and efficiently. CPSM believes that the city would have to purchase ten computers, monitors, and the appropriate software. Five of those computers would be for the Chief, Sergeants, the administrative position, and the Detective. The remaining five computers would be for the report writing room and property room. An estimated cost for each laptop, monitor, and software would be approximately $4,000.

With the technology used by the department comes the need for an IT tech to handle issues that may arise with the systems. However, those costs can be shared with other city departments. Estimated shared costs would be approximately $30,000. **Cost: Approximately $70,000.**

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TABLE 5-1: Approximate Start-Up Costs for a North Bend Police Department

Item	Approximate One-Time Costs
Police Facility	**UNKNOWN**
*CAD/RMS	0 to $500,000
**Dispatch	0 to $500,000
Equipment	$220,000
Hiring/Training of Personnel	$600,000 to $900,00
Vehicle Purchase	$280,000
Information Technology	$70,000
Misc. Operating Expenses	$100,000
***Total	**Up to $2,570,550**

Notes: *This cost would be eliminated if North Bend continued with Issaquah PD.
**This cost would be eliminated if North Bend continued with Issaquah PD.
***Total does not include Unknown facility costs.

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SECTION 6. PROPOSED NORTH BEND POLICE DEPARTMENT PATROL AND INVESTIGATIONS

PATROL OPERATIONS

Patrol Workload Analysis

As the City of North Bend contemplates its future of policing and public safety in the community, it is essential to first understand the policing workload in the community. The City of North Bend receives police services through the Snoqualmie Police Department (SPD). SPD contracts with the Issaquah Police Department for dispatch services, meaning that all 911 calls from Snoqualmie and North Bend are routed to the Issaquah Police Department (IPD). IPD dispatchers, in turn, process those calls, assign the call's level of importance, and if appropriate, dispatch an SPD unit to handle the call. The data associated with managing those calls are stored with the IPD CAD system (computer-aided dispatch system), which is a shared platform among the agencies.

CPSM, as part of this project, engaged the Issaquah Police Department to receive call data from the department's CAD system. We limited our data request to workload (calls for service) in North Bend and not a complete workload profile for the Snoqualmie Police Department.

The following data is intended to outline the past and current workload in North Bend. However, the reader should keep in mind the following limitations of this data:

- This data is only a patrol-related workload, meaning the time that uniformed assets with SPD were occupied with the work generated within North Bend. It likely does not encompass all the investigative workload time not usually captured within a CAD system.
- This data is only as accurate as the work recorded by SPD officers. We know from experience that most agencies do not account for 100 percent of all the workload within the CAD system. Examples of data not captured may be:
  - If an officer handles a call that requires a police report to be written, it is not uncommon that the actual report will be written at a later time, often when that officer is showing "available" in CAD for a call.
  - SPD officers may have engaged in some administrative work for a North Bend-related matter but possibly did not record it as such on the CAD system.

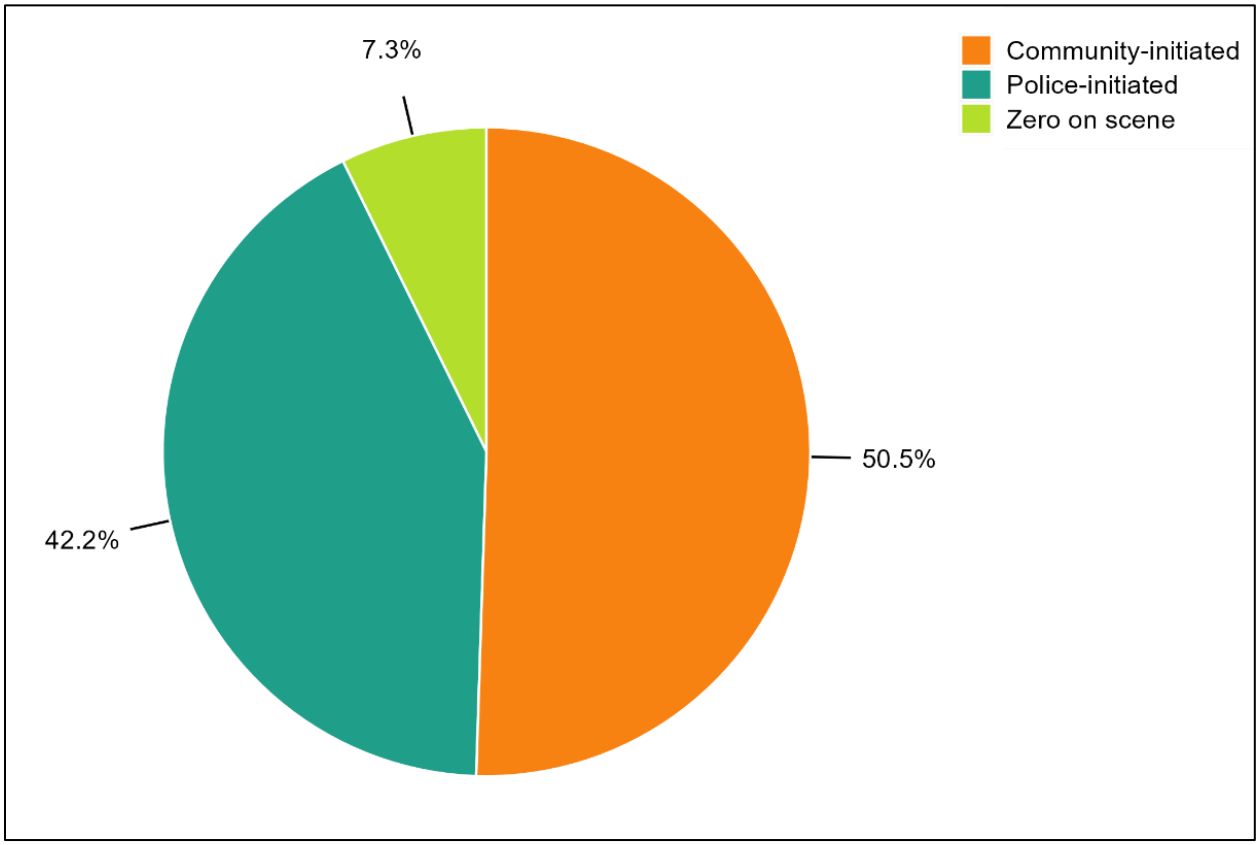
With the above-mentioned limitations noted, the reader should assume that the following data is the minimum recorded workload. We will cover additional workload considerations later in this report.

The Issaquah Police Department CAD system recorded 5,237 events in North Bend during a 12-month period from October 1, 2023, to September 30, 2024. These 5,237 events equate to an average 14.3 events per day. Events are CAD entries, including calls for service that appeared in the system and resulted in some type of work or action by SPD officers.

The following figure and table highlight whether those events were generated by the community (someone calling the police for assistance) or by an officer (self-initiated activity). 58 percent of the events (7.2 per day) were generated by the community while officers generated 42 percent

(6 per day). Approximately 7 percent of the events (1 per day) are classified as zero-on-scene. This is simply a term used to denote that the recorded time on that event was minimal and does not contribute to the workload. More on this later.

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



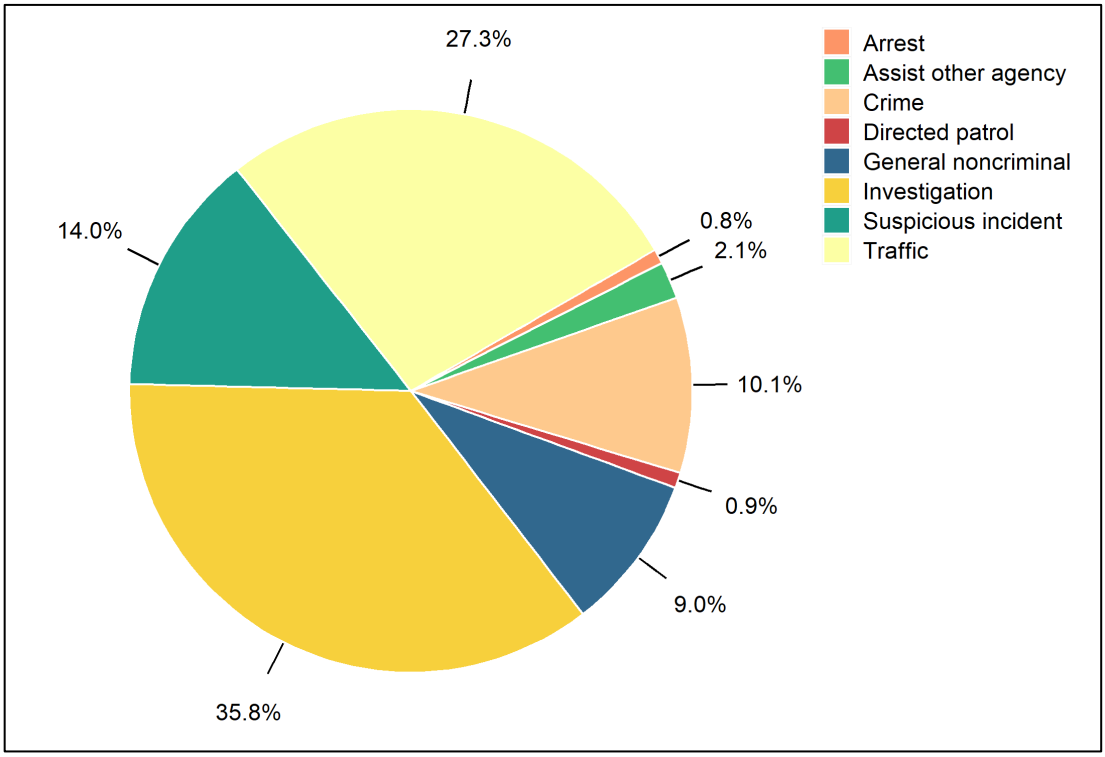
Note: Percentages are based on a total of 5,237 events.

TABLE 6-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	2,645	7.2
Police-initiated	2,209	6.0
Zero on scene	383	1.0
Total	**5,237**	**14.3**

The following figure further breaks down those events into different categories. The top three categories are investigations (36 percent), traffic-related matters (27 percent), and suspicious incidents (14 percent). The table that follows provides greater detail and the number of events per day in each category.

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



Note: The figure combines categories in the following table according to the description in Chart 11-1.

TABLE 6-2: Events per Day, by Category

Category	No. of Events	Events per Day
Traffic enforcement	1,303	3.6
Check/investigation	1,256	3.4
Suspicious person/vehicle	501	1.4
Miscellaneous	379	1.0
Follow up	378	1.0
Crime against property	305	0.8
Alarm	243	0.7
Disturbance	233	0.6
Crime against persons	223	0.6
Accident	125	0.3
Assist other agency	111	0.3
Juvenile	56	0.2
Directed patrol	46	0.1
Warrant/prisoner	44	0.1
Animal call	34	0.1
Total	**5,237**	**14.3**

The term "zero-on-scene" referenced above means that within the CAD system the entry showed an officer engaged for less than 30 seconds. This often happens when an officer notifies

dispatch that something has occurred but immediately clears the incident within CAD. It usually implies that more work happened, but it is not accurately captured in the system. Because those incidents are insignificant in measuring actual workload, we exclude them from measuring overall workload time. The following is a summary of the remaining events that we will now refer to as calls for service.

In total, 4,812 calls were recorded (13.1 per day), with the category breakdown recorded in the following table.

TABLE 6-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Traffic enforcement	1,252	3.4
Check/investigation	1,137	3.1
Suspicious person/vehicle	476	1.3
Miscellaneous	329	0.9
Follow up	326	0.9
Crime against property	293	0.8
Disturbance	226	0.6
Alarm	219	0.6
Crime against persons	208	0.6
Accident	120	0.3
Assist other agency	103	0.3
Juvenile	48	0.1
Warrant/prisoner	43	0.1
Animal call	32	0.1
Total	**4,812**	**13.1**

Note: The focus here is on recorded calls rather than recorded events.
We removed 383 events with zero time on scene and 42 patrol request events.

The following table highlights how the call load fluctuates throughout the year. This can be important as there is typically a fluctuation in workload based on season. In the case of North Bend, community-initiated calls were busiest during the peak summer months of August and September. February was the busiest month overall, but that was due to a significant increase in officer-initiated activity.

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

Initiator	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Community	7.1	6.1	6.4	7.6	7.5	6.2	6.1	7.3	7.5	7.5	8.2	9.0
Police	6.5	6.2	4.4	6.0	9.4	7.0	3.6	3.4	6.8	5.0	5.8	7.3
Total	**13.6**	**12.3**	**10.8**	**13.5**	**17.0**	**13.2**	**9.8**	**10.7**	**14.3**	**12.5**	**14.0**	**16.3**

The following table shows the daily calls in each category broken down by month. One will note that in February, the traffic enforcement number increased from the average, which explains the police-initiated workload number in the table above.

TABLE 6-5: Calls per Day, by Category and Month (June 2023 to May 2024)

Category	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	12 Month Average
Accident	0.3	0.4	0.3	0.5	0.5	0.2	0.3	0.2	0.3	0.4	0.4	0.4	0.275
Alarm	0.4	0.5	1.0	0.8	0.9	0.3	0.3	0.6	0.4	0.5	0.9	0.5	0.59
Animal call	0.1	0.1	0.1	0.0	0.0	0.1	0.1	0.1	0.1	0.3	0.1	0.1	0.1
Assist other agency	0.3	0.2	0.2	0.2	0.1	0.4	0.3	0.2	0.5	0.5	0.2	0.2	0.275
Check/investigation	3.1	2.7	2.5	4.0	4.1	3.3	2.0	2.2	3.0	2.7	3.5	4.2	3.10
Crime against persons	0.6	0.6	0.4	0.6	0.4	0.5	0.4	0.6	0.8	0.3	0.9	0.7	0.56
Crime against property	1.1	0.6	0.8	0.8	0.7	0.7	0.5	0.9	0.9	0.7	0.6	1.3	0.80
Disturbance	0.5	0.5	0.4	0.6	0.5	0.7	0.5	0.6	0.7	0.7	0.8	0.9	0.61
Follow-up	0.9	0.9	0.7	0.7	1.9	1.0	0.8	0.9	0.7	0.5	0.5	1.3	0.84
Juvenile	0.0	0.0	0.0	0.0	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.12
Miscellaneous	1.2	0.7	0.5	1.0	0.8	0.8	0.9	0.9	1.2	1.3	0.9	0.7	0.90
Suspicious person/vehicle	1.6	1.5	1.3	1.2	1.7	1.2	1.0	1.2	1.2	1.2	1.1	1.5	1.30
Traffic enforcement	3.1	3.5	2.4	3.1	5.2	3.7	2.4	1.9	4.4	3.3	4.0	4.2	3.43
Warrant/prisoner	0.2	0.1	0.2	0.2	0.1	0.2	0.0	0.1	0.0	0.1	0.1	0.1	0.11
Total	**13.6**	**12.3**	**10.8**	**13.5**	**17.0**	**13.2**	**9.8**	**10.7**	**14.3**	**12.5**	**14.0**	**16.3**	**13.16**

Note: Calculations were limited to calls rather than events.

Next, we will shift our attention from the number and types of calls that occur in North Bend and focus on the length of time that select call categories take to manage. The figure below highlights specific categories and the average time it occupies an SPD officer. As one can see, calls involving an arrest take the most time. This is common as arrestees sometimes require a medical check at a local medical facility, and the jail distance/booking process often takes an officer out of service for a considerable amount of time.

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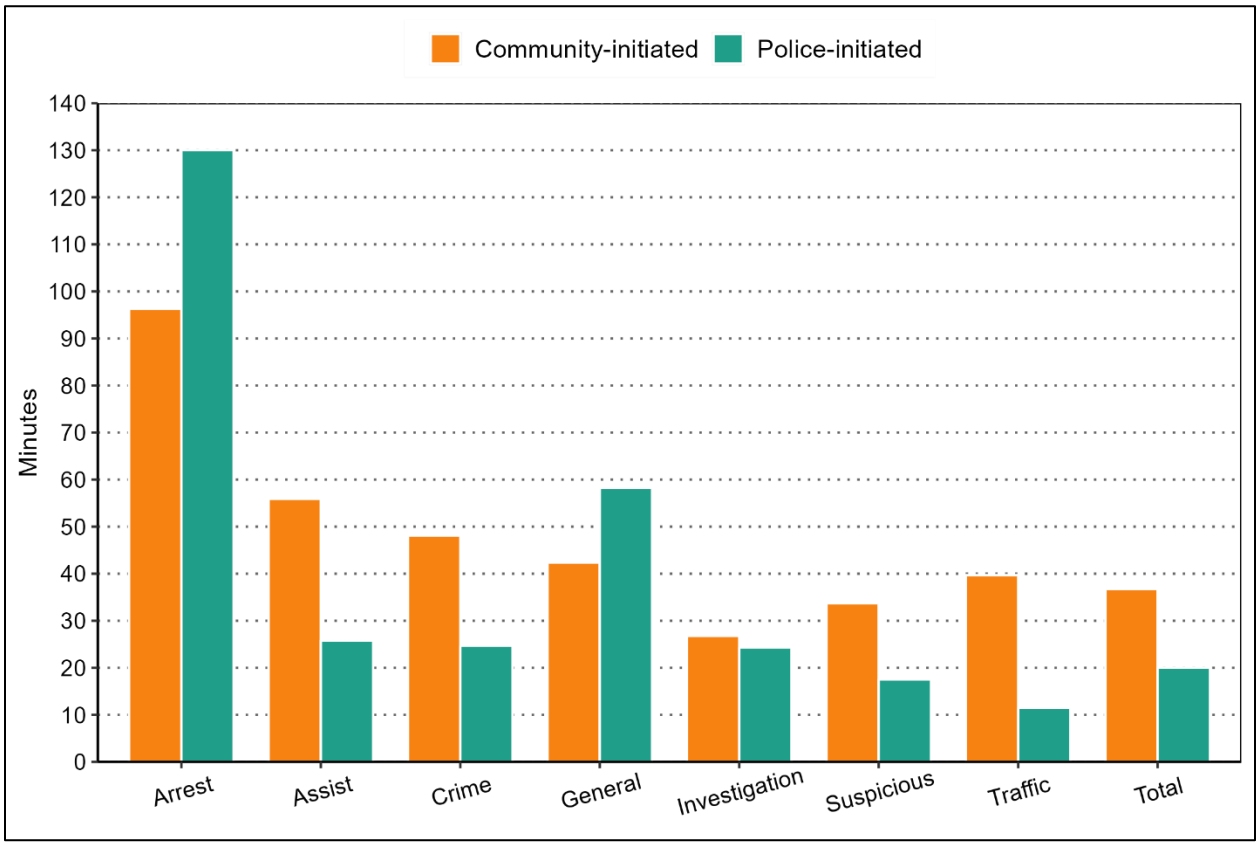
FIGURE 6-3: Primary Unit's Average Occupied Times, by Category and Initiator



The following table shows the average of each call category occupying the time of an SPD officer. The 'warrant-prisoner' (aka arrest) takes the most overall time for the above-mentioned reasons. Traffic enforcement incidents occupy an average of 11.4 minutes each time an officer-initiated incident occurred, but there were 1,056 individual calls recorded. In contrast, community-initiated assist other agencies calls took almost 56 minutes on average but only happened 75 times. An assist other agency call can include times when the fire department, King County Sheriff, or state police requested the assistance of SPD within North Bend. They are classified as community-initiated because they were initiated by the other agency and not by an SPD officer; the police-initiated column of the same calls would denote the number of times an SPD officer came across another officer and elected to stop to see if assistance were needed; that occurred 28 times for an average of 26 minutes each time.

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

Category	Community		Police	
	Minutes	Calls	Minutes	Calls
Check/investigation	32.0	445	17.2	692
Suspicious person/vehicle	31.8	330	17.5	146
Miscellaneous	45.6	274	64.3	55
Crime against property	43.5	273	18.8	20
Disturbance	36.6	221	18.3	5
Alarm	12.8	219	NA	0
Follow-up	30.3	211	66.8	115
Crime against persons	54.5	196	34.5	12
Traffic enforcement	34.1	196	11.4	1,056
Accident	49.3	114	27.4	6
Assist other agency	55.9	75	25.8	28
Juvenile	32.6	42	28.0	6
Animal call	25.6	29	8.3	3
Warrant/prisoner	96.3	14	130.0	29
Weighted Average/Total	**36.8**	**2,639**	**20.0**	**2,173**

Now, we will move to data showing how many units, on average, were required to manage certain call categories. *This is essential data for North Bend to consider when deciding what direction to take in the future of policing in the community*. Overall workload studies discussed later in this section will show that oftentimes, less than one officer may be required on average to manage the workload hours in the community. But most calls require more than one officer. Modern municipal policing emphasizes more than one officer for safety reasons. Aside from the commonsense reason that policing can be dynamic, and officers can be more successful in delivering service with greater capacity and greater safety, it should also be recognized that the sheer presence of law enforcement can be a deterrent. There is a belief that when police are compelled to take action that requires force, the force used is less when more officers are on the scene to control a violent or uncooperative subject. Officers who must manage those types of people while alone could be in a position where a higher level of force is required to control a subject or a situation. Aside from being more dangerous and potentially leading to officer injuries, there is a higher liability exposure for the department and the community as the level of force increases.

As the following figure shows, all call categories regardless of initiator required more than one officer on average.

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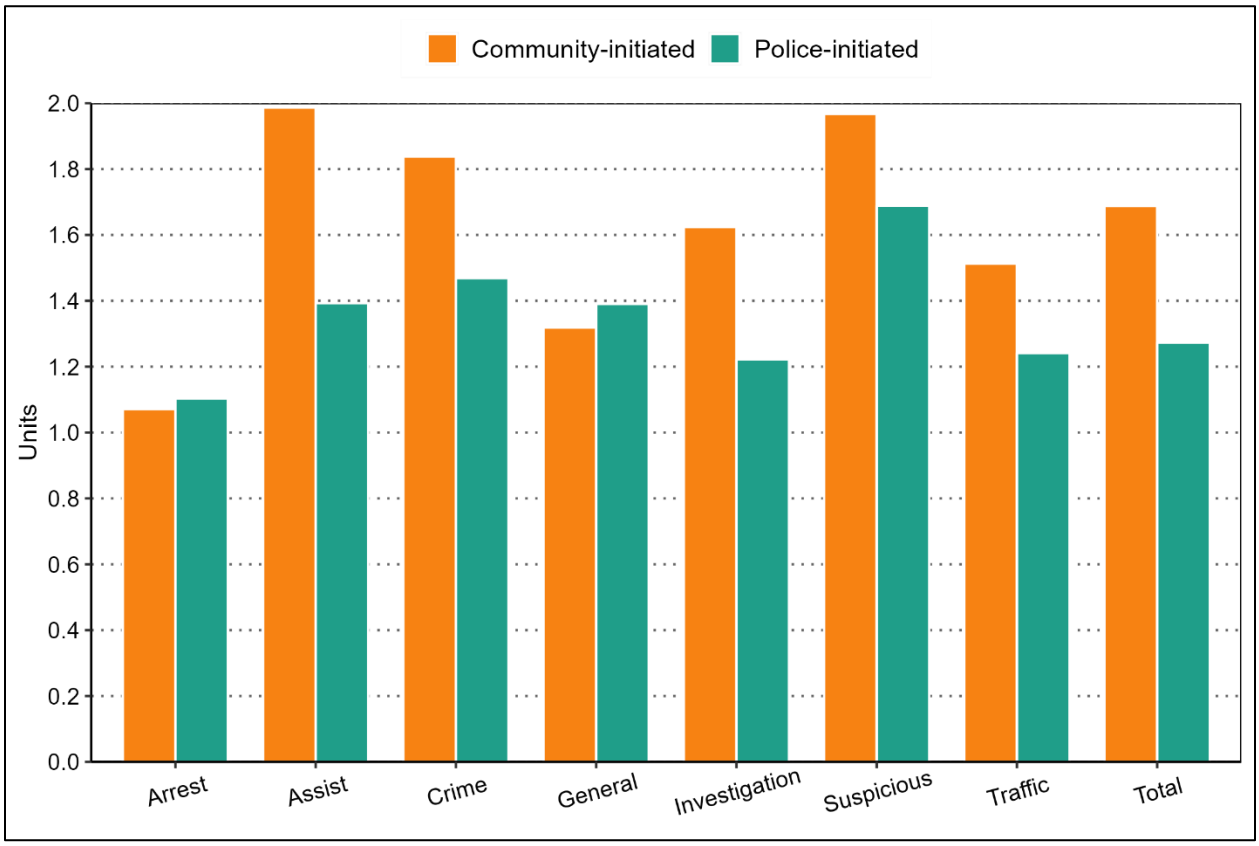
FIGURE 6-4: Number of Responding Units, by Initiator and Category



The following table shows each category and the average number of units required. More than two officers were needed for calls involving crimes against persons (i.e., assaults) as well as disturbance calls. In contrast, warrant/prisoner calls (i.e., transports) were almost exclusively done by one officer.

In comparison, larger agencies often use more officers on average for many of these call types. SPD is a relatively small agency with only three to four units available at any given time, limiting how many it can assign or use on a call. For SPD to exceed three to four units would require some level of mutual aid from neighboring law enforcement, and those requests must be limited to only the most necessary times for organizational efficiency and agency relationships.

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TABLE 6-7: Average Number of Responding Units, by Initiator and Category

Category	Community			Police		
	No. of Units	Calls	Percent	No. of Units	Calls	Percent
Check/investigation	1.7	445	16.9%	1.2	692	31.8%
Suspicious person/vehicle	1.9	330	12.5%	1.7	146	6.7%
Miscellaneous	1.3	274	10.4%	1.4	55	2.5%
Crime against property	1.7	273	10.3%	1.4	20	0.9%
Disturbance	2.0	221	8.4%	1.4	5	0.2%
Alarm	1.8	219	8.3%	NA	0	0.0%
Follow-up	1.2	211	8.0%	1.2	115	5.3%
Crime against persons	2.1	196	7.4%	1.6	12	0.6%
Traffic enforcement	1.4	196	7.4%	1.2	1,056	48.6%
Accident	1.7	114	4.3%	2.0	6	0.3%
Assist other agency	2.0	75	2.8%	1.4	28	1.3%
Juvenile	1.5	42	1.6%	1.2	6	0.3%
Animal call	1.4	29	1.1%	1.0	3	0.1%
Warrant/prisoner	1.1	14	0.5%	1.1	29	1.3%
Weighted Average/Total	**1.7**	**2,639**	**100.0%**	**1.3**	**2,173**	**100.0%**

Note: The information in Figure 6-4 and Table 6-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

The following table focuses on the average number of units that SPD used on community-initiated calls for service. This brings the need to a clearer focus. Although SPD handles most calls with only one unit, two units were required on 30 percent of all calls, and another 20 percent of all calls required the presence of three or more units.

In the analysis we will provide later in this report, we will recommend that North Bend have at least two officers on duty at any time if it elects to operate its own police department. Industry best practice is that for officer safety reasons, two officers should be on duty at all times. Currently, there is one officer on duty in North Bend with another officer that floats between North Bend and Snoqualmie. *The community must realize that if one of those units is occupied with a call, such as a jail transport that takes an average of 100 minutes, the remaining unit will be alone in the city. Additionally, for the following calls where three or more units were used, North Bend (and Snoqualmie PD) will be without that capacity. They will be required to rely on one another or a neighboring LE partner or go without the additional capacity.*

The reader should also note that these are only community-initiated calls. More than once per day, there was a need for more than two units. This data does not include officer-initiated activity. Although many of those calls only required one officer, if there was a need for the officer to request an emergency backup, there is typically a very large response.

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TABLE 6-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Check/investigation	218	156	71
Miscellaneous	209	58	7
Follow up	183	20	8
Crime against property	160	64	49
Traffic enforcement	132	51	13
Suspicious person/vehicle	118	139	73
Crime against persons	84	44	68
Alarm	82	96	41
Disturbance	74	82	65
Accident	60	31	23
Juvenile	27	11	4
Assist other agency	26	29	20
Animal call	17	11	1
Warrant/prisoner	13	1	0
Total	**1,403**	**793**	**443**

We will now look into the work hours for calls in North Bend. This data is essential when understanding the manpower requirements that will be outlined later in this report. We will explain the "Rule of 60" which, in essence, outlines how much of an officer's time is occupied with work and how that rule is connected to a community's staffing needs.

In the following data sets, we narrow our focus on two eight-week periods during the winter and summer. We find that community workload can vary depending on the time of year. To explore those seasonal variations, we used January 4 to February 28 (winter) in 2024, while the second period spans July 7 to August 31 (summer) in 2024.

The following table shows each call category during the winter period of 2024. There was a daily average of 14.9 calls per day. In total, those calls accounted for 10.2 hours of recorded officer workload.

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TABLE 6-9: Calls and Work Hours per Day, by Category, Winter 2024

Category	Per Day	
	Calls	Work Hours
Traffic enforcement	4.1	1.3
Check/investigation	4.0	2.6
Suspicious person/vehicle	1.4	0.9
Follow-up	1.2	1.1
Alarm	0.9	0.3
Miscellaneous	0.8	0.8
Crime against property	0.7	0.7
Accident	0.5	0.4
Disturbance	0.5	0.5
Crime against persons	0.4	1.1
Assist other agency	0.1	0.1
Juvenile	0.1	0.2
Warrant/prisoner	0.1	0.2
Total	**14.9**	**10.2**

When evaluating the above and below tables, it is important to remind the reader of some of the limitations of the CAD data. In many of these call categories, there may have been times when an officer was required to write a police report. In some cases, those officers may have properly recorded the report writing time in CAD. Also, in some cases, that report writing time may be captured in some other type of category such as "out-of-service – report writing" time. However, in our experience, there is likely additional time that officers may have spent on some of these calls that were not accurately captured within the CAD system.

The following table is the same data from the summer period. In North Bend, the recorded policing workload is slightly less in the summer versus winter. On average, there were 13.2 daily calls occupying 8.8 hours of labor from SPD officers.

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TABLE 6-10: Calls and Work Hours per Day, by Category, Summer 2024

Category	Per Day	
	Calls	Work Hours
Traffic enforcement	3.8	1.0
Check/investigation	3.2	1.3
Suspicious person/vehicle	1.1	1.0
Miscellaneous	0.9	1.2
Alarm	0.7	0.2
Disturbance	0.7	0.7
Crime against persons	0.6	1.3
Crime against property	0.6	0.7
Follow up	0.5	0.2
Accident	0.4	0.5
Assist other agency	0.3	0.4
Juvenile	0.2	0.1
Animal call	0.1	0.0
Warrant/prisoner	0.1	0.3
Total	**13.2**	**8.8**

The data sets on the following pages are important to understand the hourly workload in North Bend based on the season (winter and summer) and depending on the days of the week (weekdays vs weekends). The bottom axis on the figures denotes the hour of the day, while the vertical axis denotes the number of officers/units. The shading is noted on the legend at the top of the figure. The largest area is shaded in orange, showing community-initiated workload; the bluish color shows officer-initiated work, while the tan color shows directed patrol work (aka "extra" patrols or special assignments).

The convergence of the shaded areas indicates just how many officers in total are occupied during that time with work. For instance, in the first figure at 7:00 p.m. (1900 hours), there are 0.8 officers occupied with community-initiated work, but a total of 1.2 officers were busy with all combined recorded work (community-initiated, officer-initiated, and directed patrols).

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FIGURE 6-5: All Workload, Weekdays, Winter 2024

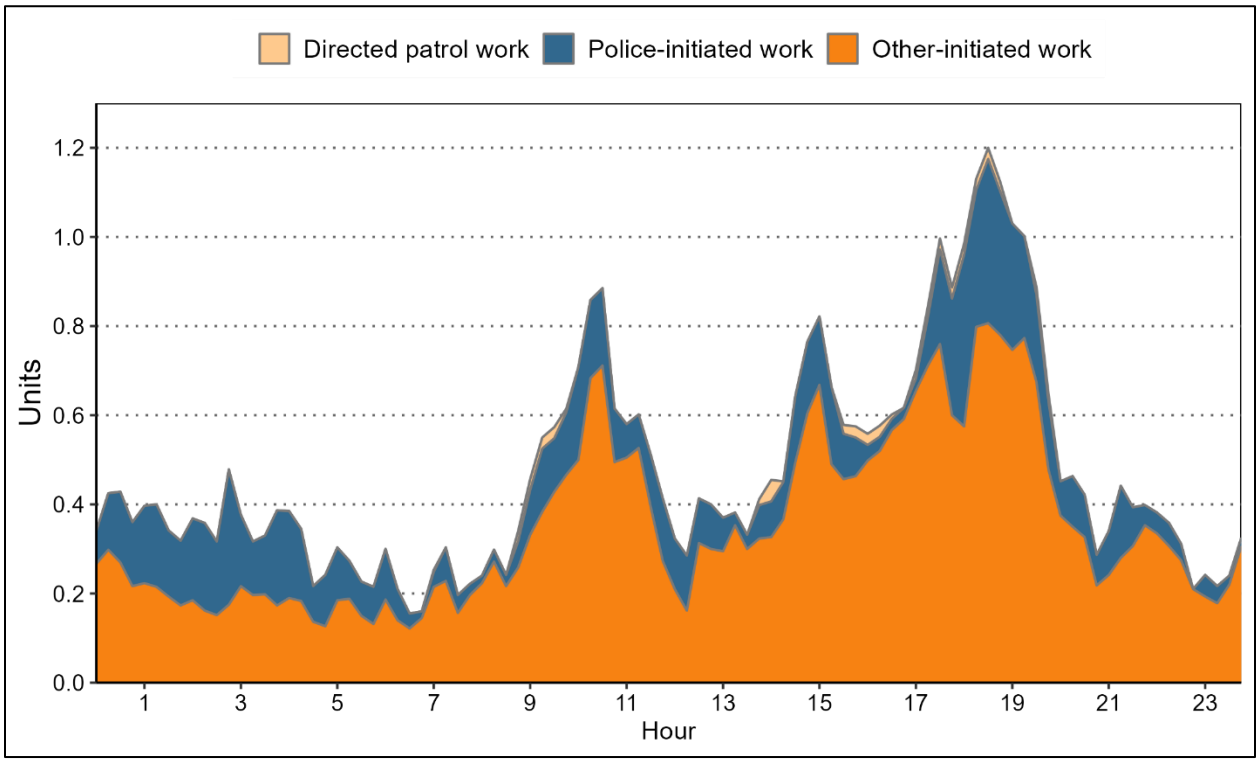


FIGURE 6-6: All Workload, Weekends, Winter 2024

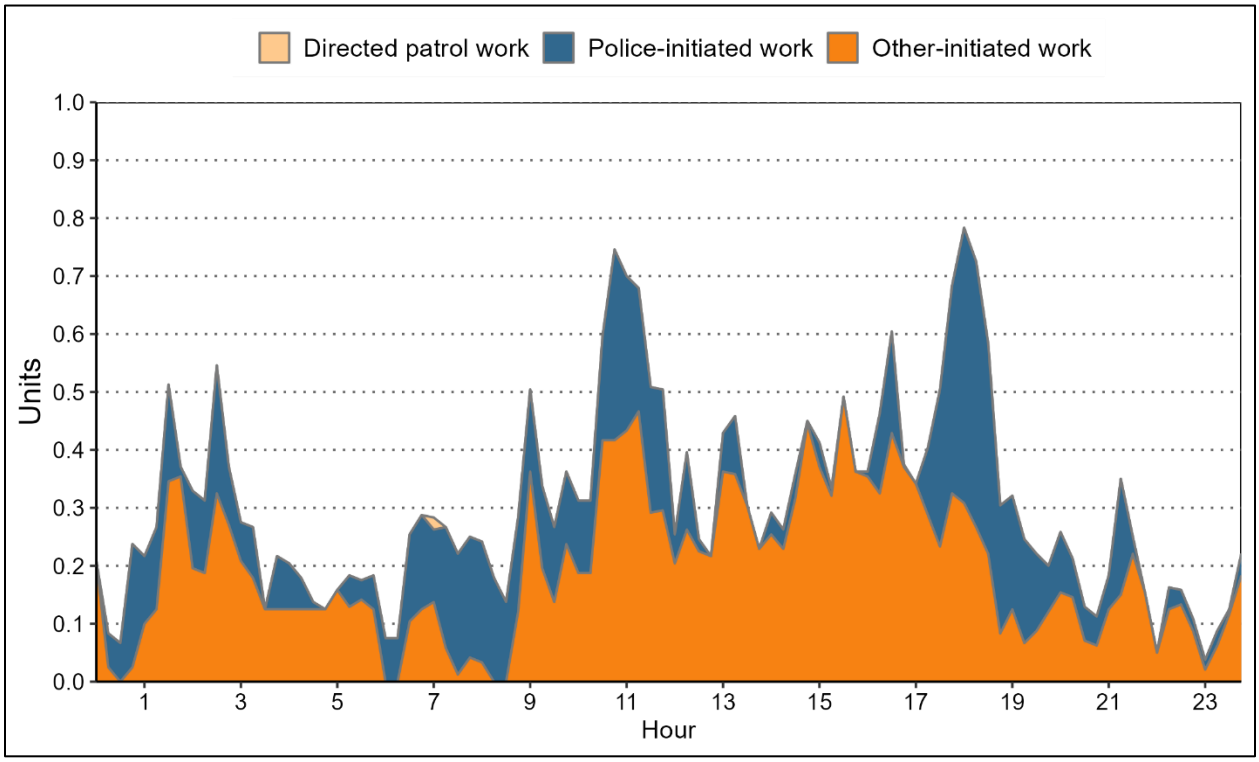


FIGURE 6-7: All Workload, Weekdays, Summer 2024

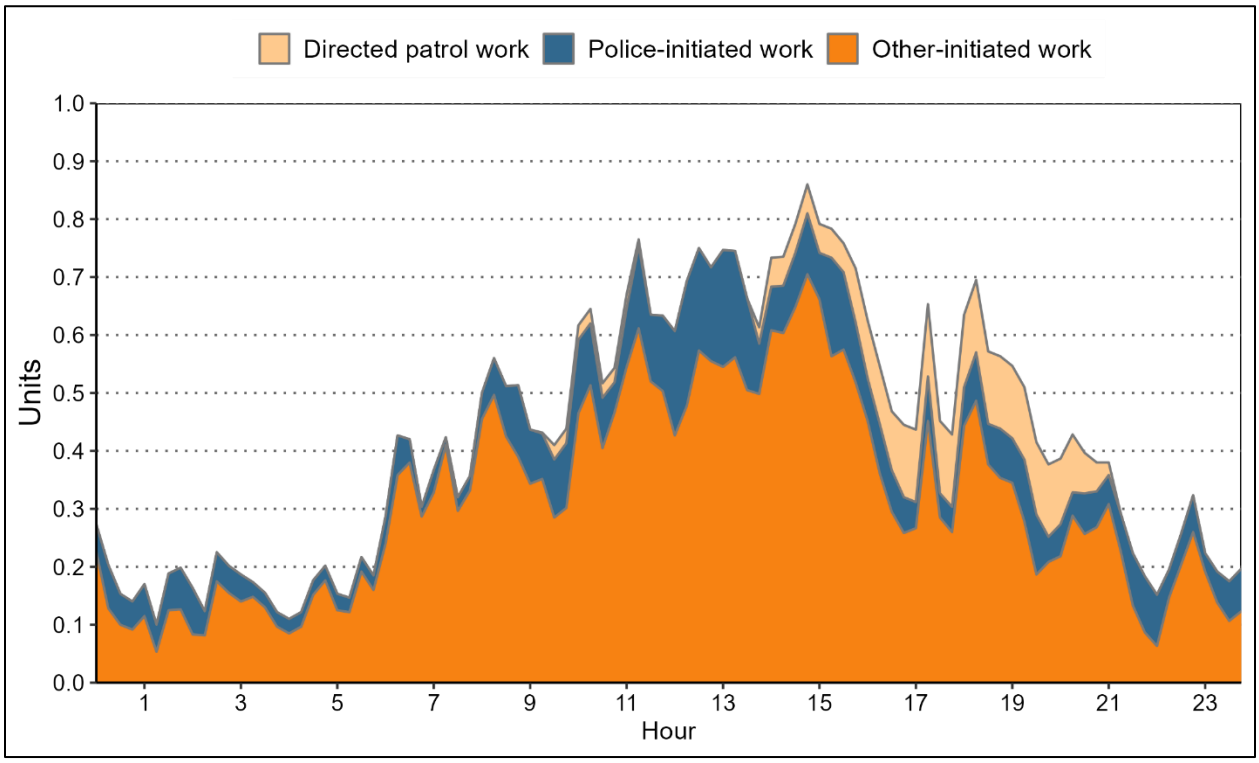
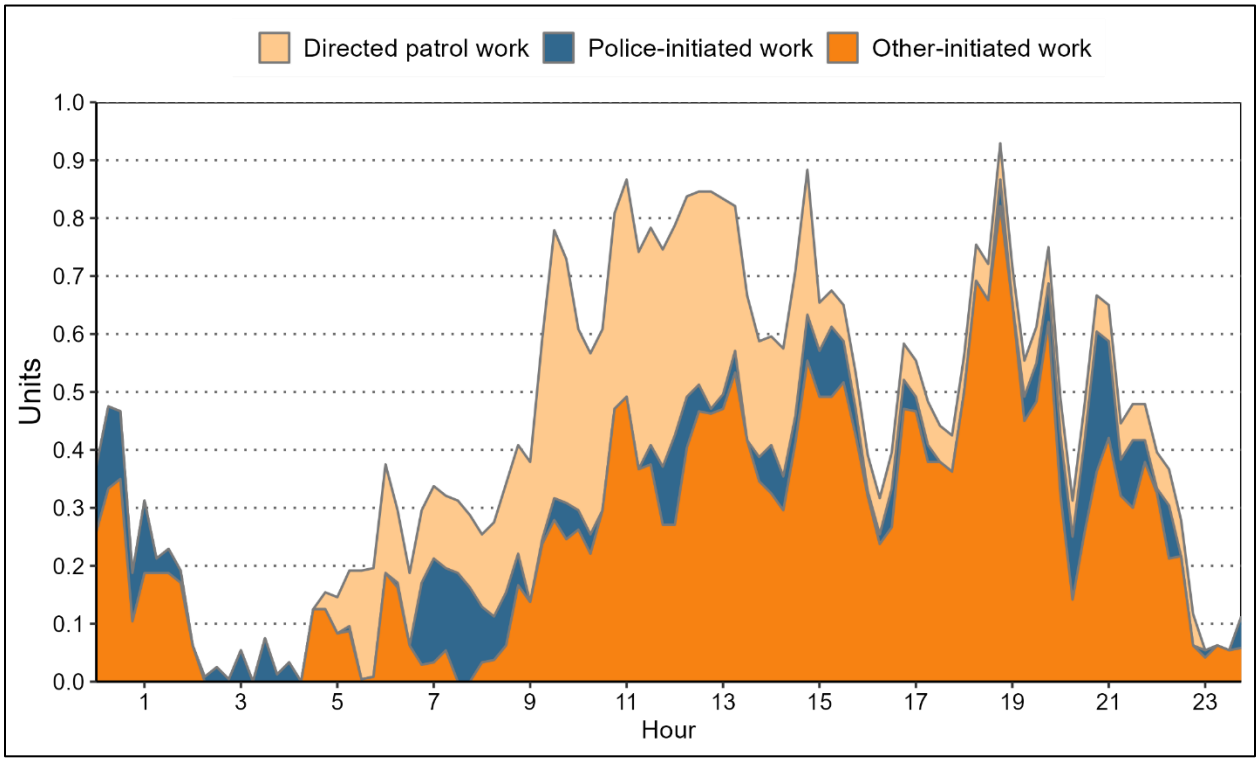


FIGURE 6-8: All Workload, Weekends, Summer 2024



Response Time

Before providing estimates of required staffing should North Bend elect to operate its own police department, we should also assess the reported response times that the Issaquah PD CAD system reported for Snoqualmie PD officers responding to calls within the North Bend community.

CPSM measures response time as the total time it takes an officer to arrive on the scene from when a caller first calls the 911 emergency line. This total response time is divided into two categories: dispatch time and travel time. Dispatch time is the elapsed for a dispatcher to answer a call, collect the information from the caller, enter that information into the CAD system, and dispatch a police unit to the call. This can sometimes be recorded very quickly on emergency calls as one dispatcher may be sending information to units verbally as the caller is still on the phone, but in general, the time is slower as dispatchers collect all of the information and an officer is only dispatched when there is somebody available or when two units are available if it's deemed that a back-up officer is needed. It is common for calls to sit on a dispatcher screen for minutes, waiting to send the correct unit to a call. Travel time is self-explanatory as it denotes the time the first responding unit takes to receive the call, drive to the call, and record themselves on-scene. We offer this explanation because the reporting of response times is not accurate or consistent in all communities. Some police departments will elect to report the driving time (travel time) only as the response time; this is how SPD reports response times. We believe that, for a community, the important time that impacts public confidence starts when a citizen calls. A slow dispatching processing time can impact the public's perception of service.

A long dispatch processing time may or may not be any indication of a dispatch center's efficiency. The competency of a dispatcher and the policies of a particular dispatcher center may play a role in that processing time. However, if no unit is available to send to a call that is not the dispatcher's fault; it is a byproduct of available officer staffing, officer efficiency, and supervisor oversight. This project's scope did not include an assessment of the IPD dispatch center or the efficiency of SPD. However, the explanation is provided so the reader may understand the various reasons for the following data sets.

The first figure shown below is the total response time, on average, throughout the day. One line represents the summer period, while the other line represents the winter period. This figure shows the total response time and does not account for high-priority calls that warrant an emergency response. Because the overall call load is relatively light, we have divided the day into three-hour increments to provide a more accurate average for those times. For context, at 9:00 a.m. in the summer, the overall response time averaged for all calls is about 18 minutes, while the same hour in the winter is 16 minutes. However, at midnight, the overall summer response time is just over 8 minutes, while in the winter, it's just under 12 minutes.

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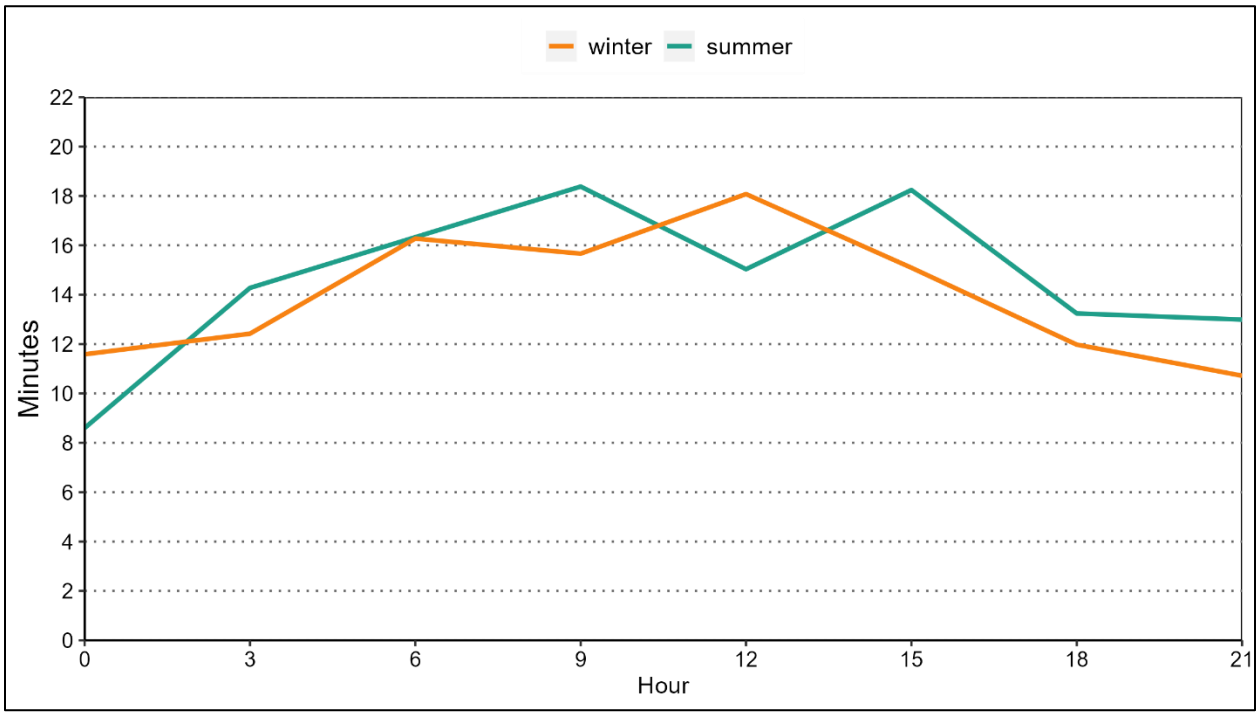
FIGURE 6-9: Average Response Time and Dispatch Processing, by Hour of Day



The following table breaks down average response times for individual call types by season. For instance, if there were an accident during the summer, the involved parties would wait an average of 14.6 minutes for a police response, but in the winter, that response would be 11.1 minutes on average. General non-criminal calls for service have the longest overall response times at 22 (summer) and 23 (winter) minutes, respectively.

TABLE 6-11: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	3.6	7.5	11.1	19	4.7	9.8	14.6	21
Alarm	3.7	5.6	9.3	45	2.8	6.6	9.4	32
Assist other agency	6.5	5.3	11.8	6	4.9	12.2	17.0	13
Check/investigation	5.9	10.5	16.4	63	4.8	8.3	13.1	86
Crime against persons	4.2	9.1	13.3	22	5.8	7.9	13.7	32
Crime against property	5.0	14.5	19.5	33	5.5	9.8	15.3	31
Disturbance	3.0	10.8	13.7	27	5.4	9.2	14.7	39
Follow-up	5.3	9.2	14.5	35	10.8	10.0	20.9	20
Juvenile	9.7	8.6	18.3	4	5.5	10.8	16.4	9
Miscellaneous	7.8	15.5	23.3	35	9.6	13.2	22.7	44
Suspicious	3.9	6.3	10.2	46	7.4	7.8	15.1	52
Traffic enforcement	5.7	10.4	16.1	30	7.8	10.0	17.9	30
Total / Average	**5.0**	**9.7**	**14.8**	**365**	**6.2**	**9.3**	**15.5**	**409**

Police agencies create priorities for certain call types to ensure that calls are handled in a commonsense manner and based on importance. For instance, a call of a minor traffic collision with no injuries may come into a dispatch center at 1:00 p.m.; however, an in-progress assault call received at 1:07 p.m. will take priority and require an officer on-scene before there is a response to the traffic collision. A general rule is that calls that have a threat to life will take priority over calls involving property, and in general, calls that are in progress will take priority over general calls with no urgency (i.e., someone is requesting a theft report for insurance reasons).

The Issaquah Police Department provided the information shown in the following table for priority response times in North Bend. There are five priority levels of calls. Although we were not provided a list of what calls go into what priority level, we know that the most important calls that involve in-progress crimes involving a threat to life will go into the highest priority level. Agencies strive for a total response time of five minutes or less for the highest priority calls. In the case of SPD responses in North Bend, the average response time to the highest priority calls is 8.8 minutes. In general, this is a good response time based on our assessments across the country, as very few agencies meet the five-minute goal. However, because some calls may not get correctly classified or improperly placed in the wrong priority level, we also ask for response times to injury traffic accidents. In general, an injury traffic collision will warrant a fast response from agencies nationwide. In North Bend the response to an injury collision is five minutes, indicating a good response capability by SPD.

TABLE 6-12: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response, Minutes
	Dispatch	Travel	Response		
1	2.6	6.3	8.8	63	18.5
2	4.1	8.4	12.4	205	22.5
3	4.9	8.8	13.7	1,019	27.1
4	5.9	11.4	17.3	736	40.4
5	8.8	11.7	20.5	370	58.0
Total	**5.7**	**9.9**	**15.6**	**2,393**	**35.9**
Injury Accident	1.4	3.6	5.0	14	7.4

Snoqualmie PD Staffing Levels

Snoqualmie PD told us that the minimum staffing levels for the department is three on-duty sworn officers at all times. That total of three employees covers both Snoqualmie and North Bend. For coverage, the department will place one officer in Snoqualmie and one officer in North Bend; the third officer (usually a sergeant) is be a rover unit moving back and forth between the two communities. SPD also told us that oftentimes there will be a fourth officer on duty, and more often than not, that fourth officer will be assigned to North Bend with the sergeant still acting as a rover.

We learned from SPD management that Snoqualmie has a higher call volume than North Bend, but many of those calls tend to be more minor, while North Bend was likely to have more serious calls requiring more time. This information was offered as an explanation for the fourth officer being in North Bend and was not verified through our data.

Additionally, the IPD CAD system did not have designators to indicate what units were assigned to North Bend versus Snoqualmie. The data presented in this report was actual calls in North Bend versus how busy the unit(s) assigned to the community may have been. The SPD workflow and staffing levels mean that any of the three to four units could move back and forth between the two communities to assist one another at any given time throughout the day. This is undoubtedly true when we see more than one officer on a call in either community; it may indicate that an officer assigned to one community handled calls in the other, even as a solo officer if necessary. These factors should be considered when making future decisions for North Bend policing.

PROPOSED STAFFING FOR A "NORTH BEND POLICE DEPARTMENT"

CPSM was asked to assess the feasibility of North Bend operating its own police department outside of the services offered by Snoqualmie. To accurately give that assessment, we needed to understand the policing workload in the North Bend community. The data presented in the preceding pages is the workload for patrol only and does not include the administrative or investigative workload.

To calculate overall staffing needs for a North Bend Police Department (NBPD) we should start by explaining what factors into a staffing analysis. There are three primary factors that we will outline below that will factor into an NBPD staffing profile:

- The "Rule of 60."
- Officer/Community Safety Coverage.
- Relief Factor.

The Rule of 60

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.

Utilizing the workload statistics in the preceding pages of this report, we have calculated the workload for the North Bend community.

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

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

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

According to the data we compiled from IPD and SPD and the structure we developed based on our understanding of the policing environment, we have proposed a police department comprising 14 sworn personnel. The patrol staffing recommendations includes one sergeant, four corporals, and 6 patrol officers for a total of 11 sworn officers. This would represent 78 percent of the sworn police force recommended in this report.

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. Our proposed staffing is well within the patrol staffing recommendations outlined in the Rule of 60.

Rule of 60 – Part 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of patrol time should be committed to calls for service and officer-initiated activity. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the community's service demands. The remaining 40 percent 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 be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift or at specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60 percent.

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

Officer and Community Safety

In the case of North Bend, actual workload that would justify staffing based on the Rule of 60 would indicate that at many times of the day, especially overnight, the acceptable staffing level would be one officer. The call load is very light at these times, and there are occasions when several hours may elapse with no calls for service. Additionally, North Bend is a community with very light traffic during those overnight hours, meaning there is very little activity for an officer(s) to be occupied with.

However, for reasons outlined earlier in this report, there is an element of safety that requires more than one officer to be on duty at all times. Although many sheriff's departments or state patrols that engage in rural policing will assign one deputy/officer to cover a landmass much larger than North Bend, those department still have a backing officer, albeit some travel distance away. Smaller municipal departments do not have that extended backing officer 20 to 30 minutes away, meaning that a second on-duty officer needs to be an element of staffing in the community.

The reality is that too many calls require more than one officer for safety reasons. It is in the best interest of the individual officer and in the best interest of the community. A higher presence provides a feeling of safety, and more officers on a call increases the likelihood that a call will be managed as planned to ensure everyone's safety.

Relief Factor

The next staffing element that should be factored into a staffing plan is the relief factor. Police employees work a rotational shift pattern that ensures deployment 24 hours a day, 7 days a week, 365 days per year. Minimum staffing levels are established for safe and effective deployment and as long as those officers are at work, the deployment pattern works well. However, reality is different as all employees are not at work for all of their shifts. Employees have scheduled vacation and contractual time that can be taken that gives them days off. Employees also have sick leave, which allows them time off for various medical reasons and time must be allotted for training. Finally, with law enforcement being a dynamic profession, it is not uncommon to have employees off injured for extended periods. Unlike many professions where an employee can still perform their job in a limited physical capacity, police work requires one to be physically capable of acting appropriately when needed; this includes dynamic incidents of exerting strength, running, or even fighting at times. Something as simple as a twisted ankle or strained shoulder can sideline a police officer for weeks.

In our experience, departments need to plan for a relief factor of 25 percent. As minimum staffing levels are established, a department should schedule 25 percent more people to each

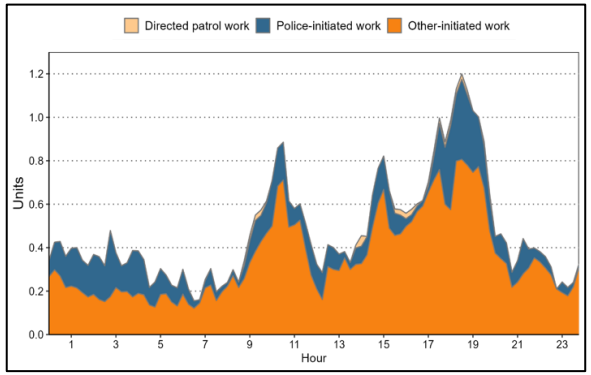
shift to account for the leave time exceptions that will impact staffing. Not having this relief factor will guarantee a high amount of overtime required for the remaining employees to cover the shortages. As well, excessive and mandatory overtime can have a negative effect on work-life balance and general officer wellness.

It is important to note that even with the relief factor in place there is still a need for overtime and there will still be times that a department may need to order employees to work overtime. Still, proper staffing and a relief factor make it more manageable for employees and overall wellness.

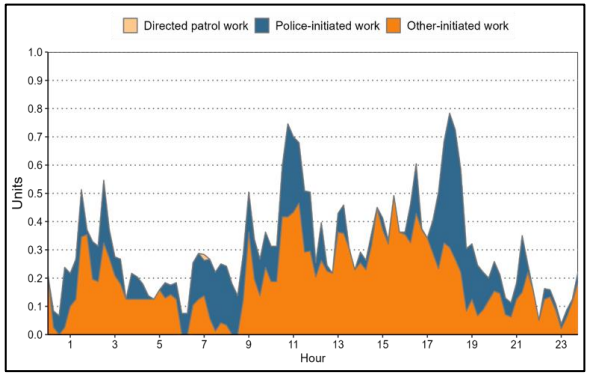
The following figure summarizes the existing workload of SPD officers working in North Bend. In most cases, the workload is less than one officer at any given time. There are some cases where the workload spikes over a one-officer level, even reaching 1.2 officers during winter weekdays at 7:00 p.m., for example. What is not captured in these figures is officer administrative time, which is time that an officer is required to handle report writing, personal breaks, vehicle repairs etc. In our experience, officer administrative time adds 20 to 25 percent more workload. Under normal circumstances, we would capture this when evaluating the workload of an individual officer. Still, as explained earlier, we could only capture calls in North Bend as designations for the officers assigned did not factor into the analysis. Adding administrative time would still leave the real labor need at about one officer for most periods analyzed.

FIGURE 6-10: Workload Summary

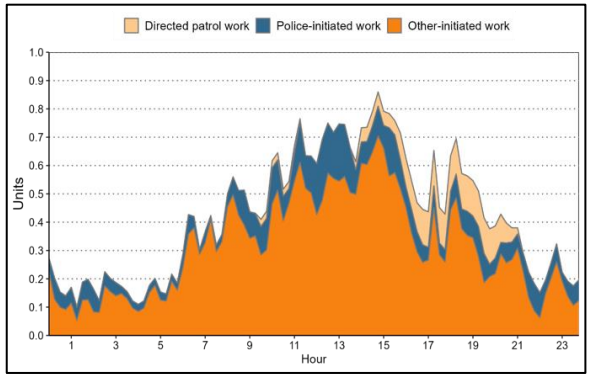
All Workload, Weekdays, Winter 2024



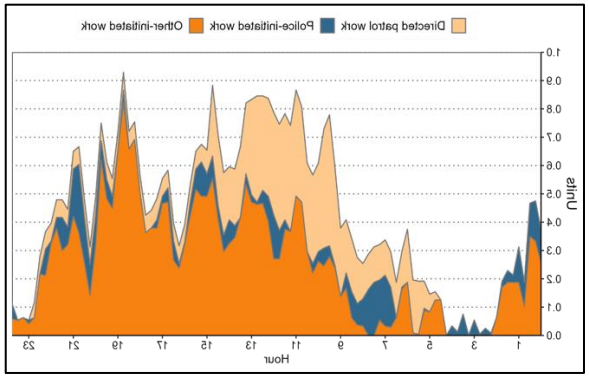
All Workload, Weekends, Winter 2024



All Workload, Weekdays, Summer 2024



All Workload, Weekends, Summer 2024



Required Patrol Staffing

Based upon the workload, the required administrative time that should be added to the workload, and factoring for the community's officer safety needs, we believe North Bend should have at least two sworn officers on duty 24 hours a day, 7 days a week, as a minimum staffing metric.

The most efficient way to deploy two officers per day, 24-7, is on a 12-hour scheduling rotation as follows:

- Team 1 – Monday through Wednesday, 6:00 a.m.-6:00 p.m. (1 corporal / 1 officer).
- Team 2 – Monday through Wednesday, 6:00 p.m.-6:00 a.m. (1 corporal / 1 officer).
- Team 3 – Friday through Sunday, 6:00 a.m.-6:00 p.m. (1 corporal / 1 officer).
- Team 4 – Friday through Sunday, 6:00 p.m.-6:00 a.m. (1 corporal / 1 officer).

This schedule leaves Thursday open, meaning that each team will provide coverage for that day every other week. Assuming all employees work their full schedule, this will be 84 hours in a two-week work cycle, resulting in 4 hours of overtime per employee to meet the scheduling demands. Any other scheduling variation that provides for consistent coverage would require additional FTEs.

To account for the relief factor we discussed earlier, two additional officers should be added to that labor allocation. An effective deployment of those additional officers will be one assigned to the Monday-Wednesday teams and another to the Friday-Sunday teams and working a modified shift of 11:00 a.m. to 11:00 p.m. This would bolster staffing during the afternoon into the evenings, a period when calls and traffic may be busier. As well, those additional officers would need to be flexible to fill in on the other teams when one of those employees is off work for the day.

- Team 1A – Monday through Wednesday, 11:00 a.m.-11:00 p.m. (1 officer).
- Team 3A – Friday through Sunday, 11:00 a.m.-11:00 p.m. (1 officer).

In total, this accounts for 10 sworn employees scheduled for the patrol function of North Bend. Additionally, a sergeant should be assigned to the patrol administrative function to manage all administrative matters and scheduling.

Total patrol staffing will be as follows:

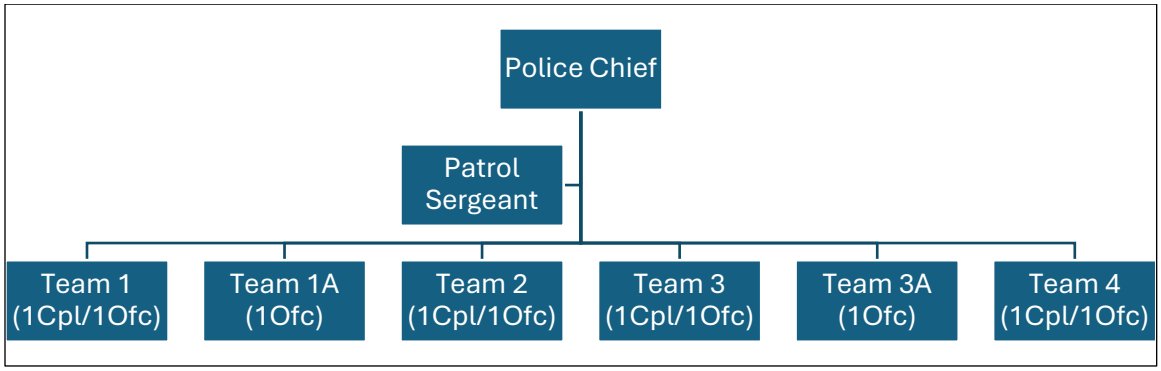
- 1 Sergeant.
- 4 Corporals.
- 6 Officers.

Patrol Authority – Span of Control

A patrol division in a police department would typically be commanded by someone with a management-level title (captain/lieutenant/commander). Because an NBPD structure would be small, we left that position with a sergeant title. North Bend may elect to elevate this position, but we feel that a sergeant answering directly to the Police Chief would suffice as the Chief would play a much more significant role in patrol affairs than a chief in a larger agency. Additionally, a sergeant would come at a lower cost than a manager-level officer. This would effectively leave the Police Chief as the de facto patrol commander.

It also is common to see sergeants supervising patrol operations. However, because NBPD will be a small organization with only two patrol employees typically on duty, a corporal position best fills the supervision role. Corporals are generally considered working supervisors in many agencies. They will be in charge but also handle their patrol workload responsibilities (call for service). Additionally, corporals will come at a lower cost than a sergeant.

FIGURE 6-11: Patrol Staffing Chain of Command



Additional Considerations for Patrol Staffing and Budgeting

- Crisis Intervention – Many police departments are moving to a civilian-based model for crisis intervention. People dealing with emotional difficulties have become a centerpiece for community dialog, with the community asking itself, "How do we best serve this population?" It is our understanding that SPD has employed the services of a mental health professional. According to the reports produced by SPD, there were a total of 322 crisis intervention contacts in 2023, with 32 of those contacts taking place in North Bend. However, the mental health professional made an additional 147 contacts in North Bend out of 448 contacts between the two communities. A crisis intervention professional was not factored into this staffing plan. North Bend may request that this partnership continue with Snoqualmie or elect to hire its own professional based on its own community needs.
- Body Worn Cameras (BWC) – Most agencies in the United States have moved their officers to a BWC program. Snoqualmie PD has not yet done this. At some point in the future, BWCs will likely be mandated in Washington State based on our understanding of the legislative environment. Regardless of whether North Bend starts its department or continues with SPD, these costs are on the horizon and should be considered when building an agency plan. BWCs have proven to be labor-intensive due to administrative reviews and public records requests. There is an administrative position built into the NBPD model, and of course, the patrol sergeant position exists in the above staffing plan. Depending on the workload generated by BWCs, once realized, there may be a need for an additional administrative position to manage the extra workload. Additionally, there is an assumption that an IT professional already exists in the City who can work with the PD to manage these platforms.

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CRIMINAL INVESTIGATIONS DIVISION (CID)

The most practical approach for staffing a CID is to use historical data to develop workload indicators specific to the agency in question. This would include an analysis of crime reports to understand how many and which types require investigative follow-up, the volume of such reports, and the time required to manage them. Staffing decisions depend on several variables and procedural issues, but the basis for the calculation is to define and understand the workload involved, and then carefully determine the staff and other resources required to manage it. It has been the operating procedure since the beginning of the relationship between the City of North Bend and the Snoqualmie Police Department that the officer who takes the crime report in North Bend will also investigate the crime until that officer runs out of leads. However, many investigations require additional follow-up, which is handled by the SPD detective.

During this project, CPSM met with the Snoqualmie PD detective. He provided an Excel spreadsheet showing the North Bend investigations where he had to conduct additional investigation and follow-up.

Something that we heard over and over again from SPD is that although the City of Snoqualmie may have more calls for service than does the City of North Bend, the calls for service in North Bend are more labor intensive. The same was told to us about the cases requiring additional investigative work and follow-up. In fact, it appears from the data provided by the detective, that approximately 50 percent of all calls for North Bend each required in excess of 20 hours additional work. For several investigations, there were a hundred hours of time put in by the detective.

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

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

During the 2024 calendar year, there were 45 City of North Bend cases that were investigated by the SPD detective. In the following table, all cases investigated are listed, and those cases that required 20 hours or more of investigative time have the time requirement shown.

TABLE 6-13: Crimes Investigated in North Bend in 2024, with Time involved if 20 Hours or More

Crime	Time Involved if 20 Hours or More
Suspicious	
ICAC (Depictions of minors)	100
Missing Person	20
Sex Offender Contact	
Sex Offender Contact	
Sex Offender Contact	
Cyber Harassment	
ICAC/Communicating with Minor/Agency Assist	30
Rape	20
Death Investigation	
Retail Theft	
Bank Robbery	25
Homicide	100
Missing Person	110
Runaway	
Homicide Fugitive Locate/Warrant	30
Robbery/Rape	
Organized Retail Theft	
Distribute Drugs to Minor	
Sex Offense Report	20
Missing Person	
Missing Person	40
Follow-up to Child Rape	
Fraud/Suspicious	20
ICAC (Depictions of minors)	
Sex Offense Report	30
Child Abuse/Neglect	
Missing Person	
Order Violation	
ICAC/Sex Offense	40
Assault (sexual motivation)	
Death Investigation	30
Fraud	
Sex Offender Contact	
Death Investigation	
Sex Offender Contact	
Child Abuse	

Assault	20
Juvenile Problem	
Residential Burglary +	20
Death Investigation	20
Sex Offender Contact	
Child Abuse	30
Suspicious (sex offense)	
Felony Hit and Run/V assault	30

Staffing

When considering the number of personnel that North Bend should have in an investigation unit, one must consider the number of cases assigned to the SPD detective from crimes occurring in North Bend. In total, North Bend had 45 investigations assigned to the detective during 2024. Although those numbers are low compared to the recommended case load from IACP, the detective could also handle proactive drug investigations, background investigations, internal affairs investigations, property and evidence, and other assorted duties that are required to operate a police department.

CPSM recommends that if the department is created it have one FTE detective position.

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SECTION 7. DEPARTMENT OVERVIEW AND ADMINISTRATIVE STRUCTURE

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

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

Within this section of the report we will outline the department's prospective units and their areas of responsibility. Considering all police functions built into the model, we have prepared an organizational chart outlining the leadership and managerial span of control. Within this model, a Police Chief leads the agency, with two supervisor positions each leading a division (Operations and Administration). Additionally, there is an administrative assistant that is shown reporting to the Police Chief, but which can be used anywhere needed in the department to provide administrative assistance, such as records, property and evidence, etc.

Traditionally, agencies of this size don't have middle management or upper management positions other than the Chief of Police, but rather have sergeant positions that most likely would do middle management work. North Bend, if desirous, could very easily rename the two sergeant positions as lieutenants.

The proposed structure shown in the following figure will provide necessary oversight with professionally trained managers while remaining efficient and financially accountable to the community. It is also based upon best practices of police safety.

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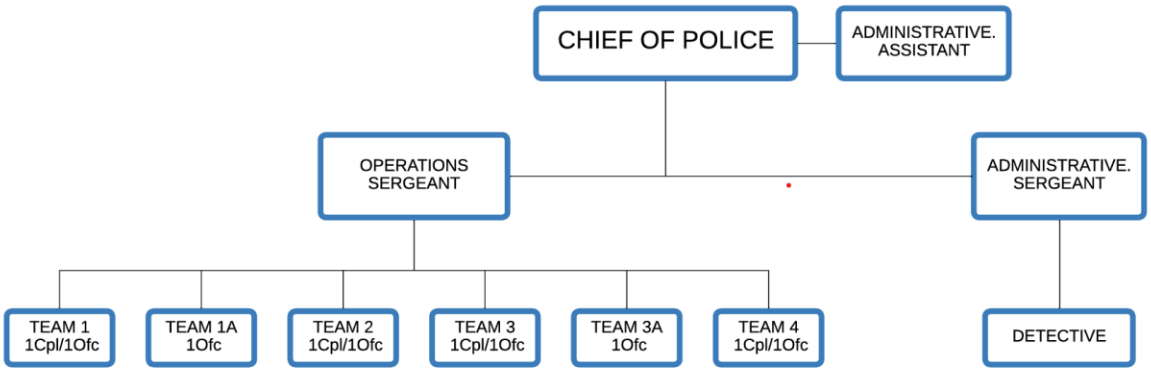
FIGURE 7-1: Proposed Organizational Chart, North Bend Police Department



Descriptions of Organizational Chart Positions

Chief of Police

The Chief of Police is the highest-ranking official in the police department and is responsible for its overall operations. This includes managing staff, ensuring the department is properly staffed and equipped, and developing and implementing policies and procedures.

Administrative Assistant

The administrative assistant will have the responsibility of records, property and evidence, and any other administrative tasks assigned by the Chief of Police.

Operations Sergeant

The Operations Sergeant will have responsibility for managing the members of the department who are assigned to patrol operations. Responsibilities include handling the scheduling, filling of open positions, approval of reports, and overall management of the operations division.

Administrative Sergeant

The administrative sergeant handles all administrative duties assigned to them by the Chief of Police, to include areas such as training, internal affairs, vehicle maintenance, equipment, etc. The position would also have supervisorial responsibility for the detective and the administrative assistant when the position is operating in records and property and evidence.

Detective

A police detective's responsibility is to investigate crimes such as serious crimes such as homicides, robberies, and assaults, while also investigating lower-level crimes such as burglary, theft, criminal mischief, etc.

Police Corporal

A police corporal is primarily responsible for performing all the duties of a regular police officer, but with the added responsibility of acting as a lead officer, supervising junior officers on a shift, overseeing field operations in the absence of a sergeant, and sometimes assisting with training and mentoring newer officers. They essentially serve as the "eyes and ears" of the sergeant on the ground while maintaining their own patrol duties.

Police Officer

A police officer's responsibilities include enforcing laws, responding to emergencies, preventing crime, conducting investigations, making arrests, testifying in court, writing reports, providing safety programs, and identifying community needs to support and assist the community.

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

TABLE 7-1: Personnel by Assignment

	Chief	Sgt	Corp.	Off.	Det.	Admin. Asst	Total
Admin.	1	1				1	**3**
Patrol		1	4	8			**13**
Investigations					1		**1**
Total	**1**	**2**	**4**	**8**	**1**	**1**	**17**

TABLE 7-2: Personnel Summary

Position Title	Recommended
Police Chief	1
Sergeant (or Lt.)	2
Corporal	4
Police Officer	8
Detective	1
Sworn Total	**16**
Administrative Assistant	1
Civilian Total	**1**
Department Total	**17**

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SECTION 8. FINANCIALS AND ANNUAL COSTS

SALARIES AND BENEFITS

The following table is an approximate breakdown of employee salaries and benefits. The City of North Bend collected salaries from various agencies throughout the immediate area of North Bend and found that salaries varied significantly. It was observed that many agencies have been granting significant salary increases. Salary increases in those cities are a direct result of regional competition among agencies vying for employees from within a limited labor pool. It should be noted that all positions we have recommended have a matching position in their peer agency group.

The following should be noted:

- These figures assume that North Bend will pay 100 percent of all the benefits noted in the table. For reference, agencies throughout the nation have varied formulas that may place some of the expense of benefits on the employee rather than the city paying 100 percent.

This table includes all recommended positions:

TABLE 8-1: Personnel Budget (Recommended Annual Salaries and Benefits) (Provided by North Bend)

Requested Position	Recommended Monthly Salary	Recommended Monthly Salary with Overtime	Recommended Benefits as % of Monthly Salary
Chief of Police	$15,764	$15,764	40%
Sergeant (or Lt.)	$12,249	$18,374	40%
Corporal	$14,712	$22,068	40%
Police Officer	$10,265	$15,398	40%
Admin. Assistant	$7,086	$10,629	40%

Notes:
-Overtime is based on 1.5 times base monthly salary.
-Benefits are presented as a percentage of the base monthly salary, before overtime.
-Salary for the Chief Position is recommended at the same level as other City Directors (Finance, Administrative Services, Community and Economic Development, Public Works).
-40% premium for benefits is an educated guess. North Bend Human Resources is in process of reaching out to neighboring communities with a police department to inquire as to their experience.

- All personnel figures are calculated at the top step. This is highly unlikely to be the case because all police workforces have employees at various stages of their careers. Many will be at lower pay scale steps, likely reducing salary expenses.
- This table also includes all positions filled, another unlikely reality as agencies always operate with some vacancies, often resulting in more overtime but usually at a budget savings.
- Some disability insurance expenses are not included here because the costs can vary significantly based on coverage and what the city pays versus the employee.

TABLE 8-2: Personnel Budget (Approximate Annual Salaries, Benefits, and Overtime)

Position	Recommended Annual Salary Totals	Recommended Annual Salary with Overtime Totals	Recommended Benefits as % of Monthly Salary	Recommended Annual Salary, Benefits, and Overtime Costs
Chief of Police	$189,168	$189,168	$75,667	$264,835
Sergeants	$293,976	$440,976	$117,590	$558,566
Corporals & Detective	$882,720	$1,324,080	$353,088	$1,677,168
Police Officers	$985,440	$1,478,208	$394,176	$1,872,384
Admin. Assistant	$85,032	$127,548	$34,012	$161,560
Approximate Annual Personnel Costs				**$4,534,513**

ANNUAL OPERATIONAL COSTS

Along with the annual costs of salaries and benefits for employees come the additional annual costs associated with the operation of a police department. Although salaries and benefits are a substantial cost to an organization, the annual costs for software and dispatch services, fleet, training, equipment, maintenance, etc. in a police department are considerable. Following is a summary of those projected costs.

CAD/RMS/Dispatch Services

It has already been determined earlier in the report that the City of North Bend would receive better service, as well as reduce its start-up costs and most likely personnel costs by continuing to contract with the City of Issaquah for the services of CAD/RMS/dispatch services. The way the City of Snoqualmie has broken up the costs for those services between North Bend and Snoqualmie is based upon call load (34 percent). Currently, North Bend's share of these costs amounts to approximately $330,000 annually. It is likely that if North Bend continued to utilize Issaquah PD for these services the annual cost would remain close to the share being charged by Snoqualmie.

Equipment and Maintenance

Obviously, there are costs associated with maintaining the department's inventory of equipment, and the purchasing of such equipment. The following items are those items necessary to operate a police department, such as uniforms, leather gear, handguns, long guns, tasers, body worn cameras, fleet and fleet maintenance, and ballistic vests.

Some of the equipment items that are needed have a longer lifespan than others, which may need replacing each year. Although some of the items will have a multi-year lifespan, CPSM recommends the department have a replacement strategy built into its annual budget. The annual costs listed below are based upon the number of sworn personnel (16) on the North Bend Police Department. If additional positions are added to the department, then the costs will increase incrementally.

- Uniforms – The lifespan of a uniform is approximately two years, unless it is damaged in the course of an officer's work. Officers typically are issued four shirts (two short sleeve, two long sleeve). In recent years many agencies have transitioned to a less formal daily working uniform that involves a utility-style uniform with a vest carrier-type system worn over the top of the uniform. Uniform costs vary depending on material and manufacture. Additionally, some departments pay for all uniforms issued by the department, while others may provide an annual stipend that is included in an officer's compensation. For the purpose of this analysis we believe it would be appropriate to include a line item in the budget of approximately $10,000 to account for department costs regardless of what model of distribution it elects to use ($600 per sworn position).
- Ballistic Vests – An officer's ballistic vest usually requires replacement every five years. A ballistic vest costs approximately $1,200. An annual line item in the budget of $3,850 should provide the agency with the necessary yearly replacement budget.
- Handguns/Long guns – It is difficult to determine exactly how long a police officer's weapon is meant to exist because its lifespan is based upon the number of rounds fired through the weapon and the care it receives. However, any weapon, whether it be the officer's handgun or long gun, should last ten years. Although prices vary depending upon make and model, one can assume a handgun will cost approximately $1,300 and a long gun will cost approximately $3,000. Prorated annually based upon a ten-year replacement cycle, the annual cost for weapons would be approximately $6,900. The annual cost for employee ammunition would be approximately $5,000.
- Electronic Control Devices (ECDs) – ECDs (commonly called Tasers) are in use in most law enforcement agencies in the United States. There are vendors that offer packages with both ECDs and body-worn cameras, along with the necessary maintenance and digital storage for an approximate subscription cost of $100 per officer, per month. North Bend is estimated to have 16 sworn officers, which places the costs of both ECDs and BWCs at $19,200 annually.
- Body-Worn Cameras – See above.
- Motorola radios – Each Motorola handheld radio is estimated at a $5,700 cost. Motorola estimates the lifespan of its handheld radios at seven years. With 16 sworn personnel, and each requiring a radio, if the cost is prorated at seven years, the annual amount of money that should be put into the radio replacement fund is $13,000.00.

As one can see there are substantial annual costs associated with the items listed above. Just the items listed have an annual cost of about $57,950. CPSM would recommend that North Bend budget approximately $65,000 annually to cover the listed items plus additional items related to equipment.

Fleet Management

The goals of careful fleet management is the efficient and cost-effective operation of a department's fleet, which includes:

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

Currently, the City of North Bend owns four vehicles that are being used by the Snoqualmie Police Department to patrol the City of North Bend.

Purchasing

CPSM recommends the city outright purchase the new police department vehicles as they have with the current four vehicles being used by Snoqualmie PD

At start-up, the City of North Bend would have to purchase three equipped police vehicles at an average cost of $70,000 per vehicle (marked and unmarked equipped vehicles). (The city currently has four police vehicles.) With a philosophy of vehicle replacement at 100,000 miles, a police vehicle will last approximately five years before it requires replacement. Using the cost of the vehicle and prorating that over the five-year life expectancy of that vehicle, the prorated cost of each vehicle is $14,000 annually.

CPSM recommends that the department use a vehicle replacement fund to purchase the replacement vehicles. A vehicle replacement fund is an amount of money put away each year based on the vehicle's life expectancy to purchase a replacement vehicle at the end of its useful life. In the case of North Bend, CPSM estimates the annual funding that should be deposited into the vehicle replacement fund based on 7 vehicles is $98,000.

Vehicle Maintenance

Vehicle maintenance is an unknown expense. Many police vehicles are partially covered by manufacturers' warrantees, meaning that newer vehicles may have very minimal costs while older ones become far more expensive to keep in a police fleet. It is common to have some vehicles cost $5,000 to $10,000 per year in maintenance. With 7 police vehicles, the annual maintenance costs should be estimated at $70,000.

Fuel

North Bend police vehicle fuel cost is estimated at $5,000 per year for each of the 7 vehicles. Therefore, annual fuel costs for a department fleet should be set at approximately $35,000.

Facility Responsibilities

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

As there is no building yet designated as a police facility in North Bend, the annual costs for maintenance and cleaning is **UNKNOWN**.

Information Technology (IT)

Information technology (IT) has become an integral component of the operation of a law enforcement agency. Police agencies regularly purchase and integrate new technology and still have to maintain current technology. Considering the wealth of technology used by a modern department, it is critical that a police department have an IT technician available for the police department. CPSM recommends that the police department share costs with other city departments for an IT Technician.

Although there are a number of technology-related items that may fall under the management responsibility of the department's IT specialist, we have captured many of those expenses elsewhere in this report. Items that have not been captured include the regular replacement of department computers; the IT Technician would be responsible for replacing all computers in the department (both desktop and vehicle). Ten computers were recommended earlier, and each of the 7 marked police vehicles would require a computer.

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

Training

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

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

- Enhance the level of law enforcement service to the public.
- Increase the technical expertise and overall effectiveness of department members.
- Provide for continued professional development of department members.
- Ensure compliance with the State of Washington rules and regulations concerning law enforcement training.

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

Ensuring that all members of the department receive both the required training and specialty training required for their specific assignments can be expensive. For an agency the size of North Bend, CPSM would recommend an annual training budget of approximately $40,000.

Policy

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

Authoring a policy and procedure manual can be an onerous process; however, there are private companies that produce policy and procedure manuals that can be adapted to the individual department. Those companies provide a complete product, policies are reviewed and updated by state-specific attorneys, and the product also includes a function whereby officers must confirm that they have read any new policies and policy updates. Although CPSM has no association with any one policy and procedure producing company, CPSM has found that Lexipol is by far the most complete service for law enforcement use. CPSM recommends the department purchase its policy manual from Lexipol, and that the department purchase the monthly updates as well. For a department the size of North Bend the annual cost for the policy manual service would be approximately $12,000.

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

TABLE 8-3: Approximate Annual Operational Costs

Item	Approximate Costs
Police facility	**UNKNOWN**
CAD/RMS/Dispatch	330,000
Equipment	65,000
Training of personnel	40,000
Fleet	203,000
Information Technology	35,000
Misc. Operating Expenses	100,000
Policy Service	12,000
Total	**Minimum of $785,000**

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SECTION 9. OPTIONS FOR THE POLICING OF THE CITY OF NORTH BEND

There are three options for policing the city to be considered by the North Bend City Council: (1) Create a new police department in the City of North Bend, (2) Continue contracting with the City of Snoqualmie for policing services, or (3) Enter into a new policing contract with the King County Sheriff's Office. Each of the three options have their pros and cons as to how they would affect policing in the City of North Bend.

CREATE A NORTH BEND POLICE DEPARTMENT

Pros

- The City of North Bend would have complete control over the police department budget.
- The City of North Bend would have complete control over the manner in which policing would be conducted in the city.
- The City of North Bend would have complete control over personnel issues of those employed by the police department.
- The City of North Bend would have complete control over selecting the Chief of Police.

Cons

- The City of North Bend would be responsible for all management-related issues with having its own police department.
- The City of North Bend would be responsible for all hiring and training of police department personnel.
- The City of North Bend would be responsible for all litigation arising out of the actions of police department personnel.
- The City of North Bend would be responsible for maintaining a fleet of vehicles and a police station.
- The City of North Bend would be responsible for purchasing and maintenance of all equipment necessary for the operation of a police department.
- When a vacancy occurs in an agency the size of what the North Bend Police Department would be, it is more impactful than a larger agency that can absorb the vacancy more easily.

§ § §

CONTINUE CONTRACTING WITH THE CITY OF SNOQUALMIE FOR POLICE SERVICES

Pros

- The City of North Bend would not be responsible for the labor-intensive issues and prohibitive start-up costs of a police department.
- The City of North Bend has a long contractual relationship with the City of Snoqualmie for the policing of the city.
- The SPD personnel would be familiar with the issues in the City of North Bend.
- The residents of the City of North Bend would already be familiar with the officers of SPD.
- The City of North Bend leadership would be already familiar with the philosophy of how the city is policed by SPD.
- The City of North Bend would have no responsibility for ensuring there is adequate staffing to police the city.
- The City of North Bend would have limited liability from litigation arising from incidents involving SPD officers.
- The City of North Bend would not be responsible for maintaining a police facility.
- The City of North Bend would not be responsible for maintaining a police fleet of vehicles.
- The City of North Bend would not be responsible for ensuring the police department employees meet state standards.
- When the need arises, back-up for officers is nearby.
- When the need arises, there is surge capacity (additional officers) available in the event of a major incident.
- The City of North Bend has some visibility in the schools with the SPD school resource officer.

Cons

- The City of North Bend would have little to no control over the management of police services.
- The City of North Bend would have little to no control over personnel who are hired or fired in the Snoqualmie Police Department (SPD)
- The City of North Bend would have minimal influence over how the city is policed by SPD.
- The City of North Bend would have minimal influence over the hiring of the Chief of Police.
- The City of North Bend would have no control over cost increases in the contract.

§ § §

CONTRACT WITH KING COUNTY SHERIFF'S OFFICE (KCSO) FOR POLICE SERVICES

Pros

- The City of North Bend would not be responsible for the labor-intensive issues and prohibitive start-up costs of a police department.
- The City of North Bend would have no responsibility in ensuring there is adequate staffing to police the city.
- The City of North Bend would have limited liability from litigation arising from incidents involving SPD officers.
- The City of North Bend would not be responsible for maintaining a police facility.
- The City of North Bend would not be responsible for maintaining a police fleet of vehicles.
- The City of North Bend would not be responsible for ensuring the police department employees meet state standards.
- When the need arises, there is surge capacity (additional deputies) available in the event of a major incident.
- KCSO has a complement of special units that could be available for the City of North Bend if required (K-9, SWAT, Crisis Negotiation, Traffic, etc.).

Cons

- The City of North Bend has not had a contractual relationship with King County in more than a decade.
- The City of North Bend would have no control over the management of police services.
- The City of North Bend would have little to no control over personnel who are hired or fired in the King County Sheriff's Office
- The City of North Bend would have minimal influence over how the city is policed by KCSO.
- Response for deputy back-up would be 15 to 30 minutes away from the city.
- The City of North Bend would have no control over cost increases in the contract.

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SECTION 10. SUMMARY

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

This report outlines the estimated necessary start-up costs, estimated annual costs, and a staffing model that would be involved should the City of North Bend elect to move away from its current service model provided by Snoqualmie Police Department. Although "recommendations" are mentioned throughout this report's body, those are recommendations should the city start down the path of pursuing this project.

Our consultants did not work to build an agency model that would fit within a predetermined budget. As noted, our staffing plan provides the necessary labor to fill the projected and known needs in the community.

Additionally, the personnel cost figures provided are based on the salaries the city elected to use and were calculated with the assumption that all positions would be filled at the top step in the salary range. Actual personnel expenses would be lower as not all positions will be filled with top-step employees. If the city elects to modify its current benefit packages and explore what expenses should be shared with the employees, the costs will be driven down even further.

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

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

The benefit of the City of North Bend operating its own department is that decisions regarding change or capacity building can be made locally versus the current model, in which operational decisions regarding SPD are made elsewhere. Simply put, a municipal police department as proposed in this report has greater autonomy for making decisions regarding how services are delivered.

However, moving away from Snoqualmie Police Department comes with some drawbacks. Although SPD will be a regional partner agency and should still assist with critical incidents when requested through mutual aid, as other local agencies would do, SPD is unlikely to be a resource with special projects, enforcement programs, or periods of needed crime suppression that may arise. As well, an agency the size of North Bend will not have the surge capacity that SPD can provide. North Bend would need to develop and foster relationships with its neighboring agencies to be able to call upon additional resources when needed.

SECTION 11. APPENDIX

This data analysis on law enforcement operations provided by the Snoqualmie Police Department for the City of North Bend, Washington, focuses on two main areas: workload and response times.

The Issaquah Police Department dispatches the Snoqualmie Police Department. All information in this analysis was developed using data from the Issaquah Police Department's computer-aided dispatch (CAD) system.

CPSM collected data for the one-year period of October 1, 2023, through September 30, 2024. The majority of the first section of this report, up to Table 11-9, focuses on call data for that one-year period. To explore seasonal variations, we compared two eight-week sample periods. The first period covers January 4 to February 28 (winter) in 2024, while the second period spans July 7 to August 31 (summer) in 2024.

The data used in this analysis has certain limitations. No specific unit was dedicated solely to North Bend, which restricted our ability to directly compare the available personnel in the city with the recorded workload. Consequently, this analysis includes all Snoqualmie PD patrol units that responded to calls within the city.

WORKLOAD ANALYSIS

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

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

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

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

- 383 events (about 7 percent) involved units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 85 different event descriptions, which we condensed into 15 categories for our tables and 8 categories for our

figures (shown in Chart 11-1). Table 11-14 in the appendix shows how each call description was categorized.

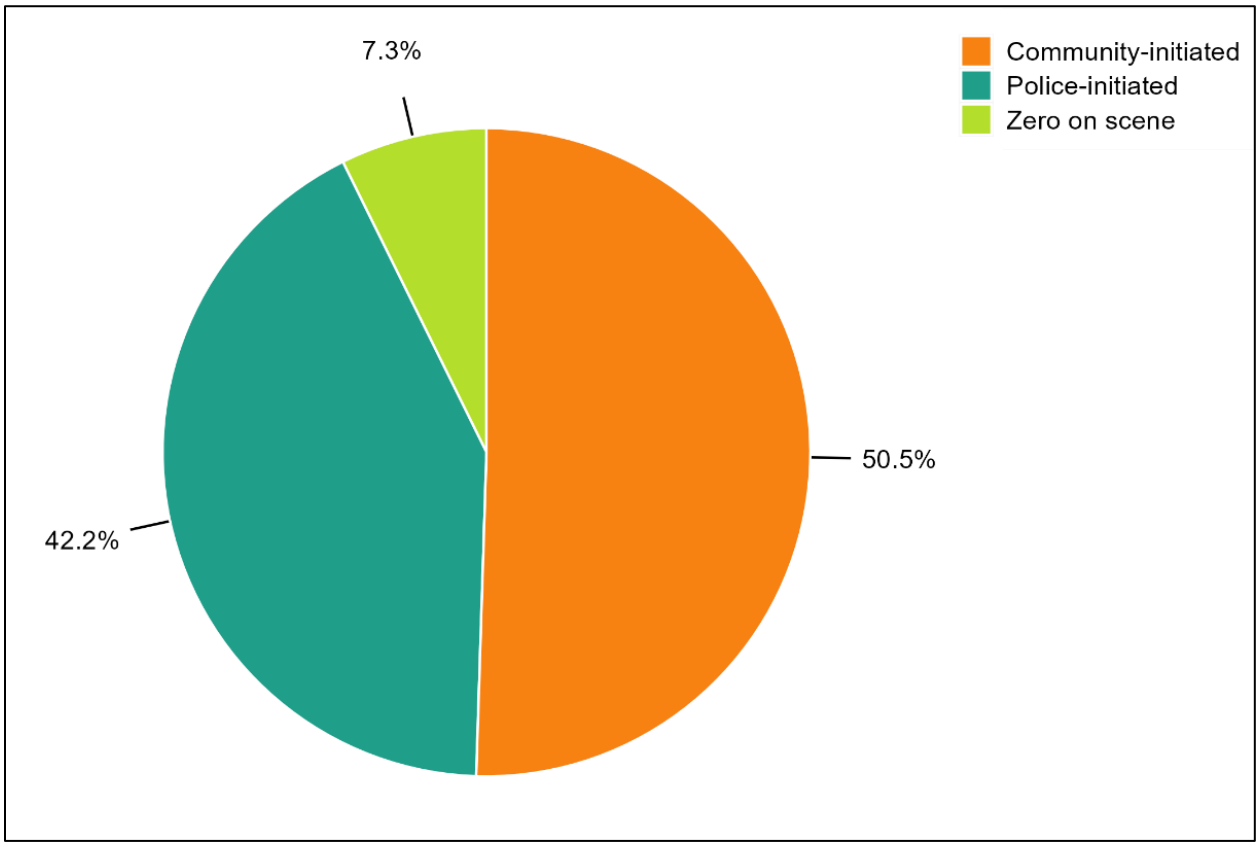
Between October 1, 2023, and September 30, 2024, the communications center recorded approximately 5,237 events that were assigned call numbers, which included an adequate record of a responding unit as either the primary or secondary unit. When measured daily, the department reported an average of 14.0 patrol-related events per day, approximately 7 percent of which (1.0 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 11-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Warrant/prisoner	Arrest
Assist other agency	Assist other agency
Crime against persons	Crime
Crime against property	
Directed patrol	Directed patrol
Animal call	General noncriminal
Juvenile	
Miscellaneous	
Alarm	Investigation
Check/investigation	
Follow-up	
Disturbance	Suspicious incident
Suspicious person/vehicle	
Accident	Traffic
Traffic enforcement	

FIGURE 11-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 5,237 events.

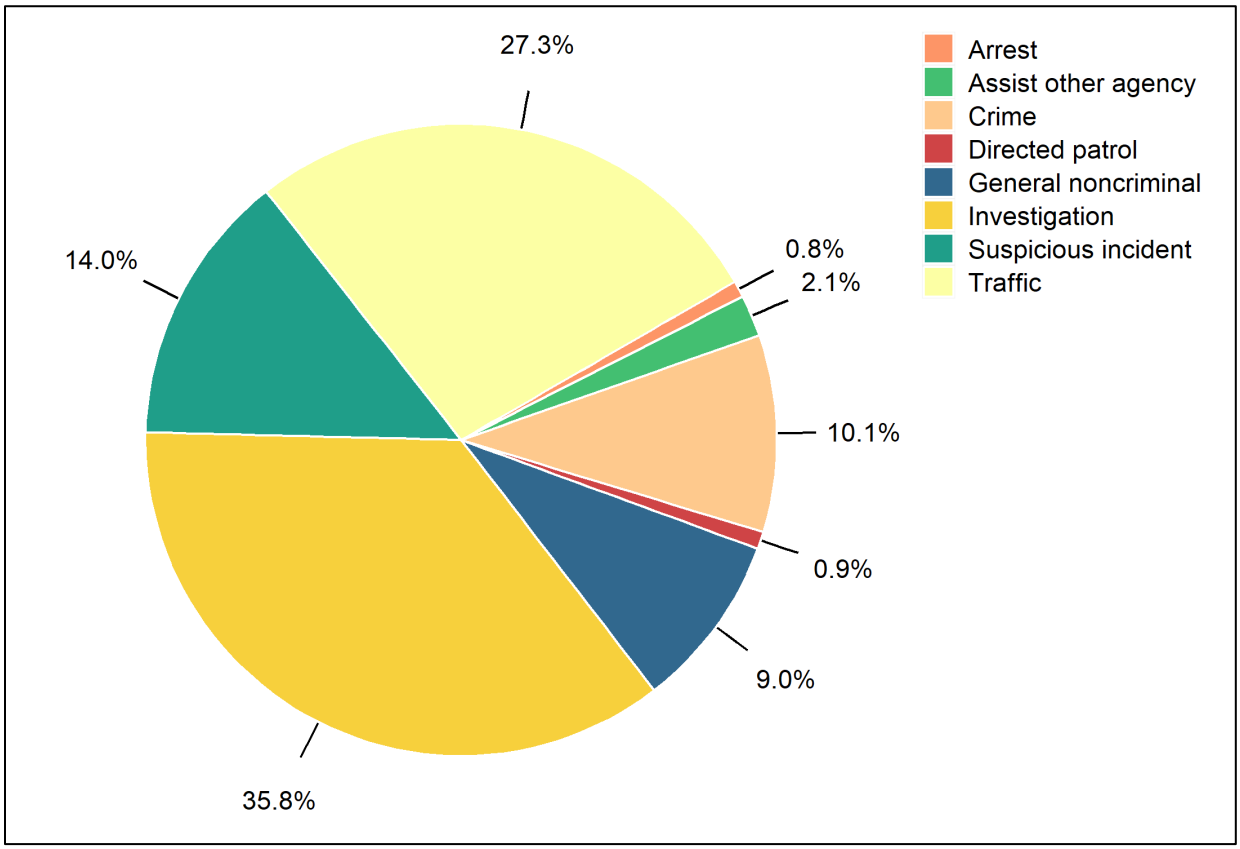
TABLE 11-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	2,645	7.2
Police-initiated	2,209	6.0
Zero on scene	383	1.0
Total	**5,237**	**14.3**

Observations:

- 7 percent of the events had zero time on scene.
- 42 percent of all events were police-initiated.
- 51 percent of all events were community-initiated.
- There was an average of 14 events per day or 0.6 per hour.

FIGURE 11-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 11-1.

TABLE 11-2: Events per Day, by Category

Category	No. of Events	Events per Day
Accident	125	0.3
Alarm	243	0.7
Animal call	34	0.1
Assist other agency	111	0.3
Check/investigation	1,256	3.4
Crime against persons	223	0.6
Crime against property	305	0.8
Directed patrol	46	0.1
Disturbance	233	0.6
Follow-up	378	1.0
Juvenile	56	0.2
Miscellaneous	379	1.0
Suspicious person/vehicle	501	1.4
Traffic enforcement	1,303	3.6
Warrant/prisoner	44	0.1
Total	**5,237**	**14.3**

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

Observations:

- The top three categories accounted for 77 percent of events:
  - 36 percent of events were investigations.
  - 27 percent of events were traffic related.
  - 14 percent of events were suspicious incidents.
- 10 percent of events were crimes.

FIGURE 11-3: Percentage Calls per Day, by Category

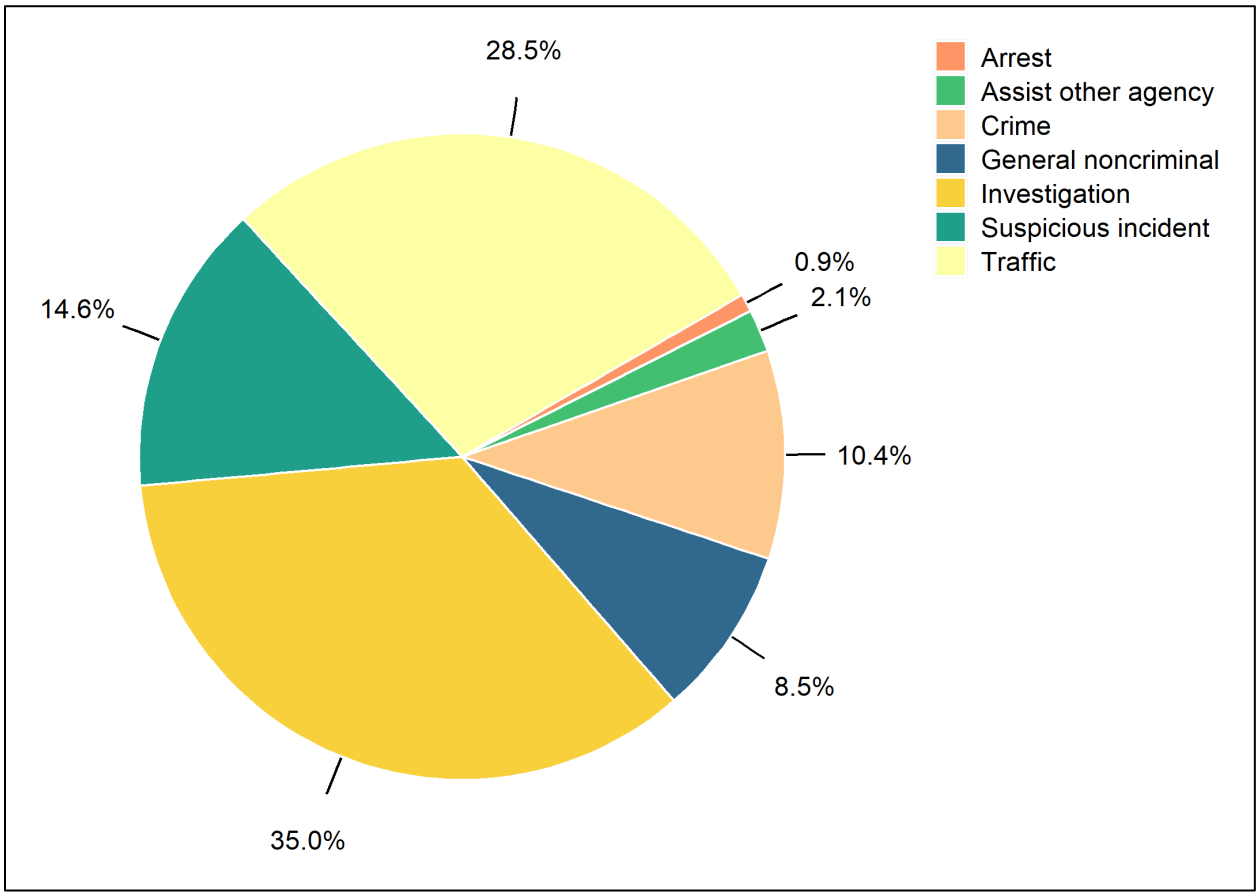


TABLE 11-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	120	0.3
Alarm	219	0.6
Animal call	32	0.1
Assist other agency	103	0.3
Check/investigation	1,137	3.1
Crime against persons	208	0.6
Crime against property	293	0.8
Disturbance	226	0.6
Follow-up	326	0.9
Juvenile	48	0.1
Miscellaneous	329	0.9
Suspicious person/vehicle	476	1.3
Traffic enforcement	1,252	3.4
Warrant/prisoner	43	0.1
Total	**4,812**	**13.1**

Note: The focus here is on recorded calls rather than recorded events.
We removed 383 events with zero time on scene and 42 patrol request events.

Observations:

- On average, there were 13.1 calls per day, or 0.5 per hour.
- The top three categories accounted for 78 percent of calls:
  - 35 percent of calls were investigations.
  - 29 percent of calls were traffic related.
  - 15 percent of calls were suspicious incidents.
- 10 percent of calls were crimes.

FIGURE 11-4: Calls per Day, by Initiator and Month

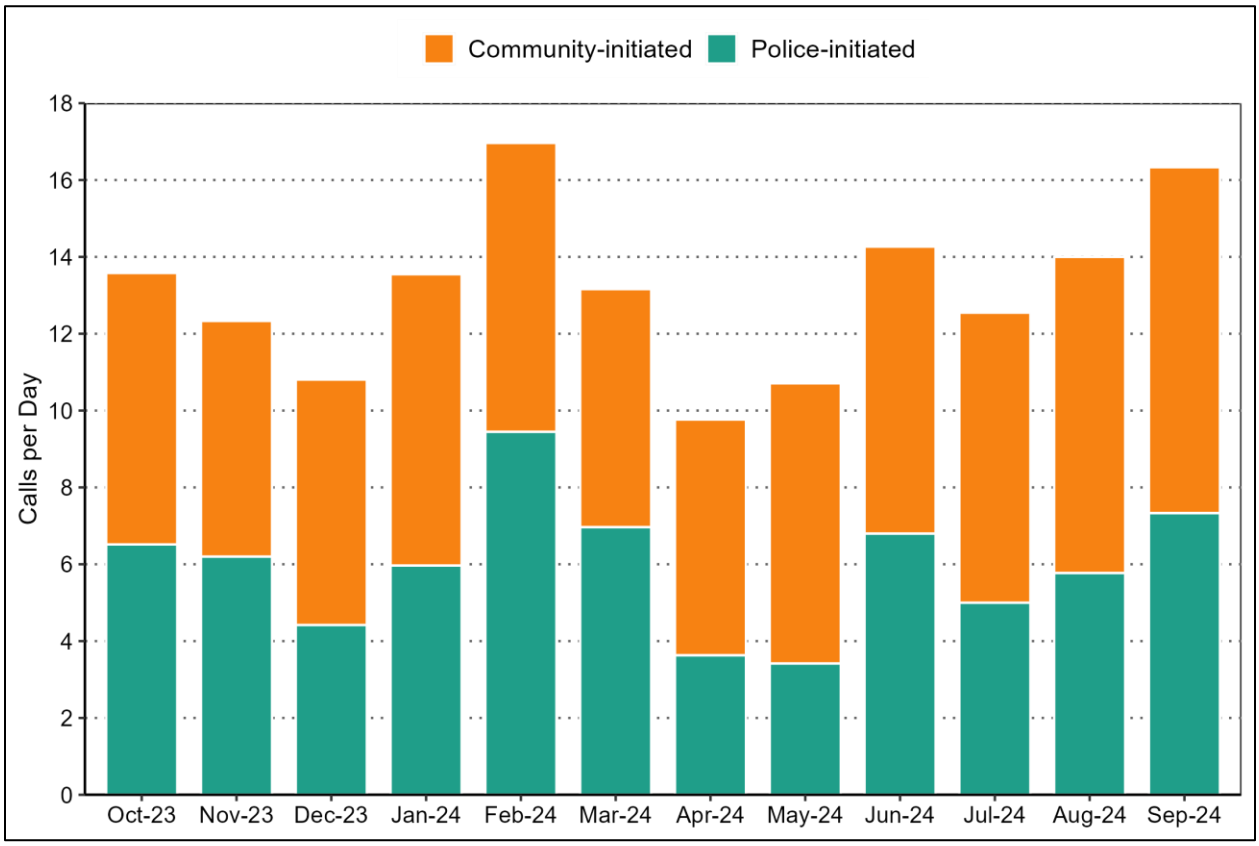


TABLE 11-4: Calls per Day, by Initiator and Month

Initiator	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Community	7.1	6.1	6.4	7.6	7.5	6.2	6.1	7.3	7.5	7.5	8.2	9.0
Police	6.5	6.2	4.4	6.0	9.4	7.0	3.6	3.4	6.8	5.0	5.8	7.3
Total	**13.6**	**12.3**	**10.8**	**13.5**	**17.0**	**13.2**	**9.8**	**10.7**	**14.3**	**12.5**	**14.0**	**16.3**

Observations:

- The number of calls per day was lowest in April.
- The number of calls per day was highest in February.
- The month with the most calls had 74 percent more calls than the month with the fewest calls.
- February had the most police-initiated calls, with 176 percent more than May. which had the fewest.
- August had the most community-initiated calls, with 47 percent more than November, March, and April, which had the fewest.

FIGURE 11-5: Calls per Day, by Category and Month

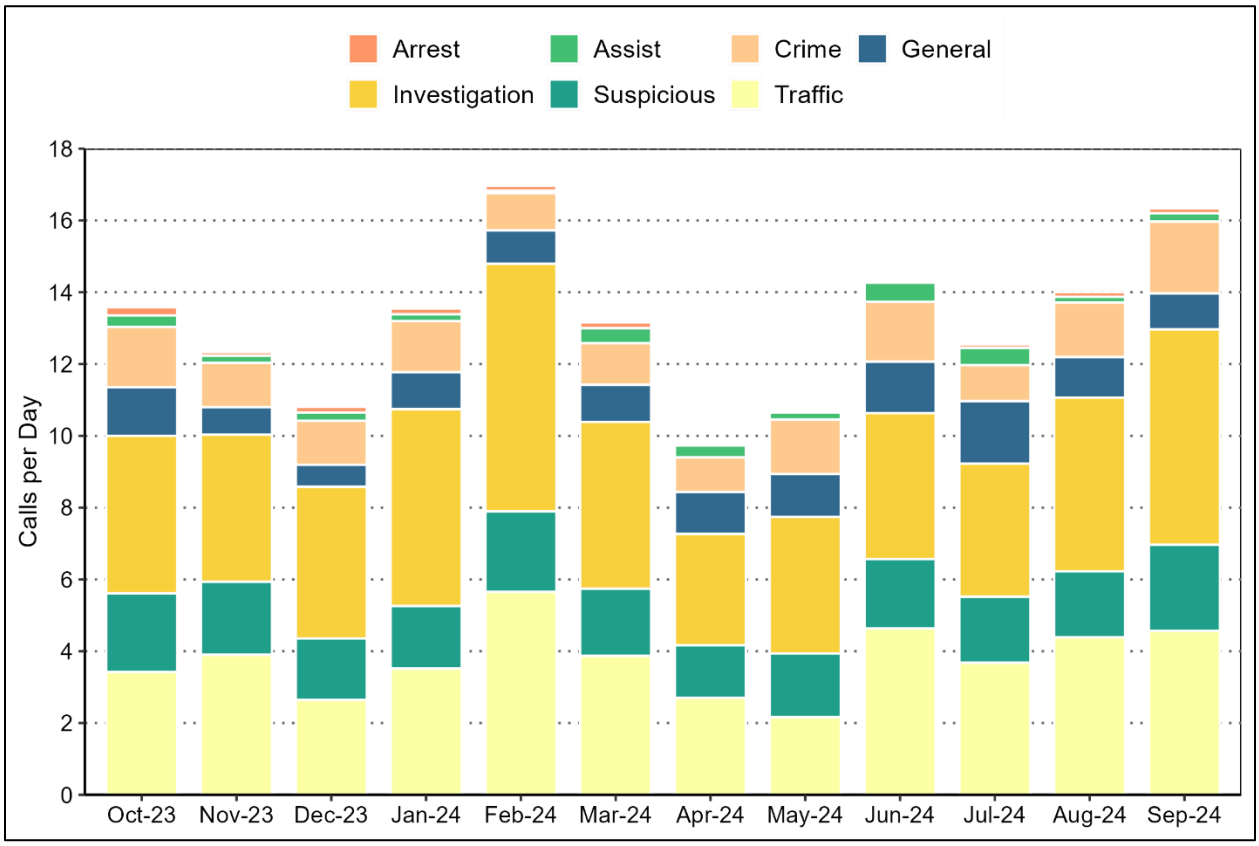


TABLE 11-5: Calls per Day, by Category and Month (June 2023 to May 2024)

Category	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Accident	0.3	0.4	0.3	0.5	0.5	0.2	0.3	0.2	0.3	0.4	0.4	0.4
Alarm	0.4	0.5	1.0	0.8	0.9	0.3	0.3	0.6	0.4	0.5	0.9	0.5
Animal call	0.1	0.1	0.1	0.0	0.0	0.1	0.1	0.1	0.1	0.3	0.1	0.1
Assist other agency	0.3	0.2	0.2	0.2	0.1	0.4	0.3	0.2	0.5	0.5	0.2	0.2
Check/investigation	3.1	2.7	2.5	4.0	4.1	3.3	2.0	2.2	3.0	2.7	3.5	4.2
Crime against persons	0.6	0.6	0.4	0.6	0.4	0.5	0.4	0.6	0.8	0.3	0.9	0.7
Crime against property	1.1	0.6	0.8	0.8	0.7	0.7	0.5	0.9	0.9	0.7	0.6	1.3
Disturbance	0.5	0.5	0.4	0.6	0.5	0.7	0.5	0.6	0.7	0.7	0.8	0.9
Follow-up	0.9	0.9	0.7	0.7	1.9	1.0	0.8	0.9	0.7	0.5	0.5	1.3
Juvenile	0.0	0.0	0.0	0.0	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Miscellaneous	1.2	0.7	0.5	1.0	0.8	0.8	0.9	0.9	1.2	1.3	0.9	0.7
Suspicious person/vehicle	1.6	1.5	1.3	1.2	1.7	1.2	1.0	1.2	1.2	1.2	1.1	1.5
Traffic enforcement	3.1	3.5	2.4	3.1	5.2	3.7	2.4	1.9	4.4	3.3	4.0	4.2
Warrant/prisoner	0.2	0.1	0.2	0.2	0.1	0.2	0.0	0.1	0.0	0.1	0.1	0.1
Total	**13.6**	**12.3**	**10.8**	**13.5**	**17.0**	**13.2**	**9.8**	**10.7**	**14.3**	**12.5**	**14.0**	**16.3**

Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories averaged between 72 and 87 percent of calls throughout the year.
  - Investigation calls averaged between 3.1 and 6.9 calls per day throughout the year.
  - Traffic calls averaged between 2.2 and 5.7 calls per day throughout the year.
  - Suspicious incident calls averaged between 1.5 and 2.4 calls per day throughout the year.
- Crime calls averaged between 1.0 and 2.0 calls per day throughout the year and accounted for 6 to 14 percent of total calls.

FIGURE 11-6: Primary Unit's Average Occupied Times, by Category and Initiator

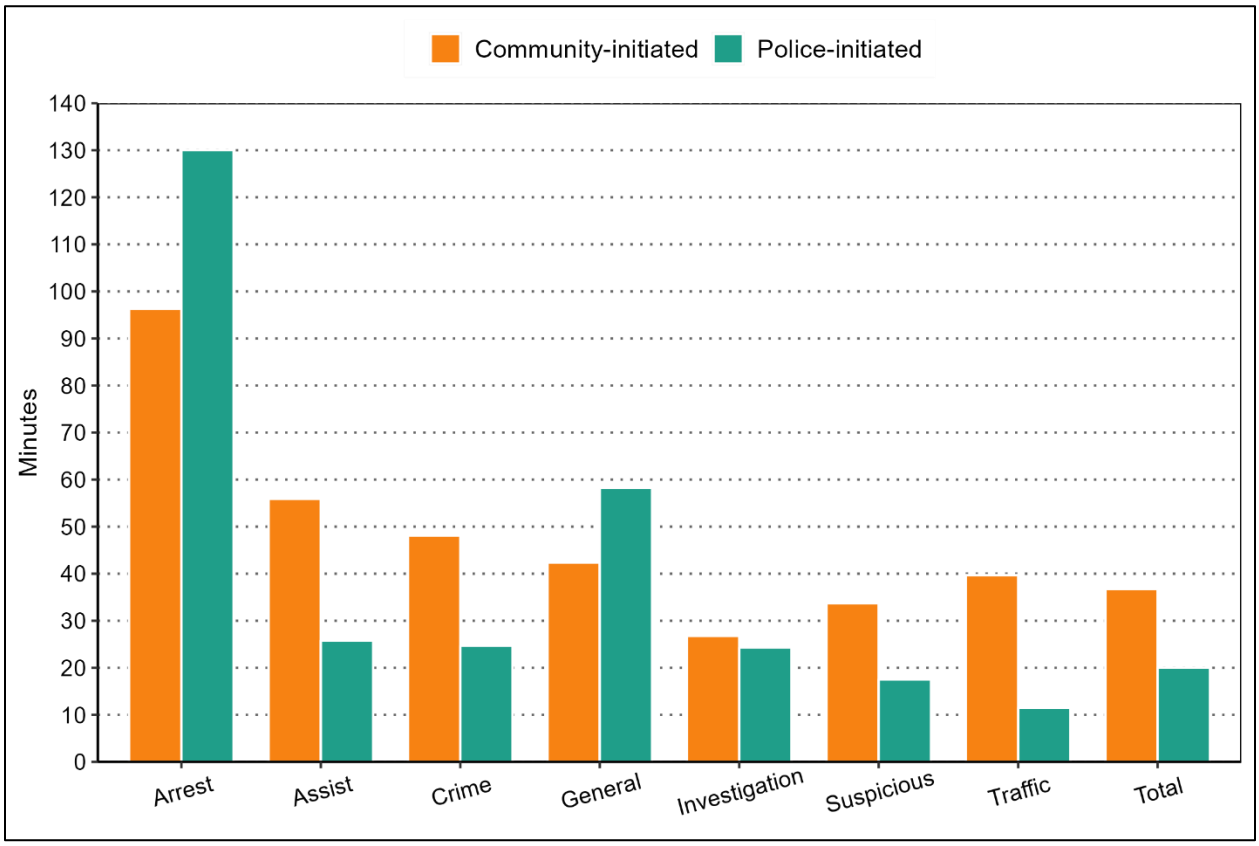


TABLE 11-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community		Police	
	Minutes	Calls	Minutes	Calls
Accident	49.3	114	27.4	6
Alarm	12.8	219	NA	0
Animal call	25.6	29	8.3	3
Assist other agency	55.9	75	25.8	28
Check/investigation	32.0	445	17.2	692
Crime against persons	54.5	196	34.5	12
Crime against property	43.5	273	18.8	20
Disturbance	36.6	221	18.3	5
Follow-up	30.3	211	66.8	115
Juvenile	32.6	42	28.0	6
Miscellaneous	45.6	274	64.3	55
Suspicious person/vehicle	31.8	330	17.5	146
Traffic enforcement	34.1	196	11.4	1,056
Warrant/prisoner	96.3	14	130.0	29
Weighted Average/Total	**36.8**	**2,639**	**20.0**	**2,173**

Note: The information in Figure 11-6 and Table 11-6 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 12 to 130 minutes overall.
- The longest average times were for police-initiated arrest calls.
- The average time spent on crime calls was 48 minutes for community-initiated calls and 25 minutes for police-initiated calls.

FIGURE 11-7: Number of Responding Units, by Initiator and Category

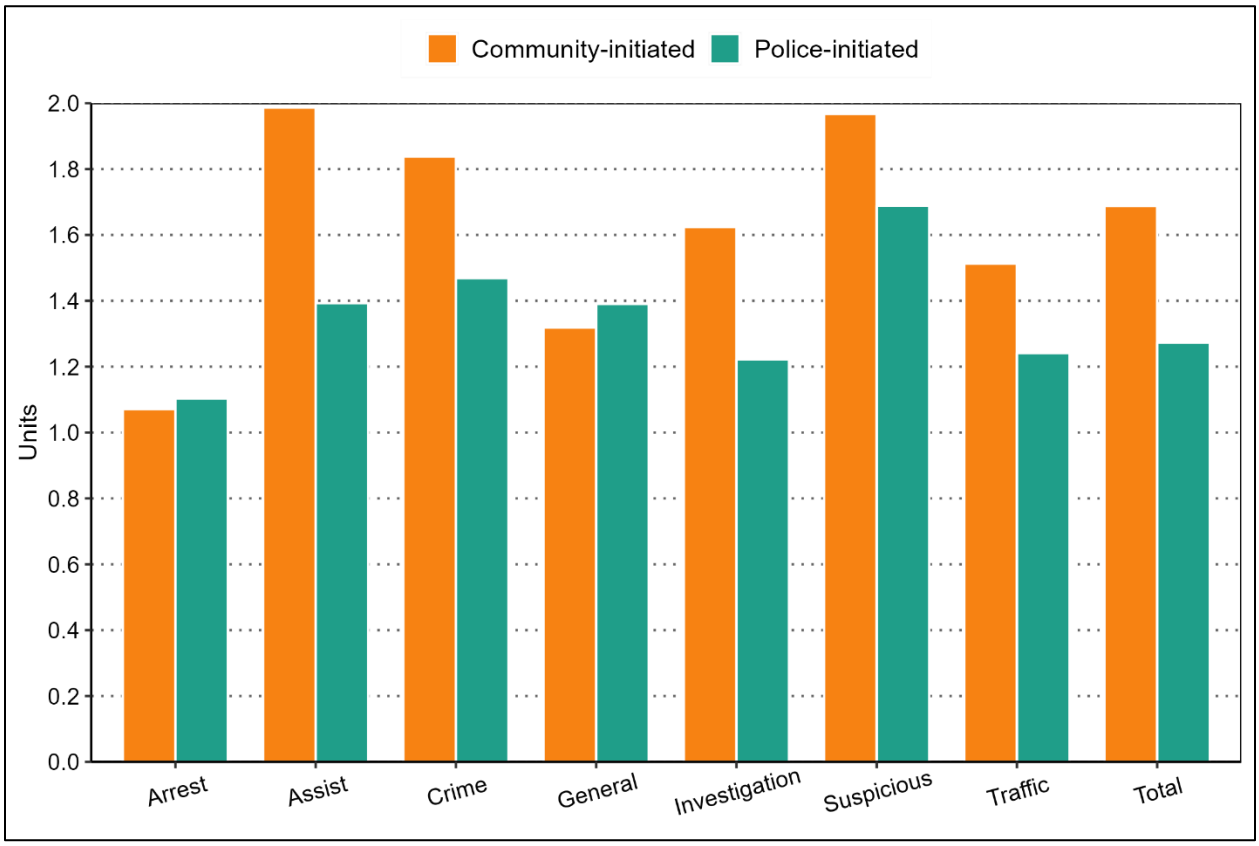


TABLE 11-7: Average Number of Responding Units, by Initiator and Category

Category	Community		Police	
	No. of Units	Calls	No. of Units	Calls
Accident	1.7	114	2.0	6
Alarm	1.8	219	NA	0
Animal call	1.4	29	1.0	3
Assist other agency	2.0	75	1.4	28
Check/investigation	1.7	445	1.2	692
Crime against persons	2.1	196	1.6	12
Crime against property	1.7	273	1.4	20
Disturbance	2.0	221	1.4	5
Follow-up	1.2	211	1.2	115
Juvenile	1.5	42	1.2	6
Miscellaneous	1.3	274	1.4	55
Suspicious person/vehicle	1.9	330	1.7	146
Traffic enforcement	1.4	196	1.2	1,056
Warrant/prisoner	1.1	14	1.1	29
Weighted Average/Total	**1.7**	**2,639**	**1.3**	**2,173**

Note: The information in Figure 11-7 and Table 11-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 11-8: Number of Responding Units, by Category, Community-initiated Calls

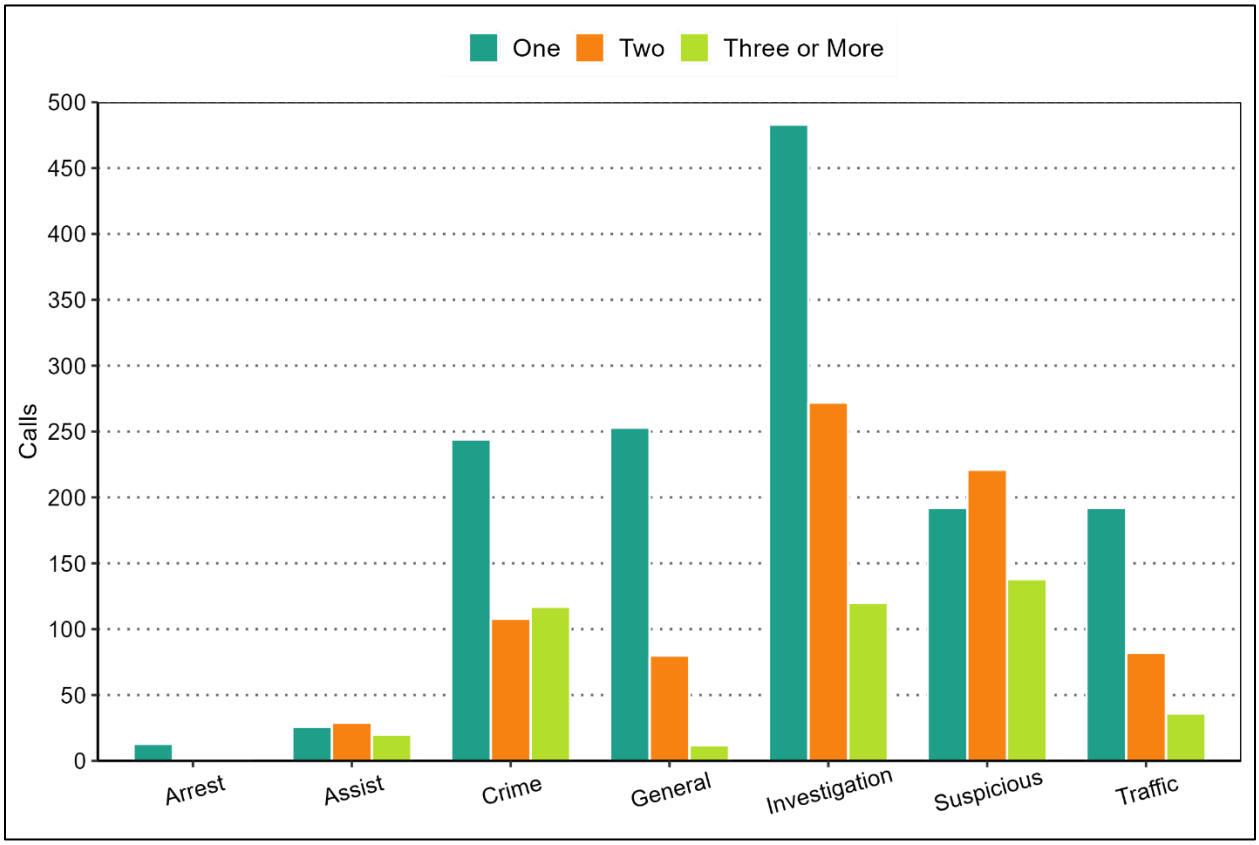


TABLE 11-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	60	31	23
Alarm	82	96	41
Animal call	17	11	1
Assist other agency	26	29	20
Check/investigation	218	156	71
Crime against persons	84	44	68
Crime against property	160	64	49
Disturbance	74	82	65
Follow-up	183	20	8
Juvenile	27	11	4
Miscellaneous	209	58	7
Suspicious person/vehicle	118	139	73
Traffic enforcement	132	51	13
Warrant/prisoner	13	1	0
Total	**1,403**	**793**	**443**

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 2.0 for agency assist calls that were community-initiated.
- 53 percent of community-initiated calls involved one responding unit.
- 30 percent of community-initiated calls involved two responding units.
- 17 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved suspicious incidents.

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

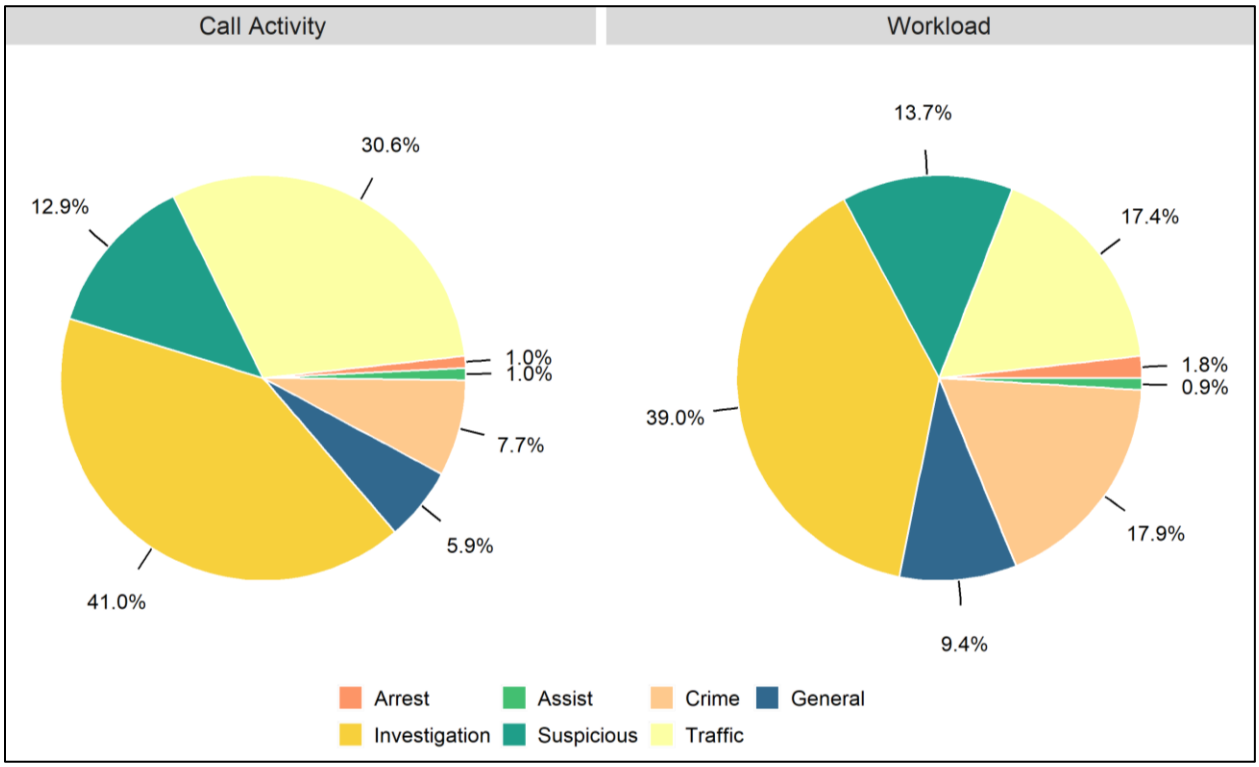


TABLE 11-9: Calls and Work Hours per Day, by Category, Winter 2024

Category	Per Day	
	Calls	Work Hours
Accident	0.5	0.4
Alarm	0.9	0.3
Assist other agency	0.1	0.1
Check/investigation	4.0	2.6
Crime against persons	0.4	1.1
Crime against property	0.7	0.7
Disturbance	0.5	0.5
Follow-up	1.2	1.1
Juvenile	0.1	0.2
Miscellaneous	0.8	0.8
Suspicious person/vehicle	1.4	0.9
Traffic enforcement	4.1	1.3
Warrant/prisoner	0.1	0.2
Total	**14.9**	**10.2**

Note: Workload calculations focused on calls rather than events.

Observations:

- The average number of calls per day and daily workload was higher in winter than in summer.
- Total calls averaged 15 per day, or 0.6 per hour.
- Total workload averaged 10 hours per day, meaning that on average 0.4 units per hour were busy responding to calls.
- Investigation calls constituted 41 percent of calls and 39 percent of workload.
- Traffic calls constituted 31 percent of calls and 17 percent of workload.
- Suspicious incident calls constituted 13 percent of calls and 14 percent of workload.
- These top three categories constituted 85 percent of calls and 70 percent of workload.
- Crime calls constituted 8 percent of calls and 18 percent of workload.

FIGURE 11-10: Percentage Calls and Work Hours, by Category, Summer 2024

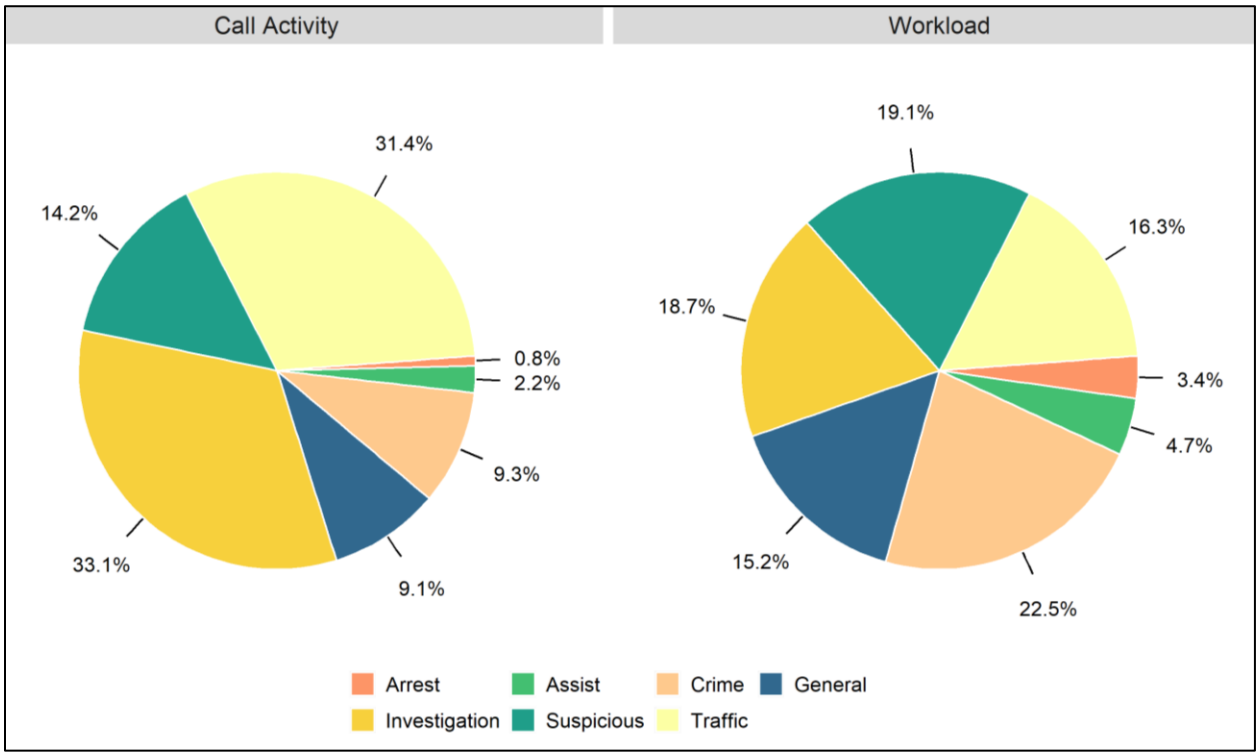


TABLE 11-10: Calls and Work Hours per Day, by Category, Summer 2024

Category	Per Day	
	Calls	Work Hours
Accident	0.4	0.5
Alarm	0.7	0.2
Animal call	0.1	0.0
Assist other agency	0.3	0.4
Check/investigation	3.2	1.3
Crime against persons	0.6	1.3
Crime against property	0.6	0.7
Disturbance	0.7	0.7
Follow-up	0.5	0.2
Juvenile	0.2	0.1
Miscellaneous	0.9	1.2
Suspicious person/vehicle	1.1	1.0
Traffic enforcement	3.8	1.0
Warrant/prisoner	0.1	0.3
Total	**13.2**	**8.8**

Note: Workload calculations focused on calls rather than events.

Observations:

- Total calls averaged 13 per day, or 0.6 per hour.
- Total workload averaged 9 hours per day, meaning that on average 0.4 units per hour were busy responding to calls.
- Investigation calls constituted 33 percent of calls and 19 percent of workload.
- Traffic calls constituted 31 percent of calls and 16 percent of workload.
- Suspicious incident calls constituted 14 percent of calls and 19 percent of workload.
- These top three categories constituted 79 percent of calls and 54 percent of workload.
- Crime calls constituted 9 percent of calls and 22 percent of workload.

FIGURE 11-11: All Workload, Weekdays, Winter 2024

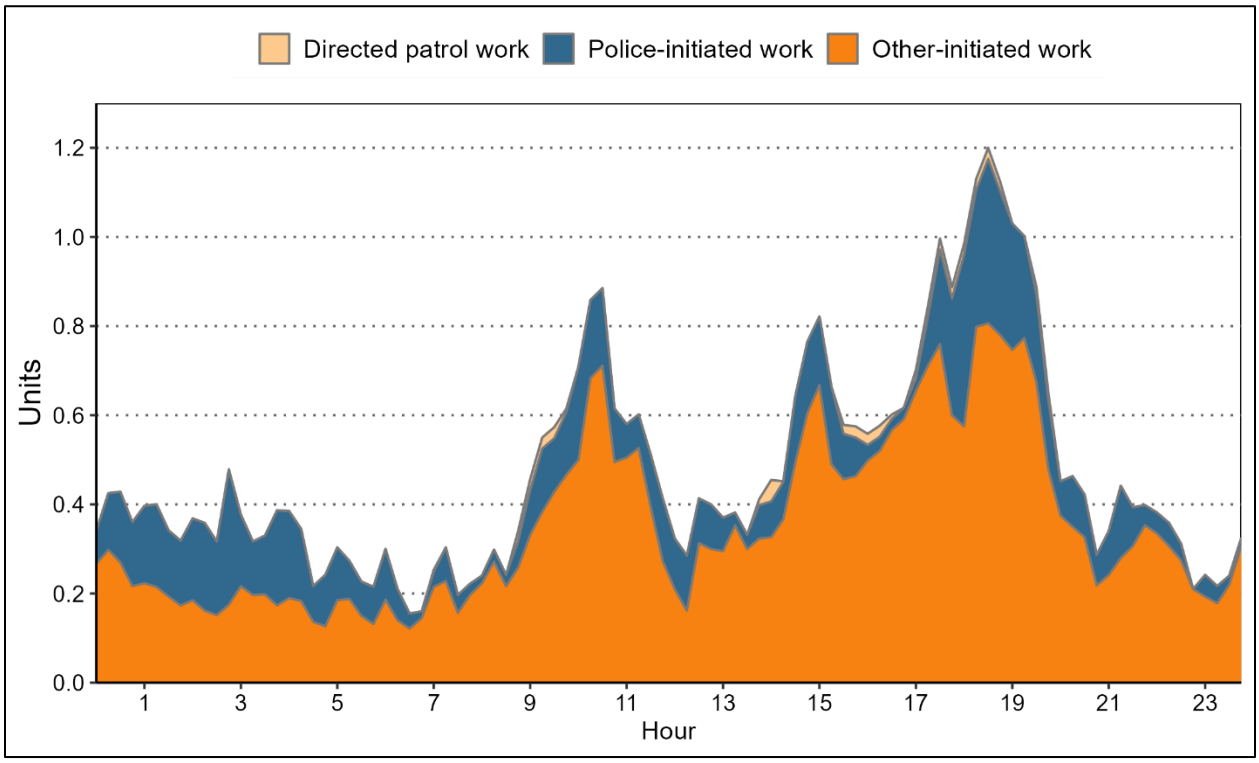


FIGURE 11-12: All Workload, Weekends, Winter 2024

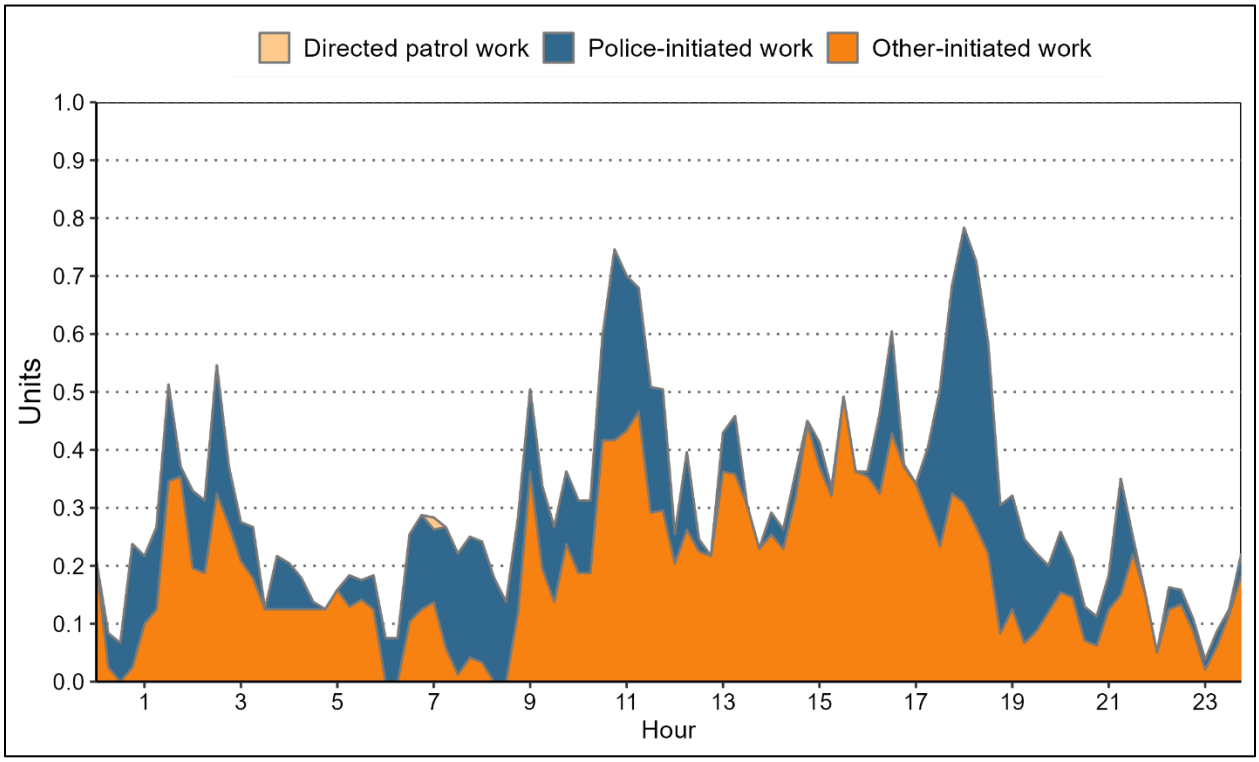


FIGURE 11-13: All Workload, Weekdays, Summer 2024

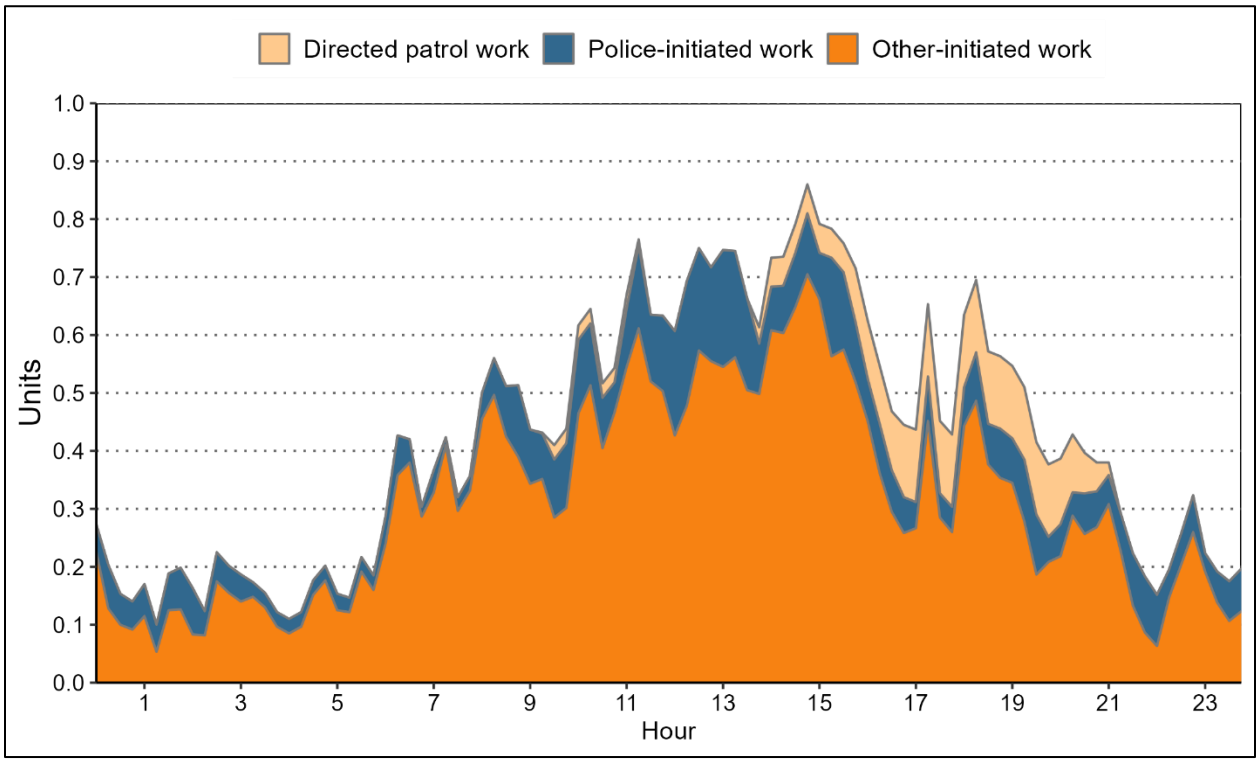
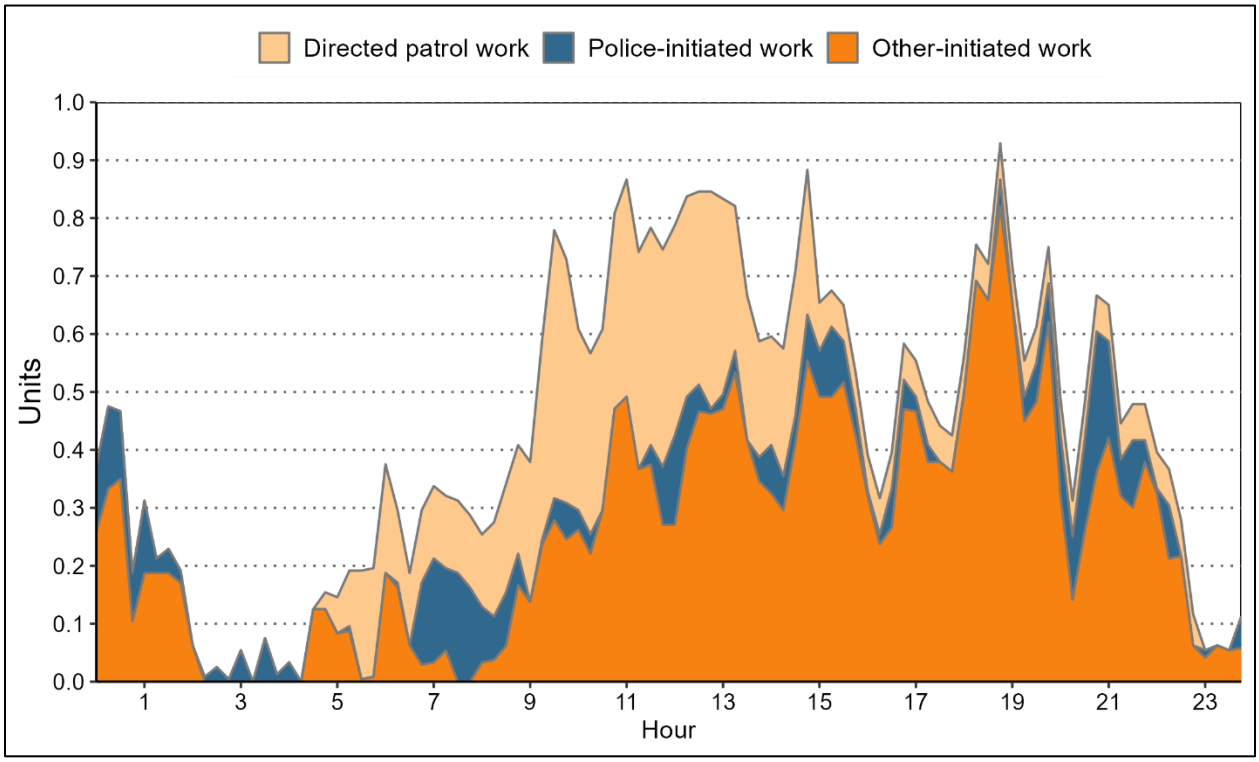


FIGURE 11-14: All Workload, Weekends, Summer 2024



Observations:

Winter 2024:

- Community-initiated work:
  - Average community-initiated workload was 0.4 units per hour during the week and 0.2 units per hour on weekends.
  - During the week, the workload reached a maximum of 0.8 units between 6:30 p.m. and 6:45 p.m.
  - On weekends, the workload reached a maximum of 0.5 units between 3:30 p.m. and 3:45 p.m.
- All work:
  - Average workload was 0.5 units per hour during the week and 0.3 units per hour on weekends.
  - During the week, the workload reached a maximum of 1.2 units between 6:30 p.m. and 6:15 p.m.
  - On weekends, the workload reached a maximum of 0.8 units between 6:00 p.m. and 6:15 p.m.

Summer 2024:

- Community-initiated work:
  - Average community-initiated workload was 0.3 units per hour during the week and 0.3 units per hour on weekends.
  - During the week, the workload reached a maximum of 0.7 units between 2:45 p.m. and 3:00 p.m.
  - On weekends, the workload reached a maximum of 0.8 units between 6:45 p.m. and 7:00 p.m.
- All work:
  - Average workload was 0.4 units per hour during the week and 0.4 units per hour on weekends.
  - During the week, the workload reached a maximum of 0.9 units between 2:45 p.m. and 3:00 p.m.
  - On weekends, the workload reached a maximum of 0.9 units between 6:45 p.m. and 7:00 p.m.

RESPONSE TIMES

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

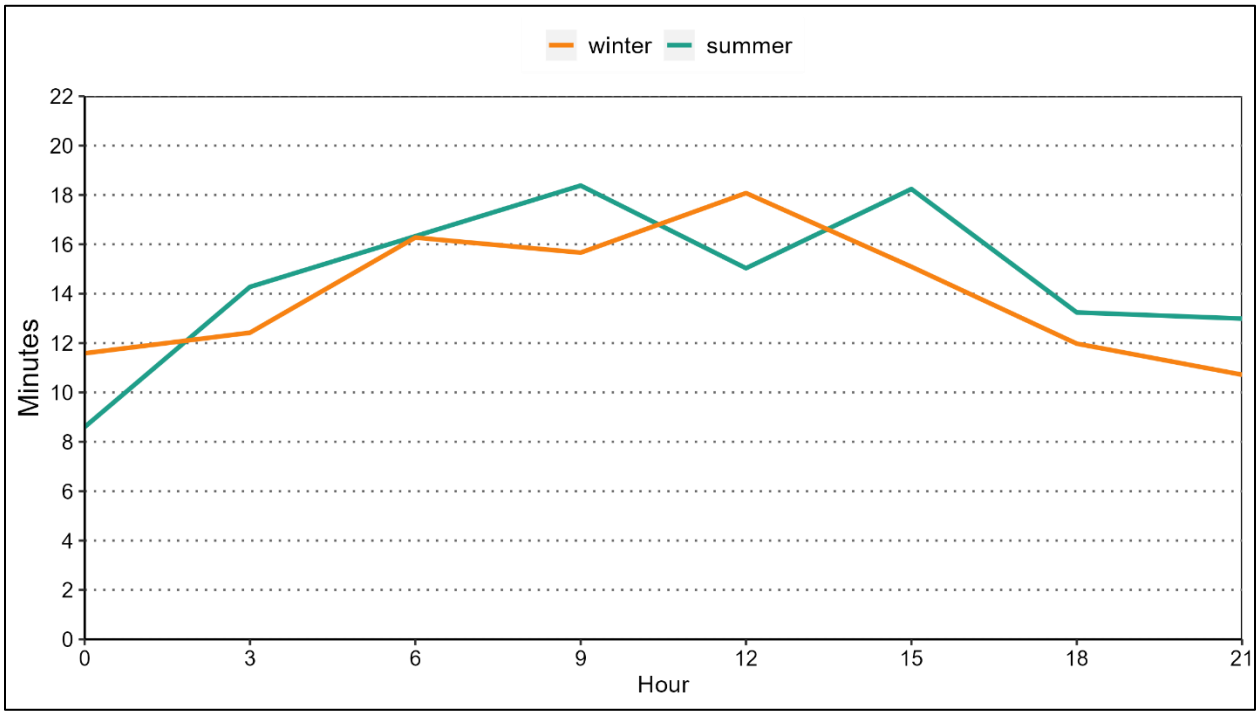
We begin the discussion with statistics that include all calls combined. We started with 834 calls for winter and 740 calls for summer. We limited our analysis to community-initiated calls, which amounted to 411 calls for winter and 432 calls for summer. Also, we removed calls lacking a recorded arriving unit. We were left with 365 calls in winter and 409 calls in summer for our analysis. For the entire year, we began with 4,812 calls and limited our analysis to 2,639 community-initiated calls. With similar exclusions, we were left with 2,393 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 by category. 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 time of day, we show differences in response times by category.

FIGURE 11-15: Average Response Time and Dispatch Processing, by Hour of Day

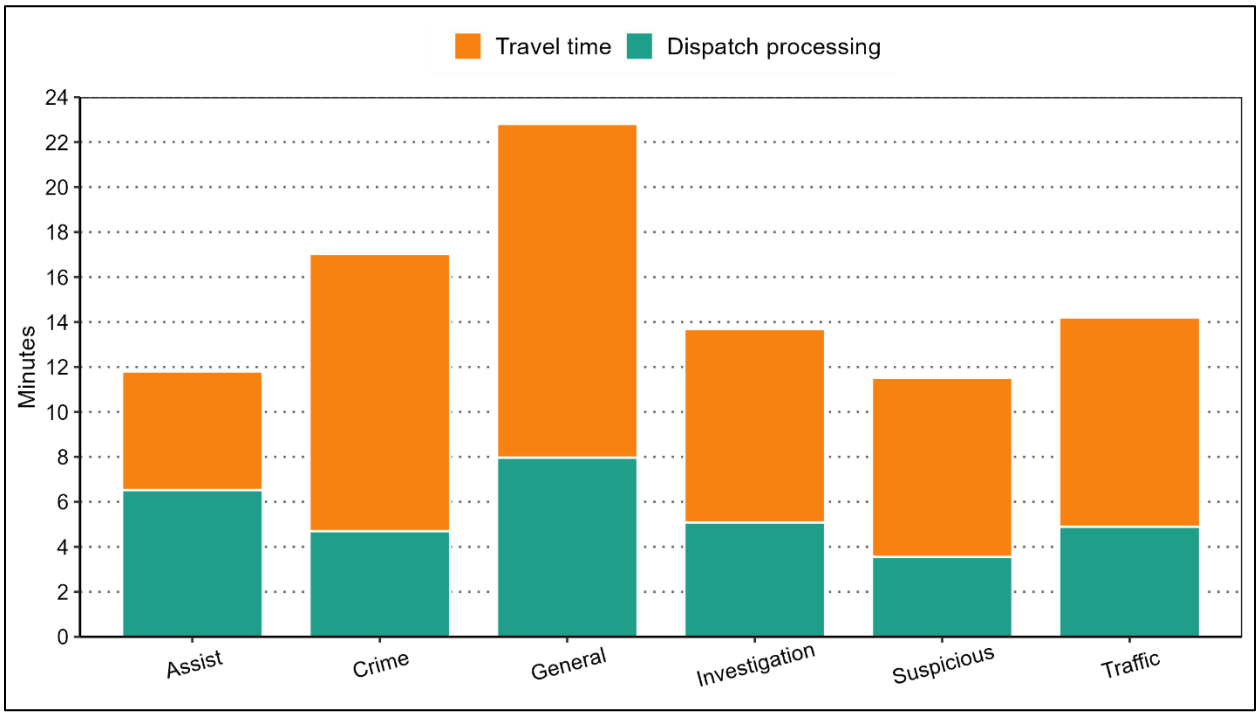


Note: This figure shows the average response time over 3-hour intervals, due to the limited number of calls in the winter and summer. The times are listed in 3-hour increments. For example, "6" indicates all calls between 6:00 a.m. and 8:59 a.m.

Observations:

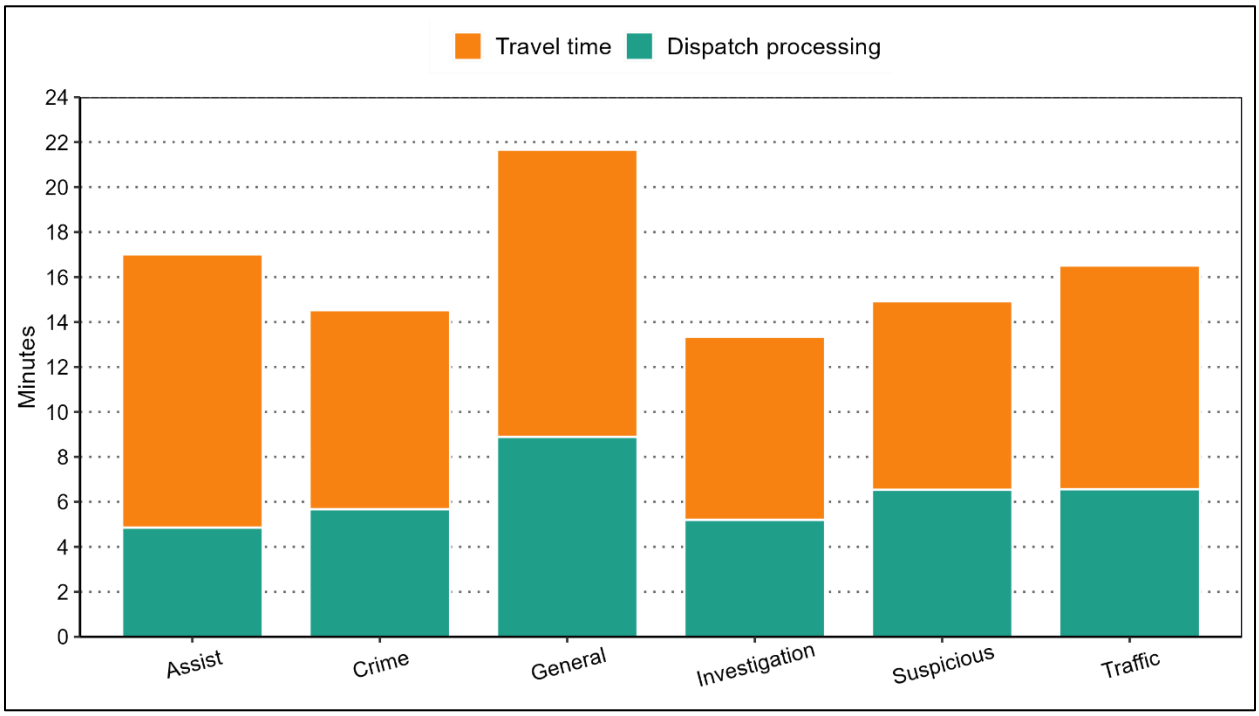
- In winter, the longest response times were between noon and 3:00 p.m., with an average of 18.0 minutes.
- In winter, the shortest response times were between 9:00 p.m. and midnight, with an average of 10.7 minutes.
- In summer, the longest response times were between 9:00 a.m. and noon, with an average of 18.4 minutes.
- In summer, the shortest response times were between midnight and 3:00 a.m., with an average of 8.6 minutes.

FIGURE 11-16: Average Response Time by Category, Winter 2024



Note: There were no arrest calls during the winter.

FIGURE 11-17: Average Response Time by Category, Summer 2024



Note: During the summer, only three arrest calls were recorded, and these were grouped into the general non-criminal category.

TABLE 11-11: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	3.6	7.5	11.1	19	4.7	9.8	14.6	21
Alarm	3.7	5.6	9.3	45	2.8	6.6	9.4	32
Assist other agency	6.5	5.3	11.8	6	4.9	12.2	17.0	13
Check/investigation	5.9	10.5	16.4	63	4.8	8.3	13.1	86
Crime against persons	4.2	9.1	13.3	22	5.8	7.9	13.7	32
Crime against property	5.0	14.5	19.5	33	5.5	9.8	15.3	31
Disturbance	3.0	10.8	13.7	27	5.4	9.2	14.7	39
Follow-up	5.3	9.2	14.5	35	10.8	10.0	20.9	20
Juvenile	9.7	8.6	18.3	4	5.5	10.8	16.4	9
Miscellaneous*	7.8	15.5	23.3	35	9.6	13.2	22.7	44
Suspicious	3.9	6.3	10.2	46	7.4	7.8	15.1	52
Traffic enforcement	5.7	10.4	16.1	30	7.8	10.0	17.9	30
Total Average	**5.0**	**9.7**	**14.8**	**365**	**6.2**	**9.3**	**15.5**	**409**

Note: The total average is weighted according to the number of calls per category. *During the summer, only three warrant/prisoner calls and six animal calls were recorded, and these calls were grouped into the miscellaneous category. There were no warrant/prisoner calls or animal calls during the winter

Observations:

- In winter, the average response time was as short as 12 minutes (for suspicious incidents) and as long as 23 minutes (for general noncriminal calls).
- In summer, the average response time was as short as 13 minutes (for investigations) and as long as 22 minutes (for general noncriminal calls).
- The average response time for crime was 17 minutes in winter and 15 minutes in summer.

TABLE 11-12: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	5.4	11.3	24.9	8.2	17.9	27.9
Alarm	6.0	11.8	15.1	3.9	15.0	18.0
Assist other agency	14.1	8.5	19.4	14.6	20.3	30.9
Check/investigation	13.0	21.6	35.6	8.2	17.5	23.6
Crime against persons	6.4	17.2	23.6	24.1	12.8	49.2
Crime against property	13.4	33.5	45.1	8.2	22.5	38.9
Disturbance	4.9	18.5	21.2	11.1	16.7	25.8
Follow-up	9.8	20.3	32.2	55.8	21.5	60.4
Juvenile	27.8	14.0	32.3	13.1	19.0	30.3
Miscellaneous	37.7	33.7	62.3	80.3	35.2	97.5
Suspicious person/vehicle	5.6	12.9	17.1	29.6	15.8	39.2
Traffic enforcement	12.7	22.0	26.4	30.7	22.4	39.8
Total Average	**11.7**	**21.6**	**32.7**	**18.3**	**20.6**	**36.6**

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 18 minutes (for suspicious incidents) and as long as 62 minutes (for general noncriminal calls).
- In summer, the 90th percentile value for response time was as short as 25 minutes (for investigations) and as long as 84 minutes (for general noncriminal calls).

High-Priority Calls

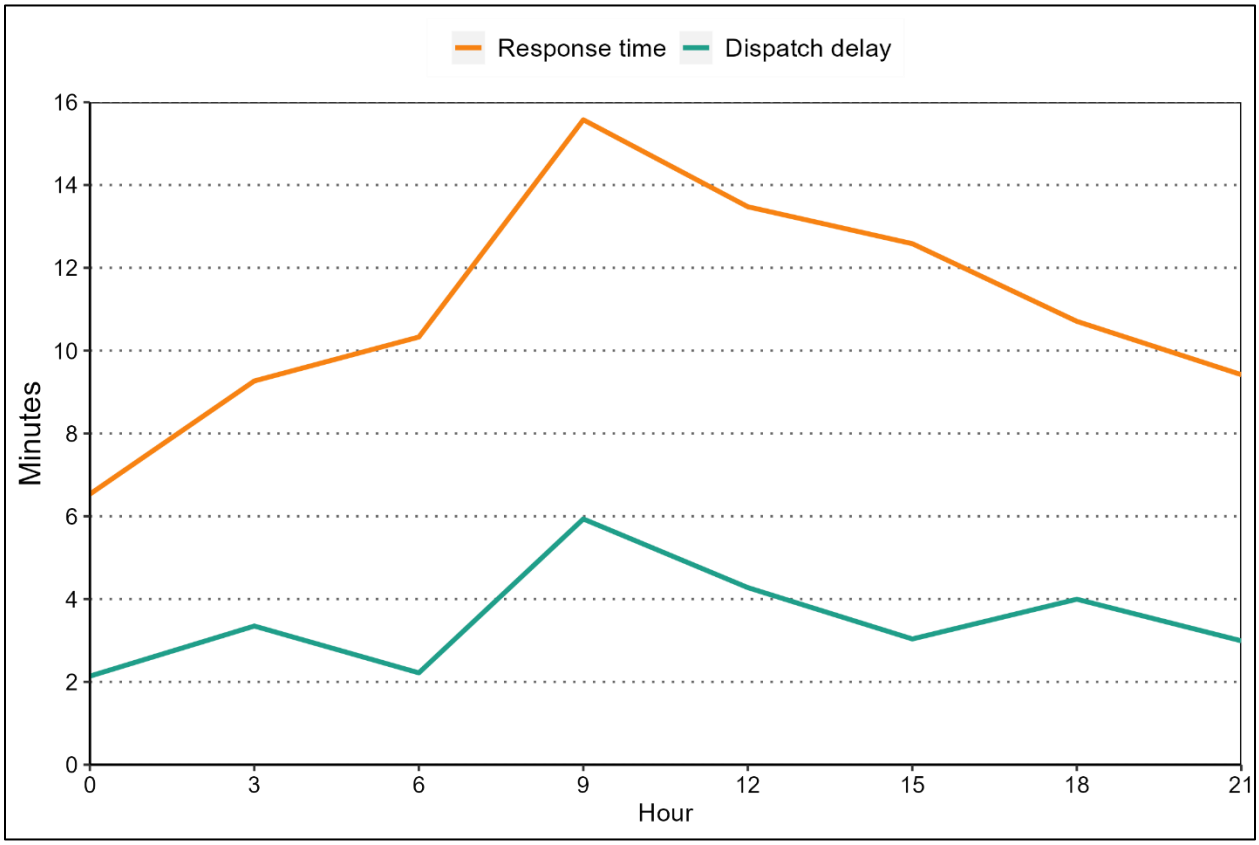
The department assigned priorities to calls with priorities 1 and 2 as the highest priorities. The following table shows average response times by priority. In addition, we identified injury accidents based on the call description, "accident injury," to see if these provided an alternate measure for emergency calls.

TABLE 11-13: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response, Minutes
	Dispatch	Travel	Response		
1	2.6	6.3	8.8	63	18.5
2	4.1	8.4	12.4	205	22.5
3	4.9	8.8	13.7	1,019	27.1
4	5.9	11.4	17.3	736	40.4
5	8.8	11.7	20.5	370	58.0
Total	**5.7**	**9.9**	**15.6**	**2,393**	**35.9**
Injury accident	1.4	3.6	5.0	14	7.4

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

FIGURE 11-18: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



Note: This figure shows the average response time and dispatch processing time over 3-hour intervals, due to the limited number of high-priority calls. The times are listed in 3-hour increments. For example, "6" indicates all calls between 6:00 a.m. and 8:59 a.m.

Observations:

- High-priority calls had an average response time of 11.6 minutes, lower than the overall average of 15.6 minutes for all calls.
- Average dispatch processing was 3.7 minutes for high-priority calls, compared to 5.7 minutes overall.
- For high-priority calls, the longest response times were between 9:00 a.m. and 12:00 p.m., with an average of 15.6 minutes.
- For high-priority calls, the shortest response times were between midnight and 3:00 a.m., with an average of 6.5 minutes.
- Average response time for injury accidents was 5.0 minutes, with a dispatch processing of 1.4 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

The department's call descriptions for calls for service from October 1, 2023, to September 30, 2024, were classified into the following categories.

TABLE 11-14: Call Type, by Category

Call Type Description	Table Category	Figure Category
PRISONER TRANSP	Warrant/prisoner	Arrest
AGENCY ASSIST	Assist other agency	Assist other agency
ALCOHOL OFFENSE	Crime against persons	Crime
ASSAULT IN-PROG		
ASSAULT REPORT		
BURGLARY IN-PRO		
BURGLARY REPORT		
CHILD ABUSE/NEG		
CRT ORD VIO IP		
CRT ORD VIO RPT		
DUI		
DV PHYSICAL		
HARASSMENT		
MAL MISCH IP		
MAL MISCH RPT		
ROBBERY IN-PROG		
SEX OFF REPORT		
THREATS		
WEAPONS OFFENSE		
ARSON	Crime against property	
FRAUD		
ILLEGAL BURN		
THEFT IN-PROG		
THEFT REPORT		
TRESPASS IN-PRO		
TRESPASS REPORT		
VEH PROWL IP		
VEH PROWL RPT		
VEH THEFT RPT		
COP	Directed patrol	Directed patrol
ANIMAL PROBLEM	Animal call	General noncriminal
ANIMAL-DANGER		
JUVENILE PROBLE	Juvenile	
RUNAWAY		
APS REFERRAL	Miscellaneous	
CIT		
CITIZEN ASSIST		

Call Type Description	Table Category	Figure Category
CIVIL STANDBY		
COURT		
COURT ORDER SRV		
CPS REFERRAL		
ESCAPE		
FIREWORKS		
INFORMATION RPT		
MISCELLANEOUS		
TRAINING		
WARRANT		
ALARM	Alarm	Investigation
911 PROBLEM	Check/investigation	
AREA CHECK		
DEATH INVESTIGA		
DRUG PROBLEM		
FIELD INTERVIEW		
JAIL PROBLEM		
MISSING CHILD		
MISSING PER RPT		
PROPERTY FOUND		
PROPERTY REC ST		
PROPERTY REPORT		
SUICIDAL		
WELFARE CHECK		
FOLLOWUP	Follow-up	
CIVIL PROBLEM	Disturbance	Suspicious incident
DISPUTE		
DISTURBANCE		
DV VERBAL		
LITTERING		
NOISE COMPLAINT		
PANHANDLING		
SOLICITORS		
UNWANTED SUBJ		
CUSTODIAL INTER	Suspicious person/vehicle	
SUSPICIOUS		
ACCIDENT INJURY	Accident	Traffic
ACCIDENT NO-INJ		
HIT&RUN		
HIT&RUN UN		
ABANDONED VEHIC	Traffic enforcement	
PARKING PROBLEM		

Call Type Description	Table Category	Figure Category
PRIVATE IMPOUND		
RECKLESS DRIVIN		
TRAFFIC EMPHASI		
TRAFFIC HAZARD		
TRAFFIC OFFENSE		
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 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 11-15: 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
Chehalis	WA	7,870	305	6,836	7,141	7,728	323	5,461	5,784
Fircrest	WA	7,047	170	2,171	2,341	6,916	333	2,010	2,342
Gig Harbor	WA	12,301	244	6,065	6,308	12,693	244	3,585	3,829
Milton	WA	9,113	439	3,939	4,378	8,802	307	4,215	4,522
Normandy Park	WA	6,519	92	1,948	2,040	6,532	92	1,562	1,653
Pacific	WA	6,966	230	2,885	3,115	6,917	361	2,385	2,747
Port Townsend	WA	10,452	182	1,387	1,569	10,496	181	1,429	1,610
Selah	WA	8,258	121	2,204	2,325	8,726	138	1,352	1,490
Snoqualmie	WA	13,523	7	2,411	2,418	13,397	15	1,314	1,329
Stanwood	WA	9,132	77	1,347	1,424	9,361	150	1,207	1,357
Steilacoom	WA	6,690	75	1,360	1,435	6,615	181	1,300	1,481
Toppenish	WA	8,717	872	7,445	8,317	8,645	613	5,726	6,339
Union Gap	WA	6,514	368	7,875	8,244	6,464	186	6,884	7,070
North Bend	**WA**	**7,889**	**89**	**4,322**	**4,411**	**8,110**	**12**	**3,687**	**3,699**
Washington		**7,785,786**	**376**	**3,356**	**3,732**	**7,812,880**	**357**	**2,887**	**3,244**
National		**333,287,557**	**377**	**1,974**	**2,351**	**334,914,895**	**364**	**1,917**	**2,281**

FIGURE 11-19: Reported North Bend Violent and Property Crime Rates, by Year

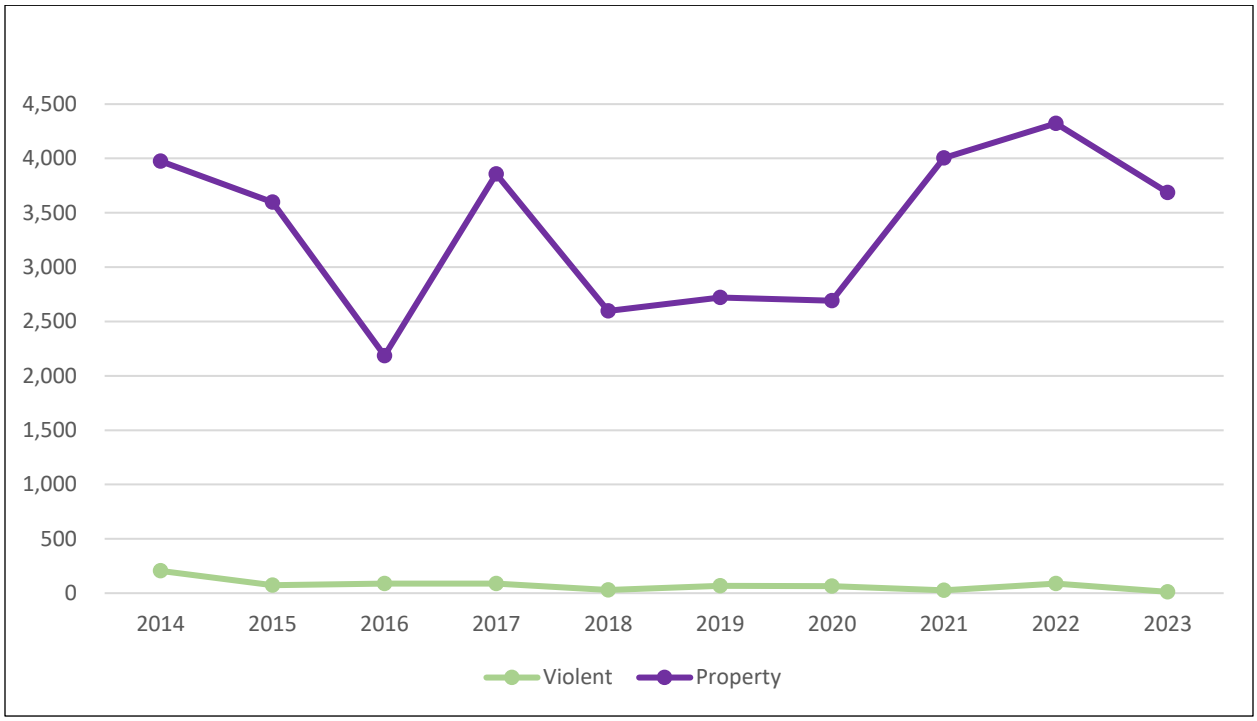


FIGURE 11-20: Reported City and State Crime Rates, by Year

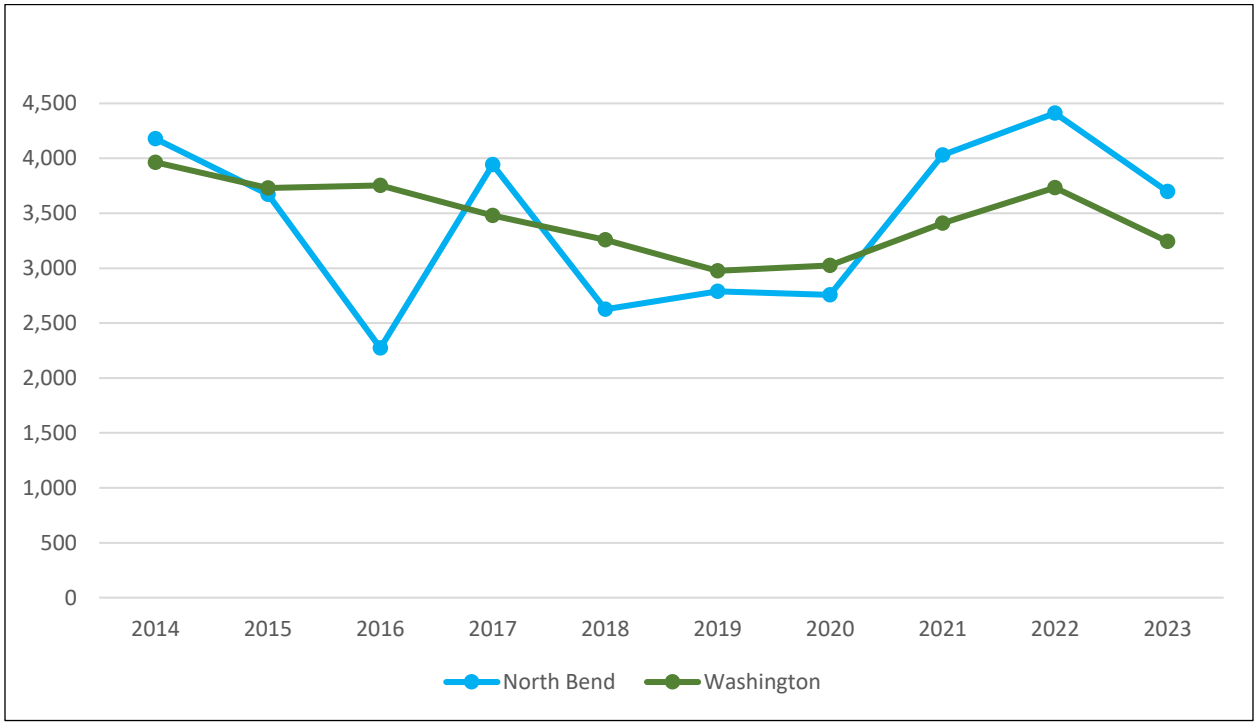


TABLE 11-16: Reported North Bend, Washington, and National Crime Rates, by Year

Year	North Bend				Washington				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2014	6,340	205	3,975	4,180	7,106,083	281	3,683	3,964	318,857,056	364	2,589	2,953
2015	6,779	74	3,599	3,673	7,216,688	281	3,449	3,730	321,418,820	372	2,481	2,854
2016	6,863	87	2,186	2,273	7,331,183	299	3,454	3,753	323,127,513	387	2,459	2,846
2017	6,898	87	3,856	3,943	7,405,743	305	3,174	3,478	325,719,178	377	2,361	2,738
2018	6,971	29	2,596	2,625	7,535,591	312	2,946	3,258	327,167,434	371	2,245	2,616
2019	7,314	68	2,721	2,789	7,614,893	294	2,682	2,976	328,239,355	364	2,132	2,497
2020	7,620	66	2,690	2,756	7,693,612	294	2,732	3,026	329,484,123	386	1,967	2,353
2021	7,790	26	4,005	4,031	7,700,987	372	3,036	3,408	331,894,354	361	1,793	2,154
2022	7,889	89	4,322	4,411	7,785,786	376	3,356	3,732	333,287,557	377	1,974	2,351
2023	8,110	12	3,687	3,699	7,812,880	357	2,887	3,244	334,914,895	364	1,917	2,281

TABLE 11-17: Reported North Bend, Washington, and National Crime Clearance Rates, 2022

Crime	North Bend			Washington			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	455	245	54%	23,444	12,234	52%
Rape	2	0	0%	5,815	1,606	28%	215,596	55,724	26%
Robbery	2	1	50%	6,757	1,797	27%	219,922	51,407	23%
Aggravated Assault	4	4	100%	19,060	8,538	45%	875,041	364,263	42%
Burglary	40	1	3%	43,693	4,850	11%	868,775	114,010	13%
Larceny	289	41	14%	167,629	15,693	9%	4,472,197	558,137	12%
Vehicle Theft	34	2	6%	49,804	1,864	4%	916,999	86,019	9%

TABLE 11-18: Reported North Bend, Washington, and National Crime Clearance Rates, 2023

Crime	North Bend			Washington			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	425	239	56%	20,703	11,822	57%
Rape	0	0	NA	5,240	1,331	25%	198,687	53,118	27%
Robbery	1	0	0%	6,395	1,682	26%	214,935	59,473	28%
Aggravated Assault	0	0	NA	18,103	8,506	47%	845,782	390,525	46%
Burglary	37	1	3%	37,316	4,493	12%	796,483	114,725	14%
Larceny	240	8	3%	133,967	16,138	12%	4,254,880	639,552	15%
Vehicle Theft	22	0	0%	53,066	1,639	3%	1,031,839	85,045	8%

END