

Police Services Level of Service Options – Comparative Summary

	2024 SPD	2025 SPD	2025 KCSO	2025 KCSO	City Operated
<i>Officers on patrol</i>	<i>1 + 1 floater</i>	<i>1 + 1 floater</i>	<i>1 + 1 nearby</i>	<i>2</i>	<i>2</i>
Chief	0.12	0.35	1.00	1.00	1.00
Captain	0.12	0.35	0.40	0.40	n/a
Admin Specialist	1.00	2.00	n/a	n/a	1.00
Patrol Staff					
Sergeant	2.00	2.00	n/a	n/a	2.00
Corporal	n/a	n/a	n/a	n/a	4.00
Administrative Sergeant	n/a	0.35	0.40	0.40	n/a
Detective	n/a	0.35	1.00	1.00	1.00
Patrol Officer	8.00	8.00	8.00	12.00	8.00
Subtotal	11.24	13.40	10.80	14.80	17.00
School Resource Officer	n/a	0.15	n/a	n/a	n/a
Support Officer	0.50	0.35	n/a	n/a	n/a
Mental Health Prof	0.50	0.35	Included in budget	Included in budget	n/a
Dispatch	Issaquah (incl in budget)	Issaquah (incl in budget)	Included in budget	Included in budget	Issaquah (incl in budget)
Major Crimes Invest.	★ Small cities task force	★ Small cities task force	Included in budget	Included in budget	★ Small cities task force
Major Accident Reconstruct.	★ Mutual aid	★ Mutual aid	Included in budget	Included in budget	★ Mutual aid
SWAT	★ Mutual aid	★ Mutual aid	Included in budget	Included in budget	★ Mutual aid
Fire Investigations	★ Mutual aid	★ Mutual aid	Included in budget	Included in budget	★ Mutual aid
Subtotal – Other Staff	1.00	0.85	Included in budget	Included in budget	Included in budget
Total FTE	12.24	14.25	10.80	14.80	17.00

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<i>Total FTE</i>	<i>12.24</i>	<i>14.25</i>	<i>10.80</i>	<i>14.80</i>	<i>17.00</i>
<i>North Bend Population</i>	<i>8,260</i>	<i>8,260</i>	<i>8,260</i>	<i>8,260</i>	<i>8,260</i>
<i>Annual OPEX</i>	<i>\$2.51M</i>	<i>\$4.05M</i>	<i>\$3.54M</i>	<i>\$4.67M</i>	<i>\$5.32M</i>
<i>Average Cost/Patrol FTE</i>	<i>\$260K/FTE</i>	<i>\$383K/FTE</i>	<i>\$372K/FTE</i>	<i>\$366K/FTE</i>	<i>\$353K/FTE</i>
★ <i>Average Cost/Capita</i>	<i>\$304/capita</i>	<i>\$490/capita</i>	<i>\$429/capita</i>	<i>\$565/capita</i>	<i>\$644/capita</i>
<i>One time OPEX</i>	<i>n/a</i>	<i>n/a</i>	<i>\$1.0M</i>	<i>\$1.4M</i>	<i>\$2.6M</i>
<i>One time CAPEX</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>~\$6.0M</i>

Considerations - Pros	SPD Contracting	KCSO Contracting	North Bend PD
Long contractual relationship with the City of Snoqualmie	●		
SPD personnel familiar with issues in North Bend	●		
Residents of North Bend familiar with SPD	●		
North Bend leadership already familiar with SPD policing philosophy	●		
Some visibility in schools with the SPD SRO (school district)	Located at SVSD		
Not responsible for labor intensive issues and startup costs	●	●	
No responsibility for ensuring adequate staffing	●	●	
Limited liability from litigation	●	●	
Not responsible for maintaining a police fleet	●	●	
Not responsible for maintaining a police facility	●	●	
Not responsible for ensuring personnel meet state standards	●	●	
When the need arises, back up nearby; Surge capacity available	●	●	
Influence over hiring Police Chief		●	●
Chief is co-located at NB City Hall		●	●
Complement of special units that could be available if required		●	
Detailed web-based reporting dashboards; Finance and Leadership workgroups		●	
Finance and Leadership steering committees		●	
Complete control over budget			●
Complete control over operations and nature of policing			●
Complete control over personnel issues		●	●
Complete control over selection of Police Chief		●	●

Considerations - Cons	SPD Contracting	KCSO Contracting	North Bend PD
Little to no control over management of police services	•	•	
Little to no control over personnel decisions	•		
Minimal influence over how the city is policed	•		
Minimal influence over the hiring of the Police Chief	•		
No control over cost increases in contract	•	•	
No web-based reporting dashboards	•		
No Finance and Leadership steering committees	•		
Chief not co-located at City Hall	•		
No contractual relationship in more than a decade		•	
Response for deputy backup would be 15-30m away		•	
Responsible for all management-related issues			•
Responsible for all personnel hiring/training			•
Responsible for all litigation			•
Responsible for police facility maintenance			•
Responsible for police fleet maintenance			•
Responsible for purchasing all equipment and supplies			•
Vacancies would have a greater impact than in a larger agency			•
	8	4	7

Police Services Level of Service Options – Comparative Summary

City of Snoqualmie PD Only	2025 SPD
Total FTE	19.80
Snoqualmie Population	14,520
Annual OPEX	\$5.01M
Average Cost/Patrol FTE	\$253K/FTE
Average Cost/Capita	\$345/capita



SnoPo 2025 Budgeted cost/officer is 34% lower than proposed charges to CONB



SnoPo 2025 Budgeted cost/capita is 33% lower than proposed charges to CONB

Source: City of Snoqualmie 2025-2026 Adopted Budget

Police Services – Request for Proposals Timeline

Objectives

- Long term financial sustainability and predictability
- Quality policing services for a rapidly growing community, including community visibility and engagement
- Trust and transparency in reporting and policing services

Milestone	Original Date	Revised Date
<i>Written responses due</i>	<i>Mon, March 31</i>	<i>Fri, April 11</i>
<i>Score written responses</i>	<i>Wed, April 2</i>	<i>Tue, April 15</i>
<i>Proposal presentations to Council</i>	<i>Tue, April 8</i>	<i>Tue, April 22</i>
<i>Score presentation</i>	<i>Tue, April 15</i>	<i>Fri, April 25</i>
<i>City Council approval and direction</i>	<i>Tue, May 6</i>	<i>Tue, May 6</i>

CPSM Study Excerpts

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

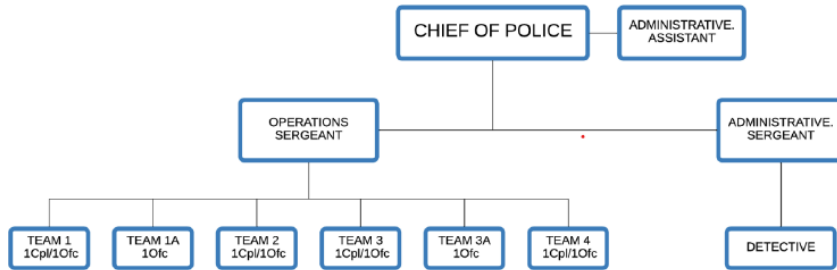


TABLE 1-2: Personnel Summary for a North Bend Police Department

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

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.

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***Total does not include Unknown facility costs.

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

Police Service Models – Pros / Cons

Originally presented at
Council Retreat, 2/11

	SPD Contracting	KCSO Contracting	City Operated
Pros	<ul style="list-style-type: none"> • Economies of scale • Outsourced management • Not responsible for daily management issues • No new department • No new labor group 	<ul style="list-style-type: none"> • Economies of scale • Outsourced management • Not responsible for daily management issues • No new department • No new labor group • On site leadership with control over staffing (Chief will have office in the city and authority to select staffing) • Access to specialty units (major crimes invest. SWAT) • Savings on dispatch costs 	<ul style="list-style-type: none"> • On site leadership • On site staffing • Local cost control • Control over leadership, staffing and level of service decisions • Greater community visibility with local PD
Cons	<ul style="list-style-type: none"> • Limited local control • No on site leadership • No cost control • No control over leadership or staffing decisions • Year end cost true up • No specialty units (major crime scene invest., SWAT) • Periodic contract negotiations 	<ul style="list-style-type: none"> • Limited local control • No cost control • Year end cost true up 	<ul style="list-style-type: none"> • No economies of scale • New department • New labor group • Responsible for daily management issues • Higher daily OPEX • One-time OPEX • One-time CAPEX (facility) • Fleet maintenance • No specialty units (major crime scene invest., SWAT)
Other	<ul style="list-style-type: none"> • Contracted dispatch • Contracted jail 	<ul style="list-style-type: none"> • No contracted dispatch • Contracted for jail 	<ul style="list-style-type: none"> • Contracted dispatch • Contracted jail