

Police Operations Report

Data Analysis and Operations Review

Beaufort, South Carolina



POLICE OPERATIONS

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I C M A C O N S U L T I N G S E R V I C E S

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Leaders at the Core of Better Communities

ICMA Background

The International City/County Management Association (ICMA) is the premier local government leadership and management organization. Since 1914, ICMA's mission has been to create excellence in local governance by developing and advocating professional local government management worldwide. ICMA provides an information clearinghouse, technical assistance, training, and professional development to more than 9,000 city, town, and county experts and other individuals throughout the world.

ICMA Consulting Services

The ICMA Consulting Services team helps communities solve critical problems by providing management consulting support to local governments. One of ICMA Consulting Services' areas of expertise is public safety services, which encompasses the following areas and beyond: organizational development, leadership and ethics, training, assessment of calls for service workload, staffing requirements analysis, designing standards and hiring guidelines for police and fire chief recruitment, police/fire consolidation, community-oriented policing, and city/county/regional mergers.

Performance Measures

The reports generated by the academic data analysis team are based on key performance indicators. These performance measures have been developed following decades of research and are applicable in all communities. For that reason, comparison of reports yield similar reporting pictures; the individual data is analyzed community by community by the ICMA specialists identifying and measuring efficiencies, effectiveness, and performance while providing standards and safety. The measurements are evaluated and achieved through data collection, onsite observation of police personnel, interviews, research, reviews of relevant literature, statutes, regulations, and nationally accepted standards of police organization, comparative evaluation of police industry standards, meetings, analysis of data, and the experience of ICMA staff.

ICMA utilizes the best practices from the Field Operations Division of the International Association of Chiefs of Police (IACP), Washington, D.C., 20036, and the standards for law-enforcement agencies of the Commission on Accreditation for Law Enforcement Agencies (CALEA), Inc., Fairfax, Virginia, 22030.

Over the years, the IACP has developed a scientific approach of propelling policing in the twenty-first century. This approach has found acceptance among the most progressive police agencies in the country. Although the system is not perfect, it is much more successful and proficient in the performance methods based on subjective evaluations of a particular situation. The ICMA staff, additionally, utilizes models and principles taught by the Northwestern University Center for Public Safety.

ICMA's report should act as a blueprint for both the city and police administrations. The city should have periodic meetings with the BPD administration to ensure that ICMA recommendations are executed in a timely fashion and then reevaluated every six months for efficiency, effectiveness, and performance.

All of ICMA's recommendations are practical and sensible and should be implemented by the police administration within a reasonable period of time. However, if the city requests, ICMA can provide a service to periodically review, **monitor, and reevaluate the police administration's progress and ensure that** the recommendations are implemented properly. If the police administration continues to have difficulty implementing the recommendations, ICMA can assist the police administration with implementation.

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Executive Summary

ICMA found that the majority of sworn and civilian personnel of the Beaufort Police Department (BPD) are sincere, dedicated individuals who genuinely care about the community and the quality of life within it.

The methodology and framework of the study incorporated several distinct phases: data collection, interviews with key police and administration personnel, onsite observations of the job environment, analysis of data, comparative analyses, alternatives and recommendations, and submission and oral briefings.

The categories used for the analysis were Administration and Governance, Community Assessment, Physical Resources, Human Resources, Training and Competency, and External Interactions. In this report, ICMA discusses issues and concerns in these categories and provides sound, contemporary concepts to improve the efficiency, effectiveness, and performance of the BPD.

Administration

The police chief published an annual report in 2007 and was working on **2008's report during our visit. The report illustrates the efficiency, effectiveness, professional performance, and expertise of the BPD.** The annual report establishes a baseline from the previous year and indicates the direction of the BPD for the upcoming year. The data contained in this annual report creates **a form of "transparency" related to police activities that is beneficial to all members of the department, as well as the members of the city administration, other city department heads, and most of all, the residents of the community.**

Under the present administration, there is a consistent effort to continuously improve the operations of the department. This level of professionalism is further demonstrated in the appearance of the uniformed forces. It is clear that the officers are expected to pay close attention to their appearance, and

we note that this commitment to uniform presence continues throughout the ranks, including the chief of police.

The BPD has also increased the involvement of the patrol officers in preliminary and secondary investigations as well as significant internal management procedures designed to increase accountability.

The police administration conducts weekly administrative staff meetings to review vital information regarding the Uniform Crime Report (UCR), calls for service (CFS), traffic citations, crime rates, and clearance rates. These meetings generally consist of the command staff (i.e., the chief, the captain, three lieutenants, and the training sergeant). Each meeting begins with a brief leadership training session. A written agenda is circulated to all attendees. A report is generated as the minutes are recorded by the administrative assistant and kept for follow-up and future reference. The meetings also focus on what occurred in the past seven days, any new and ongoing crime trends, quality of life, and other outstanding issues. In addition, the BPD receives feedback on the status of ongoing felony investigations.

From time to time, the administration addresses supervisory issues. During our visit, the chief advised that the future meetings will be expanded to include all sergeants and corporals that would provide information at the last meeting of the month on a voluntary basis. If an unusual or special situation arises, the BPD has additional meetings as required to accommodate the situation.

Recommendations

ICMA suggests that the police administration explore the feasibility of implementing meetings to discuss crime-related computerized or comparative statistics (COMPSTAT) for the realignment and deployment of personnel based on those statistics. The meeting participants would include a

representative sample of the police department and other city departments (e.g., code enforcement, the fire department, and the department of public works).

While the present system with the police command staff appears to be satisfactory, the cross-section of city departments will further benefit the city regarding quality-of-life issues and concerns, crimes trends, public relations, and community services. The COMPSTAT program will also allow the cross-section of all city departments to provide input on any problems surrounding the community.

Communications-Data Analysis

The current county computerized-aided dispatch system (CAD) is capable of capturing CFS; however, the county system does not properly calculate the time spent on various incidents. Therefore, the current county CAD program does not allow the police managers to accurately monitor the time spent on the department's activities.

Patrol

ICMA found that the overall staffing levels within the patrol division were consistent with other departments reviewed based on geographical data, demographics, and the classification of the communities. This conclusion is also supported by measuring the number of CFS versus the time spent (consumed time) on each incident compared to unobligated/directed patrol, writing reports, and administrative responsibilities. The present staffing level allows the officers to perform at the proper concentration of service to the community.

The patrol personnel work 12-hour shifts, a compressed level of staffing affecting a higher degree of staffing for each tour of duty. The schedule reduces overtime and allows the department to deploy additional essential personnel to perform more efficiently and effectively.

Criminal Statistics/South Carolina Uniform Crime Report

The South Carolina Law and Public Safety reported that the City of Beaufort reported 990 Part 1 crimes in 2007, compared to 1,073 in 2008. Part 1 crimes are the seven most serious offenses: murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft. The BPD cleared 35.38 percent of the cases assigned.

V.O.I.C.E.: Police and the Community Working Together

ICMA was particularly impressed by the close interaction between the police department and the community's volunteer population. Of special interest was the retired senior volunteer program, in which 12 senior volunteers provide hundreds of hours of service to the city under the coordination of a police department. The seniors participate in the V.O.I.C.E program, which stands for Volunteer Outreach in Community Effort and was started in 1998. Seven days a week, the seniors serve 20 shut-ins—people who because of either illness or age are unable to leave their homes without assistance and have no family members in the area to assist them. Participants in the program must live in Beaufort so the BPD can send an officer to check on them if necessary.

Many police agencies publically promote the concept of community policing with little actual substance. It is clear that the BPD has a true partnership with the community that is integral to the agency's strategy.

Best Practice: The Commission on Accreditation for Law Enforcement Agencies

ICMA acknowledges and commends the hard work of the BPD in achieving a certification in March 2007 from the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA is a nationally recognized program that acknowledges professional police excellence. The program is a progressive and proven way of helping law-enforcement agencies calculate

and improve their overall performance. It adopts standards that contain a clear statement of professional objectives.

Any agencies that participate in CALEA conduct a thorough self-analysis to determine how existing operations can adapt to meet the objectives. CALEA acknowledges the implementation of policies and procedures that are conceptually sound and operationally effective. The BPD has achieved the **standards that reflect professionalism and raise the department's** performance through accreditation. The accreditation proves to the department and especially to the Beaufort residents that the BPD is an effective and professional law-enforcement agency.

Best Practice: Property and Evidence-Management Control

ICMA observed an unsurpassed property and evidence-management program with the BPD. The property and evidence section is under the control of the criminal investigations division (CID).

I. Introduction

ICMA conducted this study, which was authorized by the City of Beaufort, South Carolina, to review the operations and staffing of the Beaufort Police Department. **ICMA's work focused on the internal performance of the police department and detailed data analysis of three main areas: workload, deployment, and response times.** These three areas are almost exclusively related to patrol operations, which constitutes by far the majority of the **police department's personnel and financial commitment.** Although only three **areas were selected for detailed data analysis, ICMA's operations analysis** considers all areas of the police department.

Policing in the cities of America involves a complex set of activities. Beaufort police officers are not simply crime-fighters whose responsibilities are to **protect people's safety and property and to enhance the public's sense of security.** The police discharge myriad other basic responsibilities on a daily basis, including preserving order in the community, guaranteeing the movement of pedestrian and vehicular traffic, protecting and extending the rights of persons to speak and assemble freely, and providing assistance for those who cannot assist themselves.

The BPD provides the community with a full range of police services, which include responding to emergencies and calls for service, performing directed activities, solving problems, and addressing quality-of-life issues.

The BPD's struggle with the current economy is similar to what other police departments are facing around the country, as it is also trying to meet the challenges of the twenty-first century.

In its analysis of the BPD, ICMA has applied broadly accepted contemporary concepts and principles of organization and management to identify numerous areas where police services could be strengthened. We recognize that every department must be structured to meet the specific needs of the

community it serves. However, certain principles of organization have been proven valid over time:

- Tasks that are similar or related in purpose, processes, methods, or clientele should be grouped together in one unit or several units under the control of one person.
- Each task should be clearly made the duty of an individual; designated individuals should have definitive responsibilities for planning, execution, and control.
- Each individual, unit, and situation should be under the immediate control of one, and only one, individual, thus achieving the principle of unity of command.
- Each assignment or duty should carry with it the authority necessary to fulfill the responsibility.
- Clear lines of demarcation between the responsibilities of units should be drawn by a precise definition of the duties of each.
- Rank should increase one step at each level of the organization's structure and be consistent with the duties and responsibilities assigned to the position.
- Personnel who supervise others should hold supervisory rank.
- Qualified civilian employees should staff functions that can be performed by non-sworn personnel.
- Nontraditional or highly specialized functions should be established only if an ongoing need is demonstrated.

These principles, coupled with the knowledge of the community possessed by the chief and other BPD command personnel, should guide the development of an appropriate organizational chart and the operational policies necessary for the direction of the BPD.

The BPD must be structured to perform its essential functions efficiently and effectively, within its fiscal restraints, consistent with the nature and

particular needs of the community it serves. ICMA will identify positions that should be funded to provide a recommended level of police service to the city without compromising officer safety. The timetable to implement these recommended changes is the responsibility of the city.

ICMA is aware that providing police service constitutes the largest portion of **the city's budget.**

ICMA staff wishes to thank the city and police administrations for the City of Beaufort for their kind assistance in completing this project. In particular, ICMA commends Dr. Kimberly Foxworth, the Director of Human Resources; Shirley Hughes, the Assistant City Manager/Chief Financial Officer of the city administration and Police Chief Matthew Clancy of the BPD for their enthusiasm and exceptional cooperation with the ICMA staff regarding the documentation request and the overall project.

II. Overview

Data management and accuracy are crucial to effective analysis. As with other police departments around the country, ICMA encountered a number of issues when analyzing the data supplied by the BPD. We describe these issues in Section IV and make recommendations to improve this aspect of the BPD. However, even with the limitations caused by these data issues, ICMA was able to develop a comprehensive analysis of police data.

With regard to the BPD's internal functions, there were no such issues. The police department was able to provide ICMA with detailed information about all aspects of BPD operations.

ICMA's discussions with management and the onsite visits illustrated that the BPD has a clear sense of mission; members of the BPD share that mission, and there is a strong commitment to "best practices" and service to the

community. The BPD has made significant efforts with limited personnel and financial resources.

Despite the high level of performance of BPD officers and management, ICMA believes the present rank structure should be realigned and adjusted for the future. ICMA recommends and addresses a structure that will move the BPD into the twenty-first century, with a proposed table of organization describing and suggesting a staffing-level analysis, in Appendix A. The projected table of organization will not affect the level of service provided to the public, police officer safety, or citizen satisfaction.

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III. Operations Analysis

A. Administration

The department excels in areas such as patrol, crime scene investigations, human resources management, and criminal investigations. There has been a consistent effort to continuously improve the operations of the agency under the present administration.

The BPD has a present strength of 40 sworn officers and 16 non-sworn personnel illustrated in the organizational chart of June 10, 2009. The civilians include reserve officers, court security, crossing guard and clerical personnel. The police department is comprised of a chief of police, a captain, three lieutenants, five sergeants and 30 police officers.

Note:

According to the chief of police, the departments authorized strength was 48 which were reduced to 44.

In addition, it was related to ICMA that the city had applied and received some additional police personnel funding from the Federal Economic Stimulus Grant. ICMA commends the city and police administrations for their efforts in achieving some economic stimulus funding to offset the cost of police officers within the BPD. These additional officers would allow the police administration to strengthen areas within the community, thus improving the quality life and response times regarding calls for service.

It is recommended that the chief of police fortify ICMA's recommendation with the grant acquired police officers to perform with the newly designed "High Intensity Team" (HIT). The recommended staffing levels for this HIP should be two police officers.

Command Structure

ICMA believes that the City of Beaufort would be better served with a deputy chief and three lieutenants. The deputy chief in the police department would

multitask and serve as commanding officer capable of performing when the chief of police is absent. In addition, ICMA has provided the city with a **description of the other lieutenant's job description and performance** measures:

- ***Deputy Chief's Position***

If the intent is to identify a person in charge whenever the Chief is not **available, the use of the deputy chief's title is an acceptable way to** achieve the goal. The deputy chief of police shall be the second in command of the police department and shall have authority commensurate to the chief of police, but with final dispositions made by the chief of police. The deputy chief of the police department shall be responsible for the following functions:

1. Assume all authority of the chief when for any reason the chief is absent from duty;
2. Coordinate the operations of all division/units and personnel within;
3. Develop and guide all long and short term planning within the department;
4. Review all disciplinary proceedings against any member of the department before final disposition by the chief of police;
5. Be receptive to all community relations programs and develop community spirit together with police functions;
6. Control and maintenance of personnel files;

The deputy chiefs' responsibilities should be for overall command of both the operations and the administration functions.

The city's human resource personnel will have to provide a job description for these newly created staff positions to conform to the policies, procedures, rules and regulations of the BPD.

- One lieutenant would serve as the operational division commander utilized for day-to-day police operations involving the patrol and

criminal investigation functions and would closely observe a greater cross-section of patrol and criminal operations.

- Second lieutenant would be in charge of the administrative support **function and computer services. ICMA's recommended method would** ensure that there would be an adequate number of police officers deployed in police operations and would also allow the police administration flexibility in scheduling.
- Third lieutenant will operate as the professional standard officer which would handle policies/procedures and internal affairs

Recommendations

ICMA recommends that the Chief can effectively manage the BPD through one deputy chief and 3 lieutenants. The overall duties of the operations and the administration can be redirected to the newly created commanding officer's positions. (Deputy Chief and Lieutenant in Professional Standards)

The newly created deputy chief's position will followed the Fair Labor Standards Act (FLSA) section regarding police executives. The chief of police and the newly appointed deputy chief should be considered managerial executives and excluded from the bargaining unit applying the following definition:

A person formulates policies when he develops a particular set of objectives designed to further the mission of a segment of the governmental unit and when he selects a course of action from among available alternatives. A person directs the effectuation of policy when he is charged with developing the methods, means, and extent of reaching a policy objective and thus oversees or coordinates policy implementation by line supervisors. Whether or not an employee possesses this level of authority may generally be determined by focusing on the interplay of three factors:

(1) The relative position of that employee in his employer's hierarchy;

- (2) his/her functions and responsibilities; and*
- (3) The extent of discretion he exercises.*

In Appendix A, ICMA provides the city with a police organizational chart depicting an administrative view with the lines of demarcation.

Note:

While the chief of police has justified the use of a deputy chief and a third lieutenant to assist him with administrative duties, ICMA recognizes that some of the administrative clerical staff can be reduced with the added sworn command level personnel. Therefore, ICMA recommends that only three civilians be justified in the police administration. (E.g. records management and property and evidence control)

B. Patrol

The patrol operations function is the core of the police department, and it is the most visible component. ICMA found that the patrol officers were closely in touch with their assigned patrol areas. There appears to be the sense of personal responsibility for assigned patrol areas that is critical for effective community policing.

The middle management of the organization has significant responsibility and authority, as the patrol lieutenant has broad authority over a wide range of line and staff functions. ICMA believes that this approach helps to build management skills within middle management.

The patrol lieutenant reports to the captain and is responsible for management of the patrol function. Four squads are broken into I, II, III, and IV teams with alternate work schedules. In addition to the operations lieutenant and the four patrol squads, the patrol personnel also include school resource officers(SRO)and a campus officer(effective September

2009), two traffic officers, three reserve officers, one district officer, , and six crossing guards. ICMA commends the city and police administrations for their budgetary efforts in offsetting the costs of the SROs and campus officer by utilizing funding from the Beaufort City Board of Education and the University of South Carolina.

The patrol sergeants and corporals are the shift supervisors and leaders 24 hours a day. The present patrol operations lieutenant has many managerial functions that necessitate many hours of administrative duties. From time to time, the lieutenant may adjust his hours based on supervisory and operational priorities, and that approach works well for this police agency.

The program also develops and focuses much of its leadership and supervisory training on the sergeants, who represent the backbone of this **agency's focus. The sergeant's rank is the most appropriate first-line** supervisor for an agency of this size regarding the span of control and responsibility.

The patrol personnel work 12-hour shifts, a compressed level of staffing affecting a higher degree of staffing for each tour of duty.

The schedule reduces overtime and allows the department to deploy additional essential personnel to perform more efficiently and effectively.

Extensive research has been completed regarding the economics of a 12-hour patrol schedule. The 12-hour plan is the most cost effective police solution and is rapidly drawing support from rank and file officers and most police unions. Most importantly, the patrol force works two shifts instead of three; essentially increasing police officer availability staffing by 50%. The 12-hour plan speaks to the needs of the modern police officer (lots of time off).

12-hour shifts maintain a more efficient, productive, and safer environment and is less likely to generate resentment, hostility and complaints. Motivated and energetic police officers are important, especially when we realize that it is the police officers who ultimately determine the success of the department.

It's reasonable to assume that this same demeanor is being displayed while the officers are out interacting with the community.

(Source: The Economics of Patrol Scheduling Part 2: Law and Order Magazine- October 2009, Patrick J. Solar, Ph.D) ICMA commends the police administration for implementation the 12-hour shifts.

The BPD maintains a patrol-staffing ratio of 2.93 officers per 1,000 citizens, while the statewide average for all South Carolina police departments is 2.86 officers per 1,000 citizens. Neighboring municipalities maintain the following staffing levels:

- The Port Royal police department has 20 officers for 9,347 residents.
- The Bluffton police department has 33 officers for 4,054 residents.
- The Hardeeville police department has 18 officers for 2,763 residents.

Not taken into consideration for the city and police administrations is the problems created when the U.S. Marine Corps Service and the University of South Carolina populations which become much larger than the bedroom population.

C. Investigations

The criminal investigation function is vested with the responsibilities ordinarily associated with non-uniformed investigations and patrol activity. The investigators follow up on information gathered by the uniformed patrol force. The investigators are also the point of contact working closely with investigators from county, state, and federal agencies.

The BPD typically assigns cases to a single person as the principal investigator. While assigning more than one person to a case is not

precluded, the action is designed to place accountability for each case (source: CALEA).

A lieutenant is in charge and in command of the criminal investigations division (CID) and assisted by one sergeant. The investigative sergeant is an active investigator with three other investigators who are assigned to both criminal investigations and evidence and property-management responsibilities. Everyone assigned to criminal investigations either participates in or conducts case investigations. The present organizational chart has the CID function (lieutenant) reporting to the captain. The victim assistance unit is also a part of CID.

In reviewing other police departments' benchmarks, we found that the BPD detectives were exceptional in handling the case workload, following up on every single incident by contacting the victim. Traditionally, the number of detectives assigned to investigations is about 10 to 12 percent of the number of officers assigned to the patrol function; however, this number is arbitrary and not linked to practical data (source: "What Every Chief Executive Should Know: Using Data to Measure Police Performance," by Jon M. Shane.) The BPD patrol function presently consists of 25 officers and 3 reserves.

ICMA noted an increase in property crimes dealing with burglary and larceny in 2008. While we acknowledge the BPD as being proactive in its customer-service-oriented approach to the community, from time to time, the department had to operate a temporary high-intensity team program (HIT) originating from the patrol function. The two designated patrol officers targeted troubled locations and performed proactive anti-crime tactics combating specific crime trends. The program has been met with a lot of successful results.

Note: Since ICMA's site visit in August, 2009, the chief of police has initiated a full time HIT as the BPD aggressively addresses these crime-fighting strategies. The BPD has received positive responses from the community regarding the HIT. ICMA comments the city and the police administration for implementing an aggressive program to combat crime trends.

During the weekly COMPSTAT meetings, the police administration can target specific areas of the community. The unit will be assigned to the patrol function but report to the criminal investigation function for daily assignments. The HIP requires a cooperative effort on the part of both the patrol and criminal investigation functions, with overall approval and emphasis added by the chief of police.

The HIT unit will work when crimes and the CFS are occurring, thus dictating their tour of duty. Therefore, instead of simply reacting to criminal activities, there is a thoughtful plan, which all members of the patrol and investigative functions can collectively participate in when developing.

Recommendations

The police administration should periodically (at a minimum, monthly) review the detectives' caseload to ensure that sufficient investigative personnel are engaged and assigned to the criminal investigation function. This will allow investigative personnel to be assigned to investigate crime trends.

With the success of the HIP regarding troubled locations, the police administration should continue to explore the feasibility of implementing a full-time directed high intensity policing unit to combat and/or strategically divert/displace these crime trends.

D. Crime Statistics/South Carolina Uniform Crime Report (UCR)

The total number of incidents reported to the South Carolina Law and Public Safety Uniform Crime Unit in 2008 was 1,073 Part 1 crimes, compared to 990 in 2007. As previously noted, Part 1 crimes are the seven most serious offenses: murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft.

In 2008, the Federal Bureau of Investigations reported that the national average clearance rate on violent crimes was 63.6 percent. Crimes of burglary, larceny, and motor vehicle theft were cleared 19.9 percent. The BPD investigative divisions were assigned 260 cases and cleared 92 cases, with a clearance rate of 35.38 percent with four active investigators. In addition, BPD cleared two cases with DNA. ICMA commends the BPD administration and the investigators for their due diligence.

E. Technology

The BPD is at a crossroads where it can make technological changes from the ground up that will benefit the city and its citizens. Twenty-first-century technology would provide the tools and assistance to improve future crime-fighting strategies. While the city and police administrations may not be able to upgrade some of its technology, equipment, and resources because the communications center and technology is presently under the auspice of the **Beaufort County Sheriff's Office (BCSO)**. However, there may be alternate solutions to bring cutting-edge technology to the BPD

F. Human Resource Management

The department displays high sensitivity to recognizing performance and commitment among both the sworn and civilian members of the department. **ICMA knows that an individual officer's appearance sends a strong message** to the public they encounter (both victims and perpetrators), and it is clear

that the BPD leadership understands the importance of a public image that matches its professional performance.

G. Communications

The computerized-aided dispatch (CAD) system is maintained by the **communications center at the Beaufort County Sheriff's Office (BCSO)**. The basic function of the communications system is to satisfy the immediate information needs of the BPD in the course of normal daily activities and during emergencies. The communications system conveys information from the public through communications personnel, to the BPD officer who responds to the call for assistance, to other law-enforcement and public service agencies, and to information storage facilities and retrieval systems (Source: CALEA).

The BCSO communications center console positions are capable of receiving telephone calls and dispatching. Most routine communications and all emergency communications are routed through the county communications center. There are three interrelated means of communication in place: telephone, radio, and computer. All services demand immediate attention. The county civilian dispatchers demonstrated a high degree of professionalism when interacting with police officers on the radio.

Technology updates are only allowed with the permission of BCSO; however, the present county CAD system may not be providing the proper information relating to workload, deployment, response times, and especially times spent on CFS. The chief advises that research has started with the county to utilize a system called "Law Track" and "BobCop". Both of these systems appear to be successful in other communities and the systems would be able to interface with the present Beaufort PD and BCSO CAD/RMS.

The city administration should explore the feasibility of utilizing these two systems regarding their interfacing and capability. This will allow the city

official and governing body the ability to accurately monitor and review real time crime statistics as well as providing an accurate time consumed for each of the CFS.

The BPD users of the BCSO CAD system advised ICMA that they do not have edit capability. Therefore, the times depicted are simply dispatch, arrival, and clear times and do not accurately depict time spent packaging evidence, typing forms/reports, and other activities related to a case performed at the police headquarters. A lot of time is lost off the CAD record on some calls for service because of these circumstances.

The BCSO reported through the CAD that the BPD recorded an average of 8.1 minutes for police-initiated CFS and 22.3 minutes spent on other-initiated CFS. The times spent on calls appear low compared to other departments reviewed by ICMA. Therefore, the actual time consumed or time spent on the CFS may be inaccurate, thus presenting some incorrect data for the command staff evaluation.

H. Records-Management System (RMS)

Although all police agencies perform some level of records management, even if only to support the personnel function, agencies must adhere to basic standards to ensure a quality records-management system (source: CALEA).

The BPD maintains and manages its own RMS under the direction of the administrative and tech support function lieutenant. The lieutenant is assisted by the training sergeant, a police officer, and two civilian **records/statistical clerks**. The city's records-management personnel appeared helpful, qualified and proficient in their duties. The BPD maintains the CALEA series of standards in the area of records that are basic to meeting the managerial, operational, and informational needs of the agency. The standards are considered good records-management practices based on nationally accepted baseline indicators of quality.

The BPD's records-management system provides an important service to citizens, the BPD, other law-enforcement entities, and other agencies that provide service to the citizens. The RMS is supposed to convey information from the public to the department's RMS so that data can be entered and retrieved. It is here where the police administration properly maintains the right mix of security and accessibility, ensuring the records' credibility and transparency.

At this point in time, the BPD's storage space is adequate; however, if the department updates its filing cabinets, the current space could be used more efficiently. In addition, files that are older than five years and pending destruction are stored offsite at public works headquarters. The storage issue at public works is an acceptable standard by CALEA.

Recommendations

Information technology and support are necessary to ensure security and integrity of the records-management system. The city and police administrations should upgrade and install the required locking system to assist in the RMS. The BPD should also pursue going green and paperless, as it is important for the city to move into the twenty-first-century aspect of records management. The RMS personnel should be realigned in accordance with the table of organization in Appendix A allowing them to multi-task at their job duties.

I. Facility

The police station is new and particularly well designed, clean, and properly maintained, providing the right mix of security and accessibility. In speaking with the officers, we clearly saw that they feel a great deal of pride in the addition of the new building. There is an adage in law enforcement that "a police facility is a tool, not just a shelter." The facility meets the needs of the agency well into the distant future; however, the city should contemplate

upgrading the locks on the supply room and the records storage area when funding is available.

J. Vehicles/Fleet Concerns

The police vehicles appear well maintained, clean, well equipped, and properly marked for visibility and safety. Police vehicles are stored outside; however, there appears to be some parking concerns relating to the space and the parking of patrol vehicles at the new police facility.

Every year, Michigan State police conduct evaluations on first-line patrol vehicles of the top three manufacturers: Chevrolet Impala¹, Dodge Charger, and Ford Crown Victoria.² The results of the testing are considered a benchmark or measurement for municipalities across the country. The evaluations are nationally recognized as the accepted law-enforcement vehicle standards and testing program.

Most of the BPD's current patrol vehicles have 8-cylinder motors and are equipped with Ford Crown Victoria Police Interceptors (CVPIs). The city and the BPD should consider purchasing 6-cylinder "police package" Chevrolet Impalas or Dodge Chargers, which have lower initial purchase costs, better gasoline mileage, and a superior drive-train warranty.

Strong emphasis should be on the terms of the drive-train warranty **(Chevrolet's is 5 years/100,000 miles, Dodge's is 5 years/100,000 miles and Ford's is 5 years/60,000 miles) and combined city/highway gas mileage (Chevrolet's is 21 MPG, and Dodge's [6-cylinder] is 20 MPG). Ford's is 16 MPG),**

¹ General Motors has announced a new Impala Caprice model vehicle for 2010.

² Ford has announced that it will soon discontinue production of the Crown Victoria vehicle.

Both the Los Angeles County Sheriff and the Michigan State Police 2010 model year police-vehicle tests illustrated a 4 MPH advantage on the Chevrolet and Dodge (6-cylinder) over the Ford.

The optimum time to replace a police car is when costs, including purchase **price total, averaged over the car's** lifetime are at a minimum. The city and BPD administrations should base fleet replacement/rotation criteria on lifecycle cost data, including acquisition cost and residual value when the car is taken out of service. The service life for patrol cars should be established between 100,000-125,000 miles before being considered for replacement.

Recommendations

ICMA recommends that the city and police administrations explore the feasibility of specifying future purchase considerations of fuel economy as well as standard warranty comparisons.

Note: The chief of police recognizes the need for economy; the strong emphasis on the drive-train warranty for the patrol units and advises that since ICMA's site visit, the police administration has moved towards the purchase of Dodge Chargers due to gasoline economy issues, the rear wheel drive and the 100,000 warrantee. The city's maintenance department concurs with the chief's recommendations, thus eliminating the costly ford product. ICMA commends both the city and police administration for their financial efforts.

K. Equipment and Technology

Automated External Defibrillators (AEDs)

The patrol units are not equipped with automated external defibrillators (AEDs), which are portable electronic devices that automatically diagnose the potentially life-threatening cardiac arrhythmias of ventricular fibrillation (VF) and ventricular tachycardia in a person and can be used to treat him or her through defibrillation. AEDs are designed to be simple to use with relatively little training and are mistake-proof.

Police and other law-enforcement officers play a vital role in fighting sudden cardiac arrest (SCA). SCA can happen anywhere, anytime, to people of all ages, in all walks of life—including law-enforcement officers. Research has clearly shown that police response with AEDs dramatically increases survival rates of SCA. Every minute counts: An AED shock within 3 minutes of collapse, the survival rate can increase up to 74 percent. Reducing response time by just 1 or 2 minutes from collapse to shock can mean the difference between death and survival. When Miami-Dade County equipped police officers with AEDs, the survival rate from SCA for people in VF nearly doubled. Communities recognize the benefits of equipping patrol units with lifesaving AEDs because early defibrillation is becoming the standard of care in many communities. The public will increasingly expect police officers to arrive on the scene not only with their radios and firearms but also with AEDs. AEDs are relatively inexpensive (approximately \$1,200). Many cities have found that business and foundations will fund such purchases.

Recommendation

ICMA is concerned with the dispatch delays versus the response times in these life saving events. The city and police administration should address these delayed response **times'** concerns with the BCSO as soon as practical.

License Plate Reader (LPR) Technology

The University of South Carolina maintains a campus in the city, as does the U.S. Marine Corp. Therefore, there is a large influx of vehicles convening on roadways and nearby mall parking lots of the city. In an effort to implement other crime-fighting tools to assist the BPD, the police administration should investigate the use of License Plate Reader (LPR) technology. An LPR is used as both a crime detector and prevention device. The LPR scans the license plate of every vehicle that zooms by and runs the numbers through state and **federal criminal databases. When LPR devices get "hits," they instantly notify** police or other law-enforcement officials. The devices can typically read hundreds of plates per hour.

In-Car Video Camera

It was related to ICMA staff that on occasion, defendants arrested for driving under the influence (DUI) by the BPD are dismissed due to poor quality on the video. The in-car video should **assist** the department in prosecuting DUI cases. On many occasions, police officers have to prosecute the case on their own, and quality in-car video should be made available to assist the officer in obtaining a conviction.

Recommendations

The city should explore the cost of purchasing in-car cameras when city financing or grant funding becomes available.

Video Equipment for Interview Room-Audio Visual

While the city just constructed a new building for the BPD, the audio visual equipment was removed from the budget. Video taping of victims and

suspects is an important crime-fighting factor and tool for the twenty-first century.

Recommendations

The city should install the necessary audio visual recording equipment for the interview room, when financially practical. The police administration advises that they applied for a grant from the drug forfeiture funds in an effort to secure this equipment. ICMA commends the police administration for their creative funding source to achieve this necessary project.

City Video Cameras

The city should also explore the use of video cameras as a crime-fighting tool to assist the police department. The cameras may be purchased from a vendor and recorded back to the police vehicles and or police and fire **headquarters. At the city's request, the local cable** companies may provide some assistance and equipment with scrambler capability. With this kind of technology, the city can set up new and revisit present neighborhood watches for assistance in troubled locations. The cable companies can also install the cameras so that the citizens of the neighborhood watches can observe the designated locations through the cable network from the security and confines of their homes. They will also be able to report any illegal activities or transactions to the police department while remaining anonymous.

Recommendations

The city should contact local cable companies and explore the feasibility of partnering with them so the cable companies can assist the city in this crime-fighting venture.

L. Additional ICMA Observations and Recommendations

Civilianization

The BPD, like most police departments, is confronting increasing demands for services with limited resources. One remedy for the dilemma is the greater use of civilian employees. Civilianization enables more officers to answer calls requiring full police powers.

To determine whether a position could be civilianized, the following questions must be asked:

1. Does the position involve responding to police emergencies?
2. Does the position require police officer status or arrest powers?

To ensure the success of civilianization, prudent personnel selection and effective training are essential. Hiring retired officers with job knowledge and the respect of the current staff may be considerations in filling civilian positions. Police acceptance is also critical to the success of the process. All levels of management must support civilianization.

Recommendations

ICMA recommends that the city and police administrations consider examining all sworn positions with expectations of converting some to civilian positions and with goals of cost-effectiveness and efficiency. As previously stated, the city should staff the civilian structure with the existing personnel allowing them to multi-task in areas where sworn personnel presently performing (e.g., Property and Evidence Management Control and Evidence Technicians). The timetable to implement the recommended changes is the responsibility of the city.

Issues Related to Quality-of-Life/Ordinance Enforcement

Control and monitoring of quality of life are important concerns for any city. The lack of enforcement related to these issues creates a new and potentially dangerous situation.

Years ago, an unoccupied house usually meant the owners were out of town. Unfortunately, that is no longer the case. The present economy has led to deserted homes in city neighborhoods. When homes and other buildings are left empty, they deteriorate. The grass grows out of control, windows are shattered, walls are sprayed with graffiti, and the homes attract squatters, thieves (who can remove pipes for raw metals), and teenagers looking for a place to party. **During ICMA's site visit, we noticed many quality-of-life ordinances not being enforced;** however, since our last site visit the city advises that they have established a Neighborhood Improvement Team (NIT) comprised of police, fire, planning and code enforcement personnel to correct these set of circumstances.

ICMA commends the city manager and the other city departments for their efforts with regard to establishing the NIT. It appears the NIT is taking cleaning up the neighborhoods by **"blitzing" the neighborhoods**. In fact, it was related to ICMA that on some occasions, wanted suspects were apprehended on warrants running from the area when the NIT was setting up in the community.

Alarms

All law-enforcement agencies throughout the country face false-alarm issues, **and only a few effectively control them. Nationally, "police response to burglar alarms constitutes[s] 10 to 20 percent of all police calls, but 94 to 99 percent of these alarms are false.** In 2000, total national cost for responding to 36 million false burglar alarms was \$1.8 billion. If the alarm problem did

not exist, at least 35,000 officers could be shifted to other duties” (source: FBI National Academy Associate July/August, Volume 7, and Number 4).

The BPD handled 1,787 burglary alarm events in 2008. On most occasions, two police officers respond to alarm. Using the BPD average time spent per call (11.1 minutes), this equates to 661 staffing hours for police officers.

The City of Beaufort does not have an active alarm ordinance. However, the police administration has generated some documented thoughts regarding an ordinance and the costs associated with police responding to false alarms. ICMA concurs with the police administration on these facts. In fact, ICMA would recommend that no fee be charged for registering an alarm system within the city; however, if a resident failed to register, a \$25 administrative charge would be generated. Additionally, revenues could be generated for false alarms that result in a serious loss of police personnel time. The chief of police would have complete oversight and exercise discretion with the sanctions and/or penalties for excessive or progressive alarms. The city can inform both the commercial and residential establishments of its intention to enforce the alarm ordinance by including a notice with their tax bills.

Recommendations

The non-enforcement of the existing alarm ordinance does not serve the community properly. The records-management personnel could generate notifications of ordinance violations through the records-management system. Lost productivity associated with this service is worth approximately \$25,613. According to the FEMA Schedule of Equipment Rates (2008), it cost \$14.38 per hour to operate a patrol unit. Therefore, the mechanical costs to the department are estimated at \$9,505. The total costs associated to the municipality for this function is \$35,118. ICMA has provided a sample alarm ordinance in Appendix B that the city should review and consider implementing. The city should also consider this ordinance procedure for the fire department.

Towing

The BPD towed approximately 450 vehicles in 2008. The department expends a considerable amount of time and effort on this administrative processes related to vehicles that are towed.

Recommendations

Due to the administrative processes, the city should explore the feasibility of implementing a new towing ordinance that would allow the city to collect a \$20 administrative fee for towing. In many of these towing incidents, the **towing costs are offset by the vehicle owner's insurance company. The** appropriate revenue enhancement associated with this fee could create approximately \$9,000 annually to the city. ICMA has provided a sample towing ordinance in Appendix C.

Differential Police Response Program

The BPD should approach the BCSSO to consider a differential police response program, better known as tele-service. Tele-service is a technique for the screening and referral of service calls, through which dispatchers can record reports for certain categories of nonemergency incidents over the telephone. Tele-service is intended to divert nonemergency calls from the patrol units, providing officers with more time to engage in proactive/directed patrols or traffic-enforcement duties.

Tele-service can also reduce waiting time for complainants with minor problems that may be deferred because of higher-priority assignments. While it is intended to divert assignments from the patrol units, Tele-service cannot substitute for the presence of a police officer, nor can it be used to resolve or settle grievances. Tele-service reports, like other reports related to patrol operations, must be entered into the records management system in order to implement planning and deployment strategies.

Dispatchers must screen calls to ensure the following:

1. That the offense is not in progress
2. That no one at the location presents a threat to persons or property
3. That there is not an opportunity for an apprehension
4. That the incident is not listed as one that requires an on-scene response
5. That there is neither physical evidence to be collected nor witnesses present to be interviewed
6. That there are no circumstances present that would lead the dispatcher to believe that a police response would be appropriate (e.g., injuries)

A suggested list of calls that do not require a police response includes:

1. A lost or stolen cell phone or iPod
2. Theft from a vehicle
3. Tampering with a vehicle
4. Lost or stolen license plates
5. Theft of a bicycle
6. Larceny and minor theft (excluding shoplifting and embezzlement)
7. Malicious mischief and vandalism
8. Lost property
9. Harassment
10. Threats
11. Nuisance telephone calls
12. Animal complaints
13. Traffic complaints that are not in progress.

For Tele-service to be effective, it should include the following features:

1. Types of calls eligible for Tele-service should be clearly specified.
2. The citizen should be able to choose whether or not the call is taken over the phone.

3. A copy of the report should be mailed free of charge to the caller.
4. The dispatchers should receive training to effectively carry out this task.
5. Reports taken over the phone should be reviewed for accuracy and included in any feedback to the patrol squads.
6. Patrol officers should remain aware of incidents occurring within their area of responsibility.

The existing dispatch staff and police officers on light duty should be able to perform this task. The city may also want to consider setting up a Website for reporting minor incidents or issues, such as harassment, malicious damage, and lost or stolen cell phones.

Recommendations

The BPD should approach the BCSD to explore the feasibility of implementing a differential police response program for the City of Beaufort. The city should also explore using its Website for reporting police-related incidents, allowing citizens to be able to file an incident without an initial police response from their home or work computer.

In addition, the BPD should explore the use of a larger server with the county, where the computer and laptop system have the capacity to make **the department's general orders, standard operating procedures, and policies** available online so police officers can view them at any time during their shift. This practice will assist the officers when they arrive on the scene, as the officers will have these documents to refer to at all times. This will also allow the department to update the policies and procedures with computer timestamps for recordkeeping and training practices.

Best Practice: Property and Evidence-Management Control

The property and evidence section is under the control of the criminal investigation division. The BPD is totally cognizant of the accountability and

responsibilities associated with the control and management of evidence and property. ICMA commends both the city and police administrations for their professionalism and expertise regarding this labor-intensive task.

ICMA views the BPD's efforts on the evidence and property room control as a best practice. The officers assigned have working knowledge of the property and evidence duties. The duties include, but are not limited to:

1. Logging and taking control of all investigative evidence
2. Lost and found items
3. Confiscated property
4. Items for destruction
5. Property for auction
6. Property returned to an owner
7. Completing forfeiture reports when necessary
8. Completing records-management entries
9. Logging and controlling all firearms
10. Checking weapons with the National Crime Information Center
11. Completing Alcohol, Tobacco, and Firearms Reports

The BPD was able to provide information on how many pieces of evidence and/or property are contained in the property room. Audits are completed on a regular basis. The chief is aware that there should be a complete audit whenever there is a change of personnel. The chief and his personnel recognize the need for the transparency, which is essential to maintaining the integrity of the property and evidence-management function.

ICMA commends both the city and police administrations for their efforts in maintaining proper control of the property and evidence management.

Rules, Regulations, Policies, and Procedures

ICMA reviewed the BPD's rules, regulations, policies, and procedures

manuals and found that the documents provide direction and guidance to the police officers and civilians in the department. The documents are completely updated.

COMPSTAT

COMPSTAT is an abbreviation for computerized statistics, whose use started with the New York City Police Department. The NYPD conducts weekly crime control strategy meetings as a means to increase the flow of information **between the agency's executives** and the commanders of operational units, with particular emphasis on the flow of crime and quality-of-life enforcement information. The COMPSTAT process is a strong and vigorous performance-**management tool capable of assisting the department's middle** and upper management in assessing the efficacy of crime control and problem-solving activities in the city.

COMPSTAT is implemented to monitor and combat crime with the **realignment and deployment of personnel. The program's initiatives allow for** a cross-section of the department to provide input on issues and concerns surrounding the community. Additionally, COMPSTAT should be used to assist in a collaboration of city and community leaders in developing new strategies. The city, furthermore, should invite other city department representatives (e.g., from the departments of public works, recreation, health and human services, code enforcement, and fire inspection) to COMPSTAT meetings to develop interactions between the departments that support the policing initiatives and strategies.

An effective COMPSTAT process must include these components:

1. COMPSTAT must be capable of sharing information on effective policing strategies among all of the OPD managers, which would include real-time data collection on performance outcomes.

2. The performance data should be regularly disseminated to commanders.
3. Priorities for each command assignment in the OPD should be identified.
4. Key performance measures should be reviewed weekly.
5. The COMPSTAT participants should develop problem- and crime-solving strategies.
6. All police supervisors must play an active part in the COMPSTAT program.
7. The time of the COMPSTAT meetings should be varied occasionally to fit the various work shifts of the first-line supervisors in order to reinforce complete participation by nonsupervisory personnel.

ICMA has found that other police departments that have implemented the COMPSTAT program have had success in utilizing it, especially when dealing with quality-of-life issues and concerns.

Recommendations

The BPD should explore the feasibility of implementing weekly COMPSTAT meetings, which would include a cross-section of the city departments. Police managers at all levels must then be fully engaged in monitoring and **evaluating subordinates' performance**, training, and retraining and in providing rewards and discipline, as needed, to improve effectiveness and safety.

Sample Ordinances for Identified Sources of Revenue Enhancements

ICMA has provided some sample ordinances for alarms, towing, and fire* issues, which may provide revenue enhancements and create a financial benefit to the city.

Appendix B. Sample Alarm Ordinance

Appendix C. Sample Towing Ordinance
Appendix D. Sample Fire Ordinance*

**ICMA has provided a sample fire ordinance for motor vehicle accidents and residential and commercial establishment fires, instituting and implementing a program of user fees.*

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IV. Data Analysis

A. Introduction

All information in this data report was developed directly from data recorded in the department's dispatch center. The purposes of this report are to provide the city with our preliminary findings and to allow the police department to review and bring to our attention any dispatch information that may be inconsistent with other internal records of the agency.

The first section of the report, concluding with Table 8, uses the call and activity data for the entire year. For the detailed workload analysis and the response-time analysis, we used two four-week sample periods. The first period was the month of February 2008 (February 1 to February 28), or winter, and the second period was the month of August 2008 (August 1 to August 28), or summer.

B. Workload Analysis

Data management and accuracy are crucial and always need to be reviewed with regular systems. As with similar cases around the country, we encountered a number of issues when analyzing the data supplied by the police department. We made assumptions and decisions to address them. These issues, assumptions, and decisions include:

- A significant percentage of calls (8 percent) involving patrol units had zero time on-scene.
- The computer software generates a large number of call codes. This led to 178 different call descriptions, which we reduced to 14 categories for our tables and 9 categories for our figures.
- Only 2 calls for the year were missing arrival times. For these, we could not calculate a valid response time or on-scene time.

Our study team has worked with many of these problems with calls-for-service data in previous studies. To identify calls that were canceled en route, we assumed zero time on-scene to account for a significant portion

of them. Any call with an on-scene time of less than 30 seconds was labeled ***zero on-scene***. We also used the information stored within the dispatch records' source field to distinguish between police-initiated and other-initiated calls.

Before describing the workload analysis, we briefly review the data received. In the period from January to December 2008, there were approximately 61,000 calls for service (with accompanying unit information). Of that total, approximately 59,000 included a patrol unit as either the primary responder or a secondary unit. When focusing on our four-week periods, we analyzed 4,269 (patrol-related) calls in February 2008 and 5,173 calls in August 2008.

In addition, when analyzing workloads and response times, we ignored calls with incorrect or missing time data. The inaccuracies included elapsed times that either were negative or exceeded 8 hours. For the entire year, this excluded fewer than 10 calls (less than 0.02 percent) from our analysis.

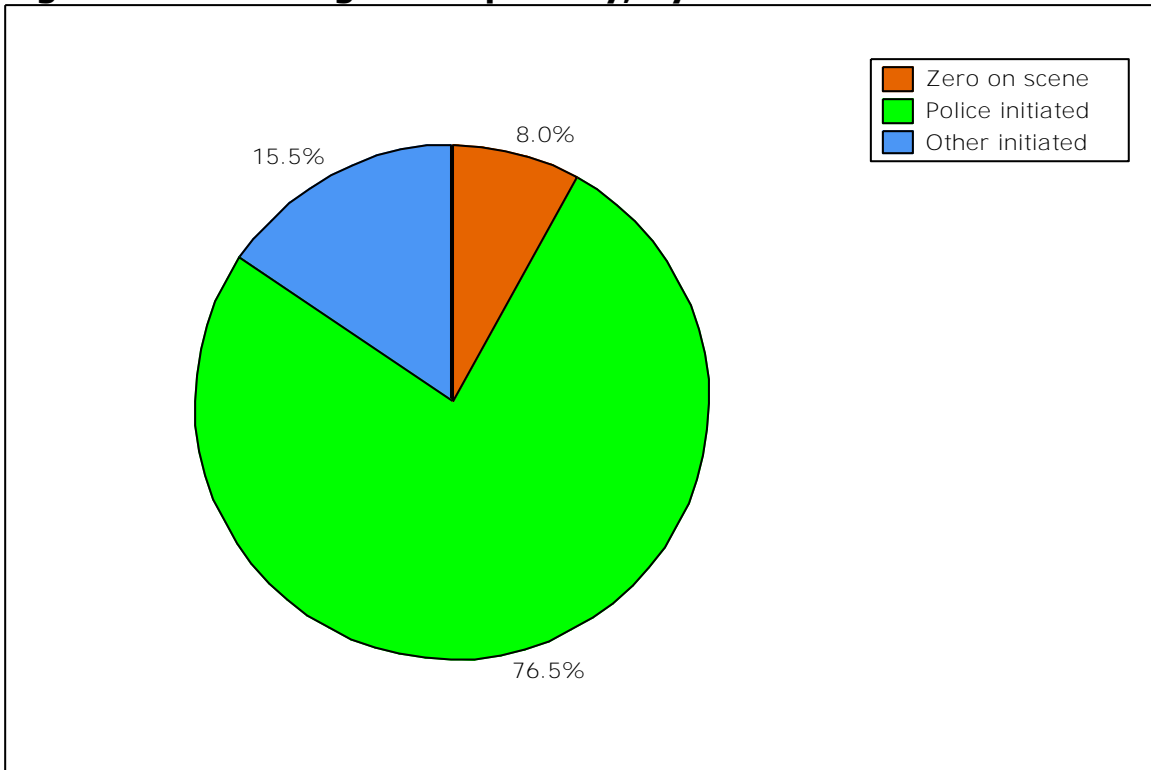
In 2008, the police department reported 162 calls for service per day. As mentioned, about 8 percent of these calls (13 per day) show no officer time spent on the call.

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 (e.g., crime, traffic). Workloads are measured in average work-hours per day.

We routinely use up to 17 call categories for tables and 10 categories for our graphs. Our categories chart is on the next page. Some of these categories were not used in this specific analysis and are *italicized*.

Table Categories	Figure Categories
Accidents	Traffic
Traffic enforcement	
Alarm	Investigations
Check/investigation	
Animal calls	General noncriminal
Miscellaneous	
Assist other agency	Assist other agency
Crime—persons	Crime
Crime—property	
Directed patrol	Directed patrol
Disturbance	Suspicious incident
Suspicious person/vehicle	
Juvenile	Juvenile
<i>Out of service—administrative</i>	<i>Out of service</i>
<i>Out of service—personal</i>	
Prisoner—arrest	Arrest
<i>Prisoner—transport</i>	

Figure 1. Percentage Calls per Day, by Initiator



Note: Percentages are based on a total of 59,213 calls.

Table 1. Calls per Day, by Initiator

Initiator	Total Calls	Calls per Day
Zero-on-scene	4,740	12.9
Police-initiated	45,292	123.8
Other-initiated	9,181	25.0
Total	59,213	161.8

Observations:

- About 8 percent of the calls involved zero-on-scene time and are included in these numbers as well as the next figure and table. Later, we exclude calls with zero-on-scene time.
- There was approximately 1 other-initiated call per hour.
- The data records included a large number of police-initiated activities: 124 per day, or about 77 percent of all activities.
- There were a total of 162 calls per day, or 6.7 per hour.

Figure 2. Percentage Calls per Day, by Category

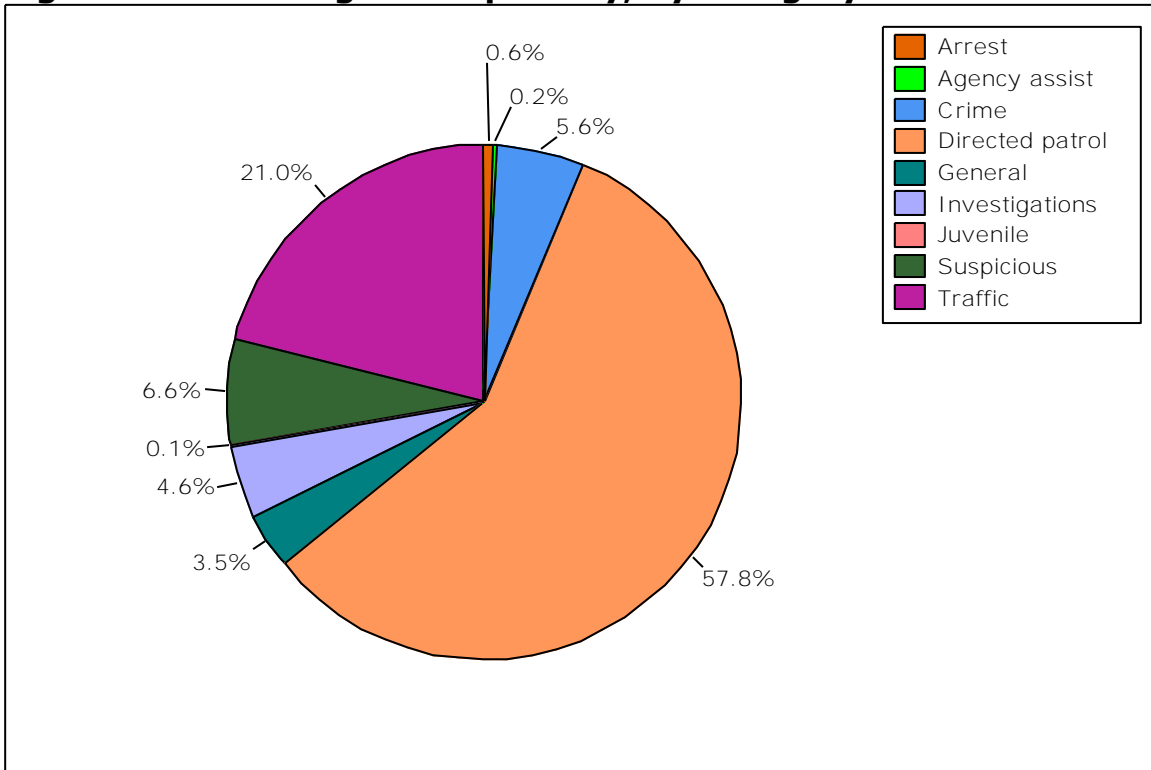


Table 2. Calls per Day, by Category

Category	Total Calls	Calls per Day
Accidents	1,111	3.0
Alarm	1,787	4.9
Animal calls	291	0.8
Assist other agency	116	0.3
Check/investigation	922	2.5
Crime—persons	1,475	4.0
Crime—property	1,833	5.0
Directed patrol	34,231	93.5
Disturbance	2,193	6.0
Juvenile	68	0.2
Miscellaneous	1,792	4.9
Prisoner—arrest	335	0.9
Suspicious person/vehicle	1,731	4.7
Traffic enforcement	11,328	31.0
Total	59,213	161.8

Observations:

- Two categories (directed patrol and traffic) accounted for almost 79 percent of activities.
- About 58 percent of calls were directed patrol calls (such as residential patrols and business patrols).
- About 21 percent of calls were traffic-related.
- About 6.6 percent of calls involved suspicious incidents such as suspicious persons and/or vehicles.
- About 5.6 percent of calls involved crimes.

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Figure 3. Percentage Nonzero Calls per Day, by Category

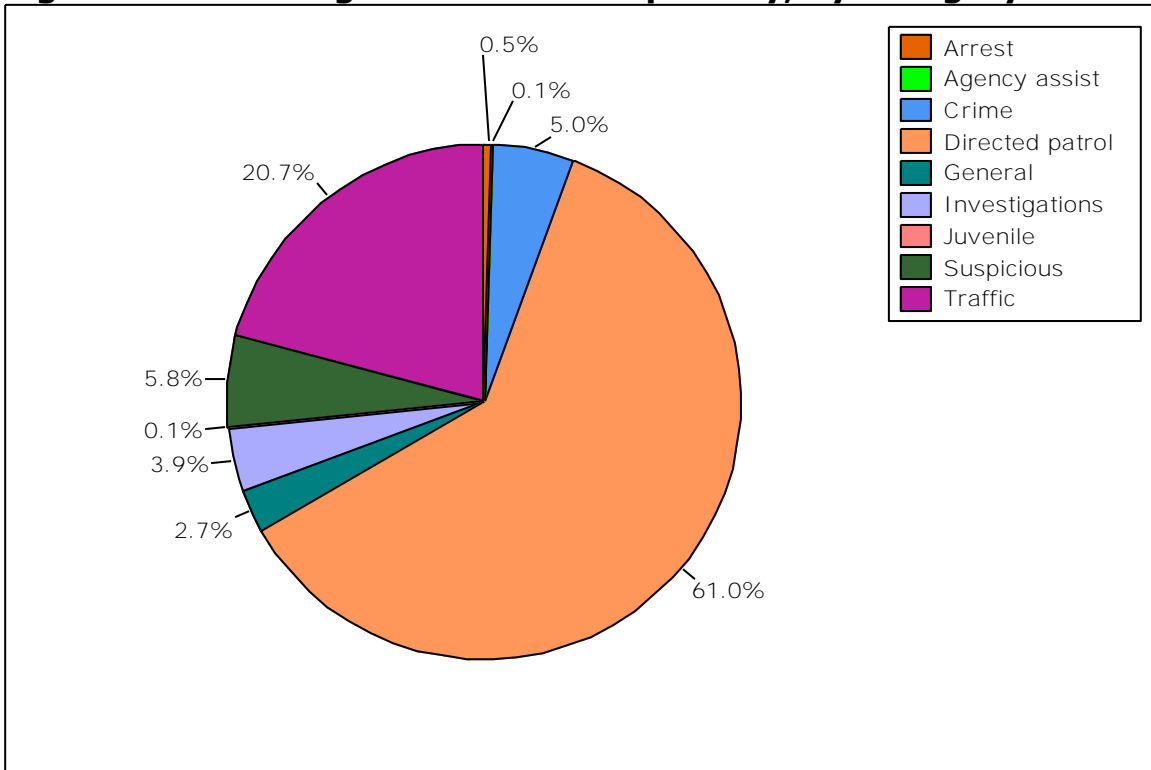


Table 3. Nonzero Calls per Day, by Category

Category	Total Calls	Calls per Day
Accidents	969	2.6
Alarm	1,510	4.1
Animal calls	177	0.5
Assist other agency	71	0.2
Check/investigation	638	1.7
Crime—persons	1,204	3.3
Crime—property	1,531	4.2
Directed patrol	33,237	90.8
Disturbance	1,717	4.7
Juvenile	59	0.2
Miscellaneous	1,313	3.6
Prisoner—arrest	260	0.7
Suspicious person/vehicle	1,453	4.0
Traffic enforcement	10,334	28.2
Total	54,473	148.8

Observations:

- When zero-on-scene calls are excluded, there were 149 calls per day, or 6.2 per hour.
- About 61 percent of the remaining calls were directed patrols.
- Two categories (directed patrols and traffic) accounted for 82 percent of calls.
- Only 5 percent of calls were crime-related.

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Figure 4. Calls per Day, by Initiator and Months

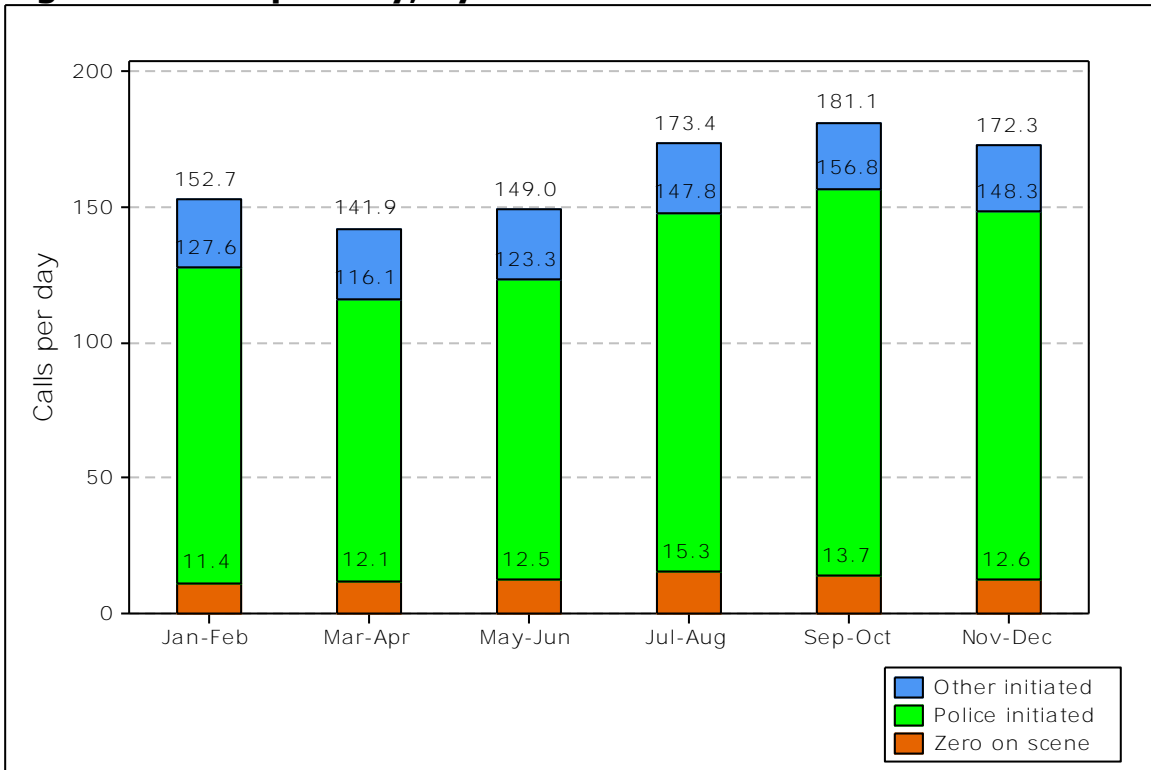


Table 4. Calls per Day, by Initiator and Months

Initiator	Jan.- Feb.	March- April	May- June	July- Aug.	Sept.- Oct.	Nov.- Dec.
Zero-on-scene	11.4	12.1	12.5	15.3	13.7	12.6
Police-initiated	116.2	104	110.8	132.5	143.1	135.7
Other-initiated	25.1	25.8	25.7	25.6	24.3	24.0
Total	152.7	141.9	149.0	173.4	181.1	172.3

Observations:

- The number of calls was smallest from March to April.
- The number of calls was largest from September to October.
- The longest months had 28 percent more calls than the shortest months.
- The average number of other-initiated calls per hour varied little throughout the year. It was consistently between 1 call per hour in November and December and 1.08 calls per hour in March and April.

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Figure 5. Calls per Day, by Category and Months

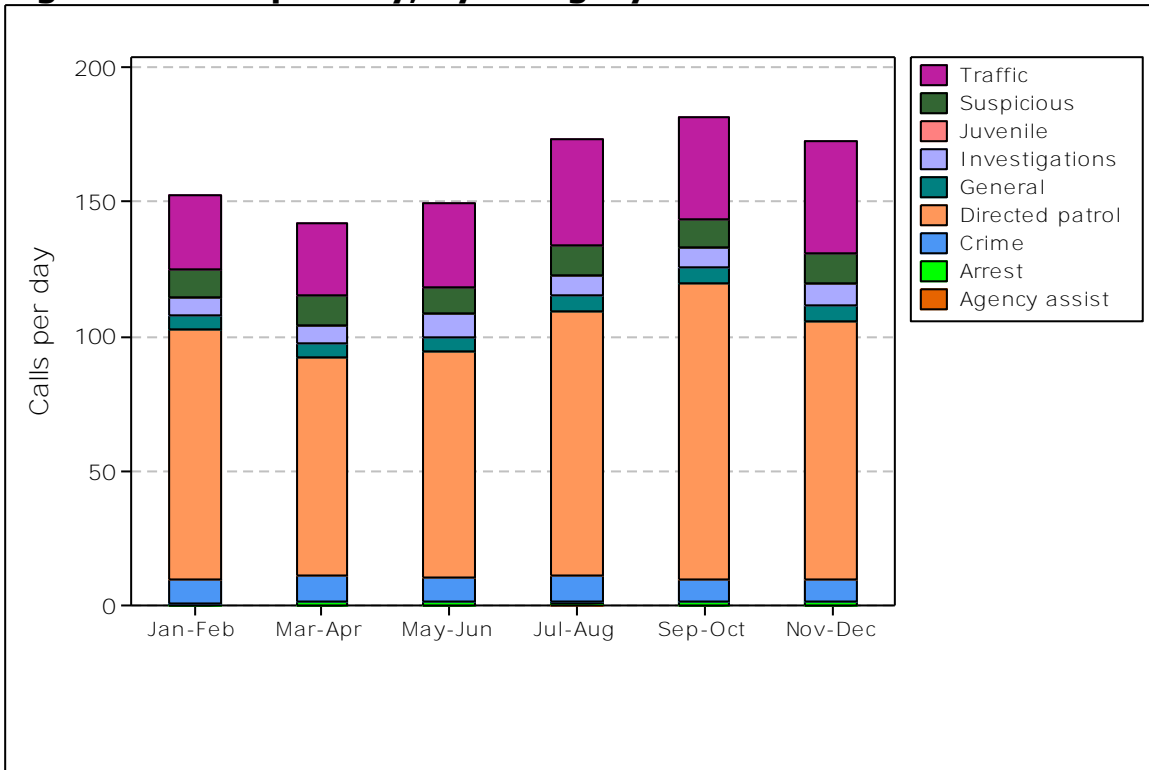


Table 5. Calls per Day, by Category and Months

Category	Jan.-Feb.	March-April	May-June	July-Aug.	Sept.-Oct.	Nov.-Dec.
Accidents	2.8	3.2	3.1	3.3	2.8	3.0
Alarm	4.0	4.6	5.4	5.4	4.6	5.2
Animal calls	0.8	1.1	1.0	0.7	0.5	0.6
Assist other agency	0.2	0.3	0.4	0.5	0.3	0.2
Check/investigation	2.0	2.2	2.9	2.3	2.8	3.0
Crime—persons	3.9	4.3	4.1	4.4	3.9	3.6
Crime—property	5.1	5.4	5.0	4.9	4.6	5.2
Directed patrol	92.6	81.0	83.8	98.3	110.0	95.4
Disturbance	6.0	6.3	5.4	6.6	6.1	5.6
Juvenile	0.2	0.3	0.1	0.1	0.1	0.3
Miscellaneous	4.7	4.2	4.8	5.2	5.1	5.3
Prisoner—arrest	0.8	0.9	1.0	1.1	0.9	0.9
Suspicious person/vehicle	4.9	4.5	4.7	4.6	4.5	5.2
Traffic enforcement	24.7	23.7	27.4	36.0	34.8	38.8
Total	152.7	141.9	149	173.4	181.1	172.3

Observations:

- Directed patrol calls, followed by traffic-related calls, were the most common types of calls throughout the year.
- Directed patrol calls averaged between 81 and 110 per day throughout the year.
- Traffic-related calls (enforcement and accidents) in general averaged between 24 and 39 per day throughout the year.
- Together, directed patrol and traffic-related calls (enforcements and accidents) were consistently between 74 and 80 percent of all calls.
- Crime calls varied between 8.5 and 9.7 per day throughout the year. This was between 4.7 and 6.8 percent of total calls.
- Directed patrol activities were 35 percent higher in September and October than they were in March and April.
- Traffic enforcement was 45 percent higher from July to December than it was from January to June.

Figure 6. Average Consumed Times, by Category and Initiator

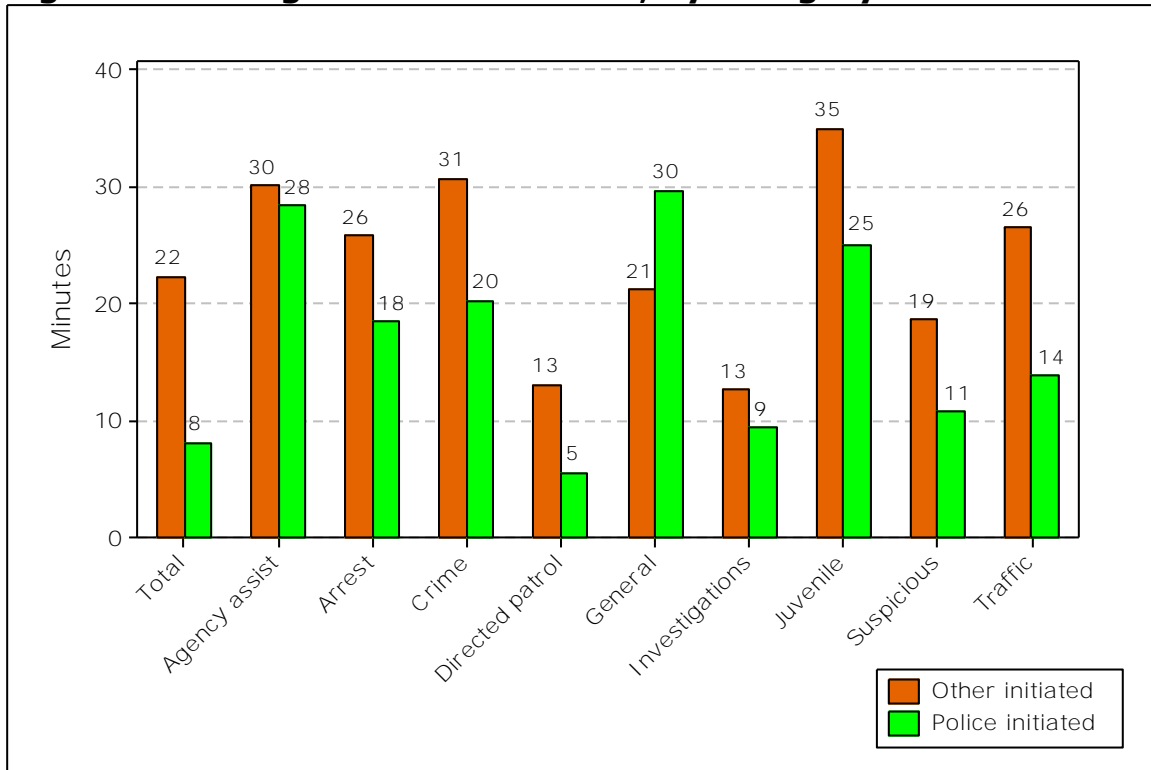


Table 6. Primary Unit's Average Consumed Times, by Category and Initiator

Category	Police-Initiated		Other-Initiated	
	Total Calls	Minutes	Total Calls	Minutes
Accidents	108	30.1	861	37.8
Alarm	42	6.9	1,468	11.1
Animal calls	20	17.6	157	18.4
Assist other agency	7	28.3	64	30.1
Check/investigation	43	11.7	595	16.3
Crime—persons	112	16.7	1,092	29.3
Crime—property	164	22.6	1,367	31.7
Directed patrol	33,084	5.5	152	13.1
Disturbance	152	15.5	1,565	19.4
Juvenile	4	25.1	55	34.9
Miscellaneous	1,095	29.8	215	23.1
Prisoner—arrest	191	18.4	69	25.8
Suspicious person/vehicle	905	9.9	548	16.3
Traffic enforcement	9,360	13.6	973	16.4
Total	45,287	8.1	9,181	22.3

Note: Figure 6 and Table 6 exclude zero-on-scene calls.

Observations:

- **A unit's consumed time is measured as the time from when it is dispatched until it becomes available.**
- The times shown above are the average consumed times per call for the primary unit, rather than the total consumed time for all units assigned to a call.
- **A category's average time spent on a call ranged from 5 to 38 minutes overall.**
- The longest average times spent were on agency assist, crime, general, and juvenile calls.
- Police-initiated traffic-related calls averaged 14 minutes per call, whereas other-initiated traffic calls averaged 26 minutes.
- Crime calls averaged 20 minutes for police-initiated calls and 31 minutes for other-initiated calls.
- Consumed times were unusually short, with an average of only 8 minutes for police-initiated calls and 20 minutes for other-initiated calls.

Figure 7. Number of Responding Units, by Initiator and Category

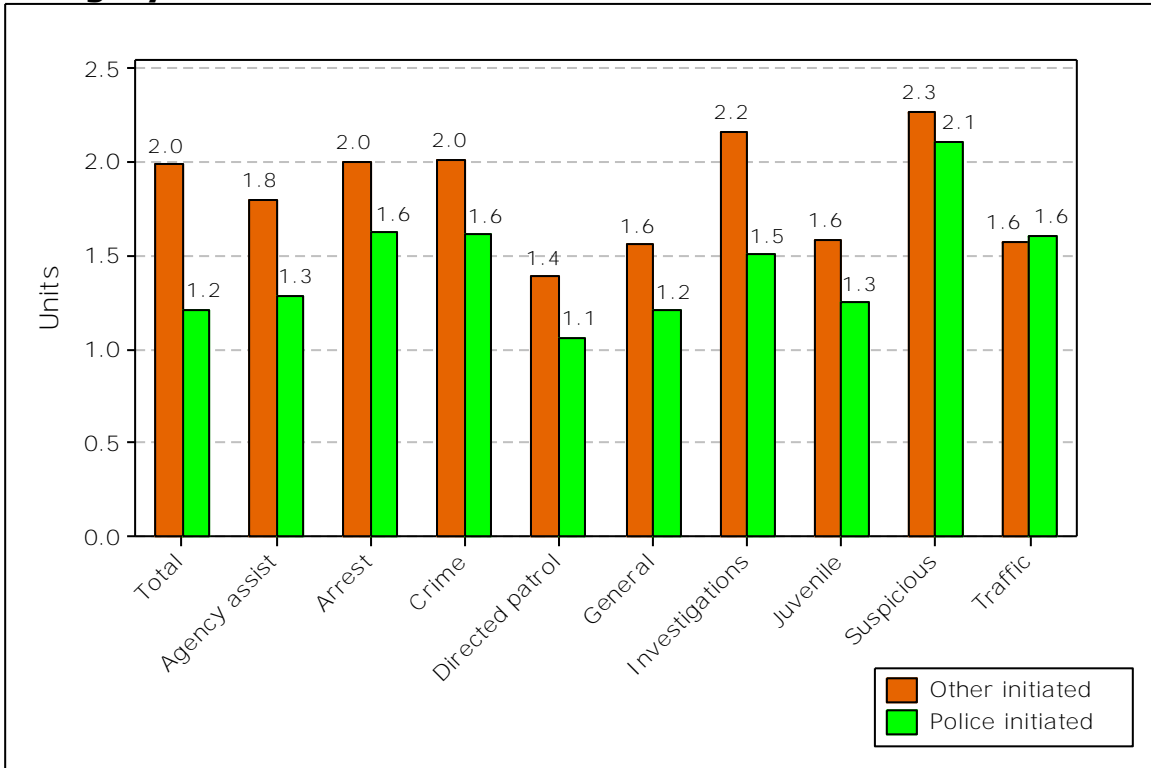


Table 7. Number of Responding Units, by Initiator and Category

Category	Police-Initiated		Other-Initiated	
	Average	Total Calls	Average	Total Calls
Accidents	1.6	108	1.7	861
Alarm	1.8	42	2.2	1,468
Animal calls	1.3	20	1.5	157
Assist other agency	1.3	7	1.8	64
Check/investigation	1.3	43	2.1	595
Crime—persons	1.8	112	2.3	1,092
Crime—property	1.5	164	1.8	1,367
Directed patrol	1.1	33,085	1.4	152
Disturbance	2.0	152	2.3	1,565
Juvenile	1.3	4	1.6	55
Miscellaneous	1.2	1,098	1.6	215
Prisoner—arrest	1.6	191	2.0	69
Suspicious person/vehicle	2.1	905	2.3	548
Traffic enforcement	1.6	9,361	1.4	973
Total	1.2	45,292	2.0	9,181

Figure 8. Number of Units Responding, by Category

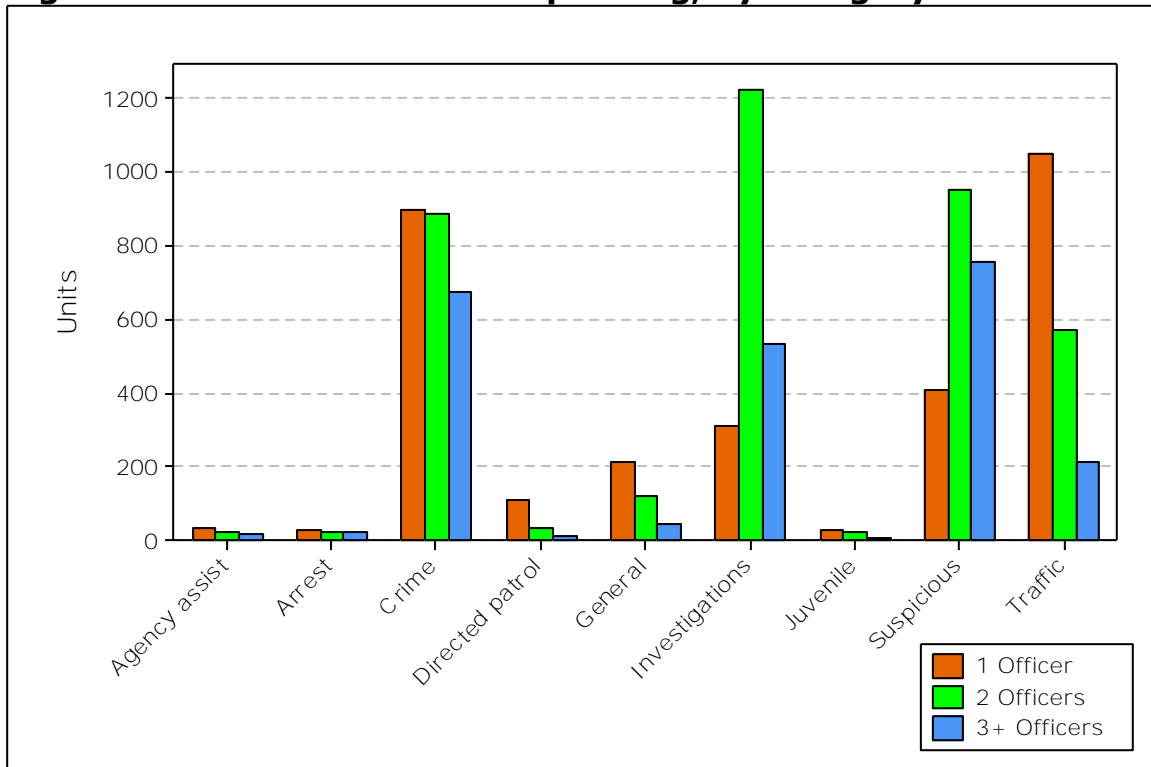


Table 8. Number of Units Responding, by Category

Category	Responding Units		
	One	Two	Three or More
Accidents	423	294	144
Alarm	161	925	382
Animal calls	93	50	14
Assist other agency	30	20	14
Check/investigation	151	295	149
Crime—persons	235	426	431
Crime—property	664	458	245
Directed patrol	107	35	10
Disturbance	321	683	561
Juvenile	29	21	5
Miscellaneous	118	70	27
Prisoner—arrest	26	21	22
Suspicious person/vehicle	85	270	193
Traffic enforcement	626	277	70
Total	3,069	3,845	2,267

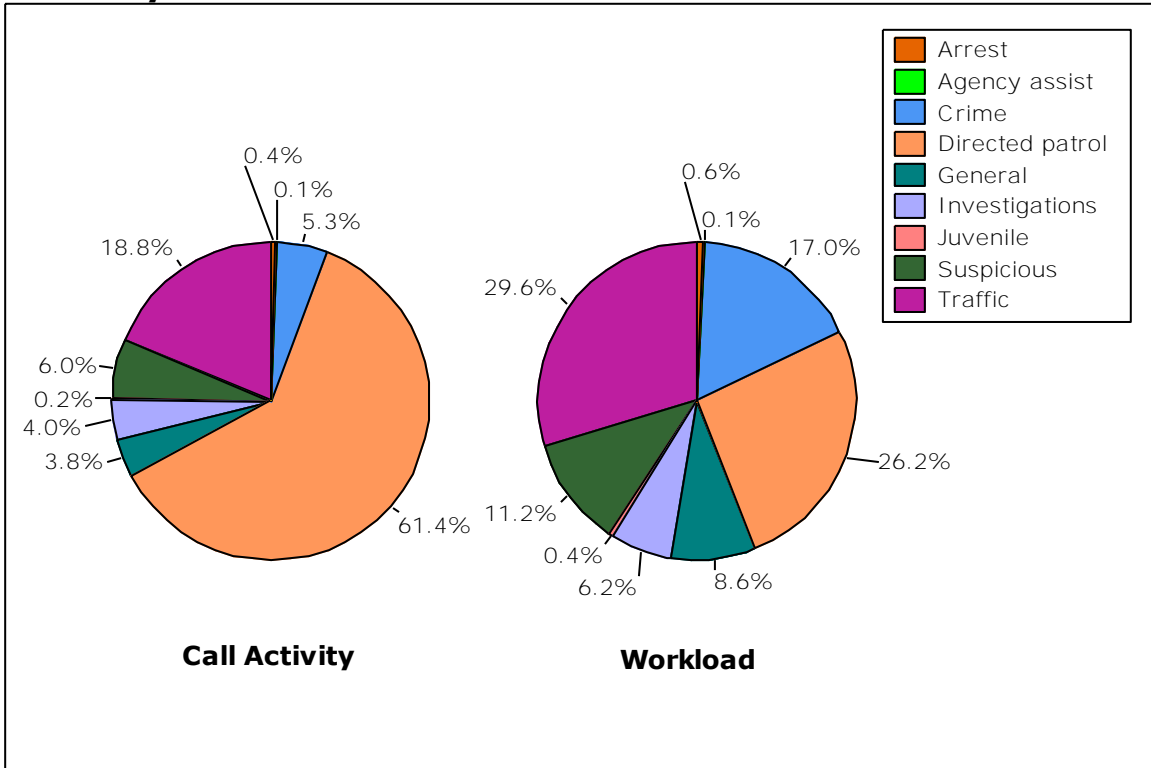
Note: Figure 8 and Table 8 include other-initiated calls.

Observations:

- The overall mean number of responding units was 1.2 for police-initiated calls and 2.0 for other-initiated calls.
- The mean number of responding units was a maximum of 2.3, for other-initiated calls involving person crimes or suspicious persons.
- Other-initiated calls were most likely to involve two responding units (42 percent).
- About 25 percent of all other-initiated calls involved three or more units.
- The largest group of calls with three or more responding units involved suspicious incidents, followed closely by crimes.

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Figure 9. Percentage Calls and Work-Hours, by Category, in February 2008



Note: Calculations include only nonzero-on-scene calls.

Table 9. Calls and Work-Hours per Day, by Category, in February 2008

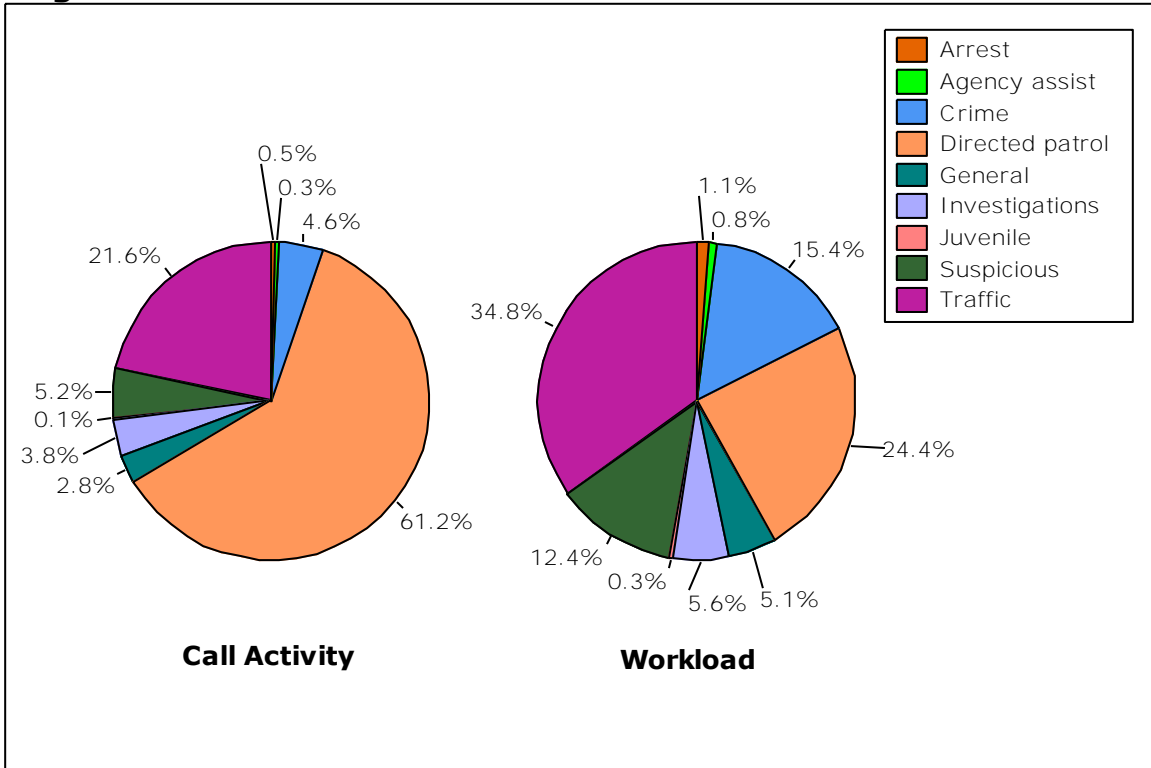
Category	Per Day	
	Calls	Work-Hours
Arrest	0.6	0.2
Assist other agency	0.1	0.0
Crime	7.5	6.2
Directed patrol	87.2	9.5
General Non-criminal	5.4	3.1
Investigations	5.7	2.3
Juvenile	0.3	0.1
Suspicious incident	8.5	4.1
Traffic	26.6	10.7
Total	141.9	36.3

Observations:

- Total calls were 142 per day, or 6 per hour.
- Total workload was 36 work-hours per day. This means that an average of 1.5 personnel per hour were busy responding to calls.
- Directed patrol activities were 61 percent of calls but only 27 percent of workload.
- Traffic-related events constituted 19 percent of calls and 29 percent of workload.
- Crimes constituted 5 percent of calls but 17 percent of workload.

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Figure 10. Percentage Calls and Work-Hours, by Category, in August 2008



Note. Calculations include only nonzero-on-scene calls.

Table 10. Calls and Work-Hours per Day, by Category, in August 2008

Category	Per Day	
	Calls	Work-Hours
Arrest	0.8	0.4
Assist other agency	0.5	0.3
Crime	7.7	5.8
Directed patrol	103.3	9.2
General noncriminal	4.7	1.9
Investigations	6.4	2.1
Juvenile	0.1	0.1
Suspicious incident	8.8	4.7
Traffic	36.4	13.2
Total	168.6	37.8

Observations:

- In August, the total calls were 19 percent higher than they were in February. Nevertheless, the total workload rose by only 4 percent.
- Total calls were 169 per day, or 7 per hour.
- Total workload was 38 work-hours per day, or 1.6 personnel per hour.
- The relative percentages of calls and workload by category were similar in August to those in February.

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C. Deployment

The department operates with two 12-hour shifts, starting at 7 a.m. and 7 p.m. Along with regular patrol officers; we included units assigned to traffic duty and school resource officers. Within the patrol unit, we included both officers and supervisors. In other words, we included within our analysis all officers and supervisors from the rank of sergeant and below.

The department deployed an average of 5.2 and 4.7 patrol officers, respectively, during the 24-hour day in February 2008 and August 2008. When including the additional units, the department deployed an average of 6.2 and 5.9 officers, respectively, during the 24-hour day in February 2008 and August 2008. There was only limited variability in deployment by season and between weekends and weekdays. There was a significant variability by time of day.

Figure 11. Deployed Officers, Weekdays, in February 2008

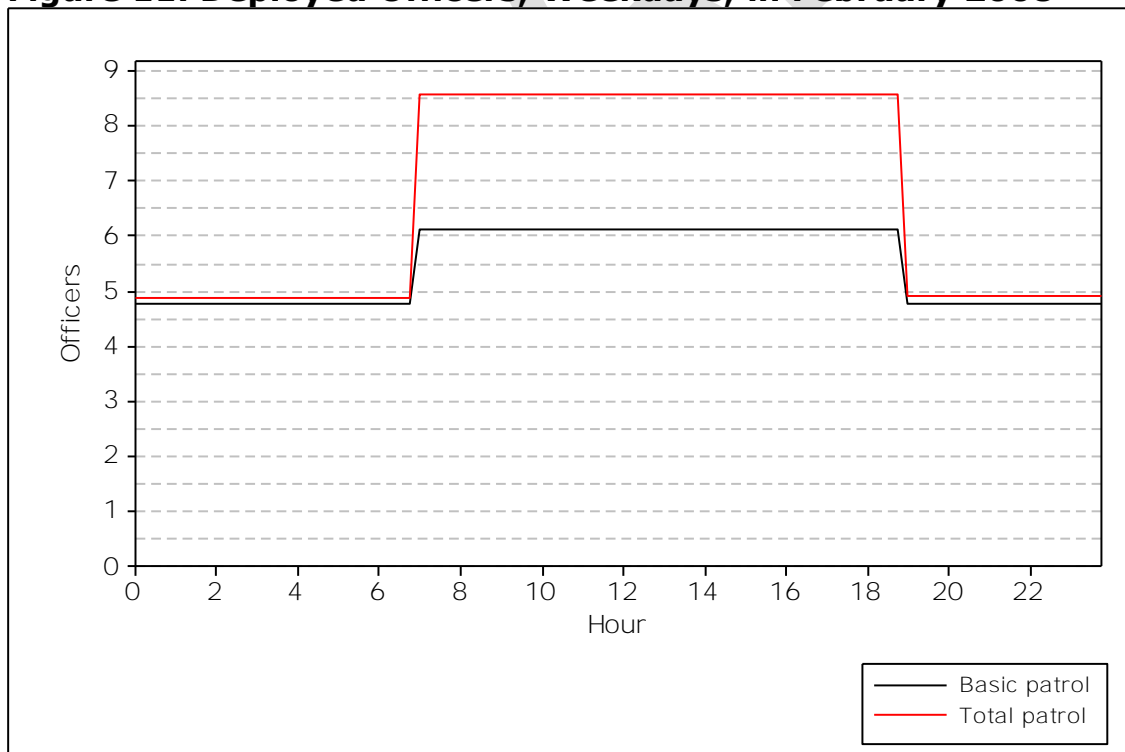
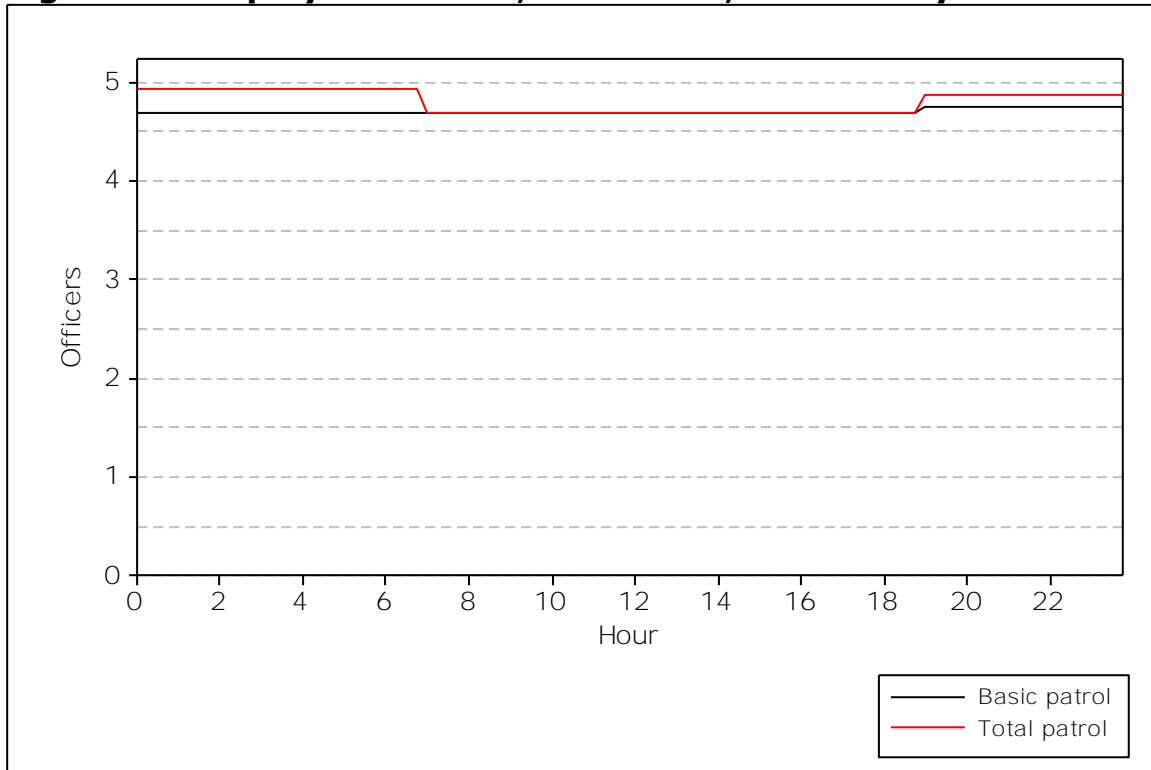


Figure 12. Deployed Officers, Weekends, in February 2008



Observations:

- The average patrol deployment was approximately 5.5 patrol officers during the week and 4.7 patrol officers on weekends.
- During the week, deployment reached as high as 6.1 officers and dropped as low as 4.8 officers during the night shift.
- On weekends, deployment was essentially unchanged throughout the 24-hour day.
- On average, 2.4 additional units were added between 7 a.m. and 7 p.m. during the week, and few were added between 7 p.m. and 7 a.m. and on weekends.
- Total deployment reached a maximum of 8.6 officers during the day shift.

Figure 13. Deployment and Workload—Weekdays, February 2008

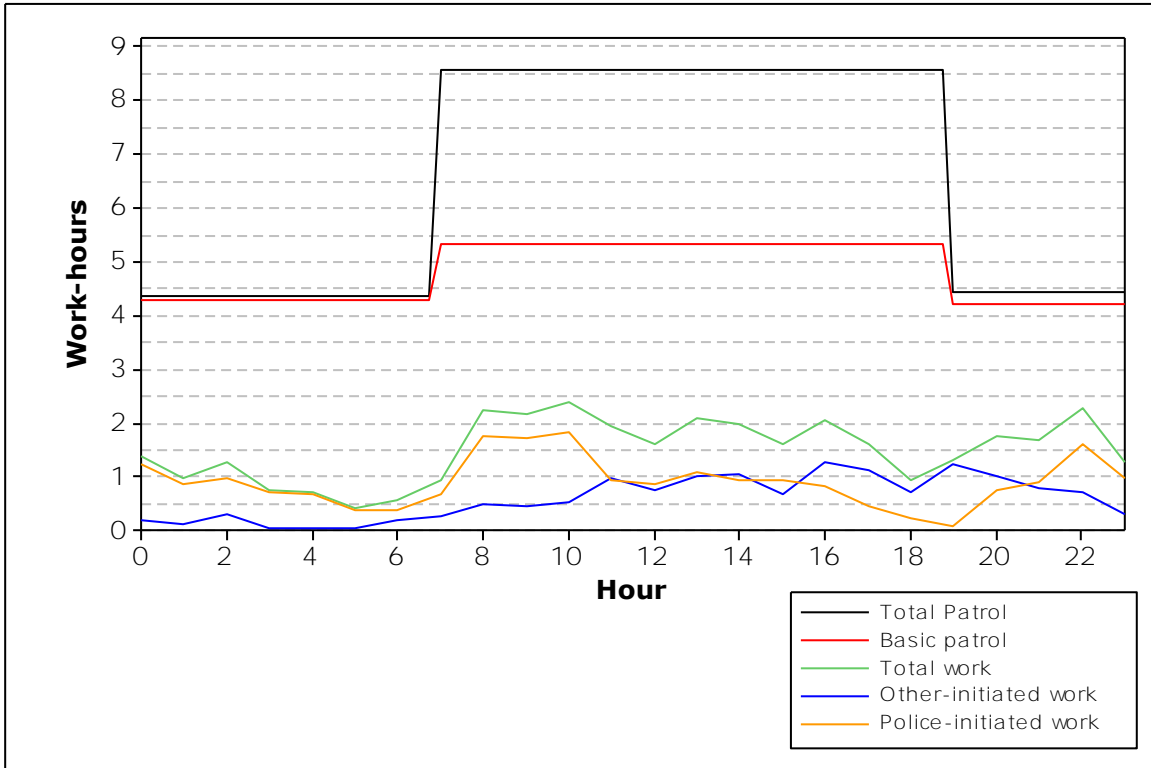
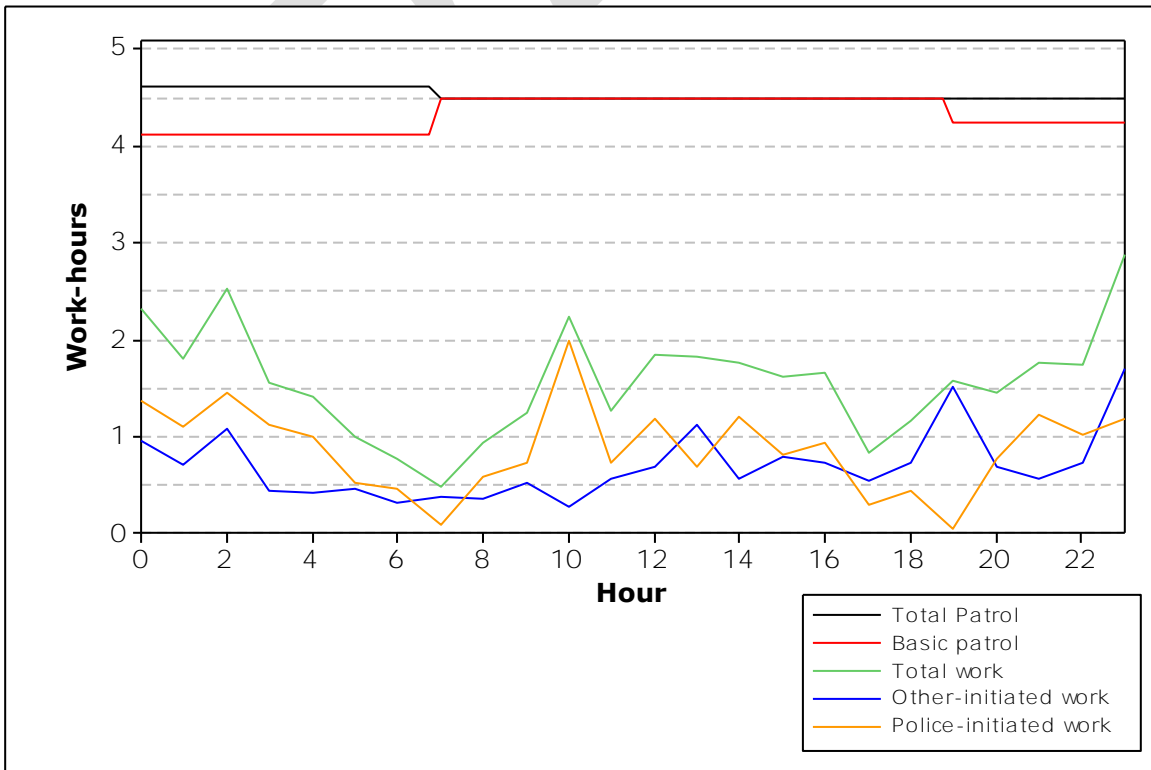


Figure 14. Deployment and Workload—Weekends, February 2008



Observations:

- During the week, patrol workload averaged 1.5 personnel per hour. This was 23 percent of deployment, meaning that patrol officers spent 23 percent of their time on patrol-related activities.
- During the week, patrol workload dropped as low as 9 percent of deployment between 5 a.m. and 6 a.m. It was as high as 52 percent of deployment between 10 p.m. and 11 p.m.
- Between 7 a.m. and 7 p.m., patrol workload was consistently less than 28 percent of deployment.
- On weekends, patrol workload averaged 1.6 personnel per hour, which was 35 percent of deployment.
- On weekends, patrol workload dropped as low as 10 percent of deployment between 7 a.m. and 8 a.m. and rose as high as 64 percent of deployment between 11 p.m. and midnight.

Figure 15. Deployed Officers, Weekdays, August 2008

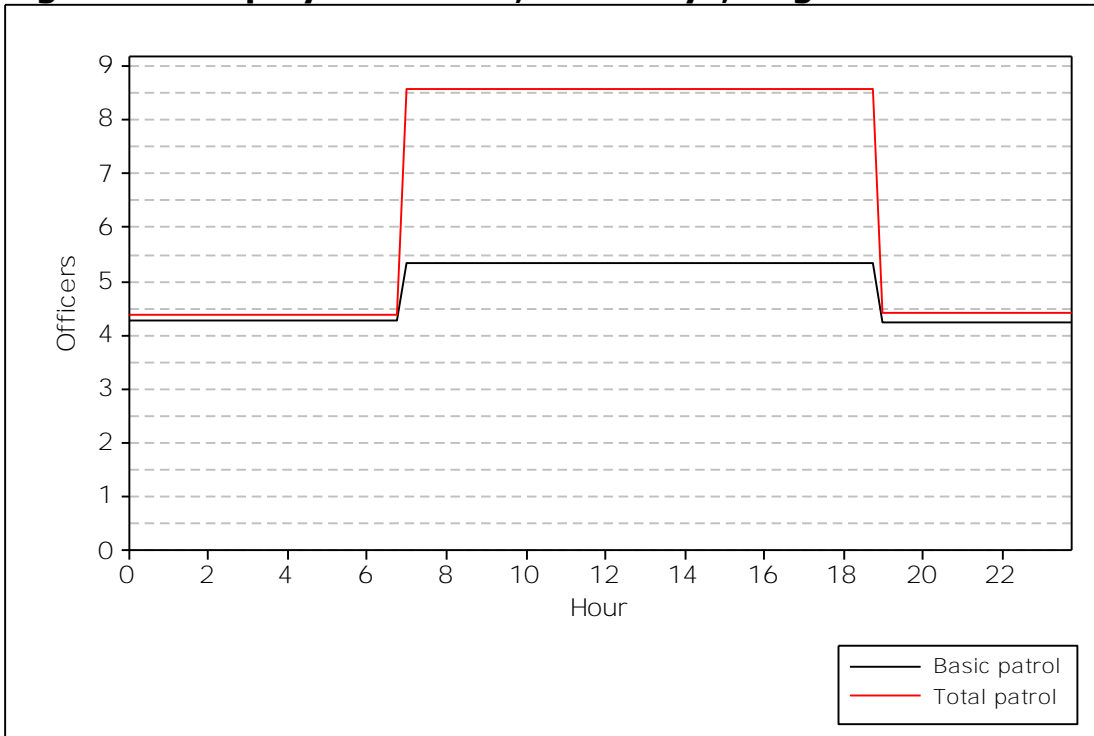
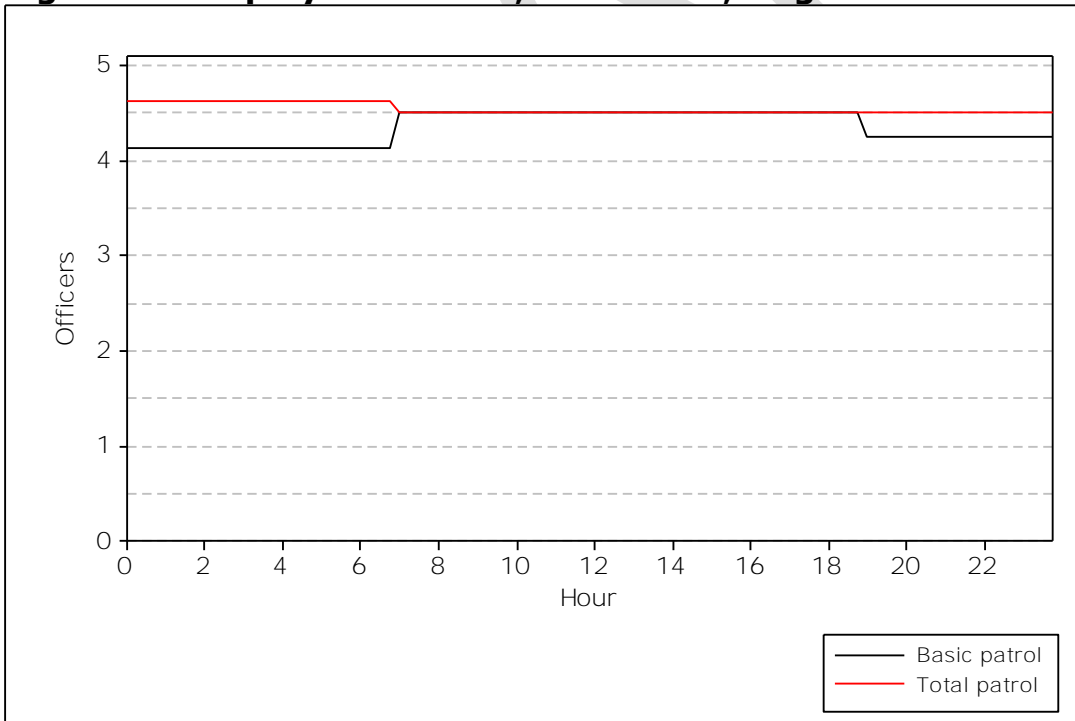


Figure 16. Deployed Officers, Weekends, August 2008



Observations:

- The number of officers deployed was higher in February than it was in August.
- On average, 4.8 officers were deployed during the week and 4.3 officers on weekends in August.
- Basic deployment varied between 5.3 officers during the day shift and 4.2 officers during the night shift on weekdays and between 4.5 officers during the day shift and 4.1 officers during the night shift on weekends.
- When additional units (e.g., traffic) were added, the deployment rose as it did in February.
- Total deployment reached a maximum of 8.6 officers during the week and 4.6 officers on weekends.

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Figure 17. Deployment and Workload—Weekdays, August 2008

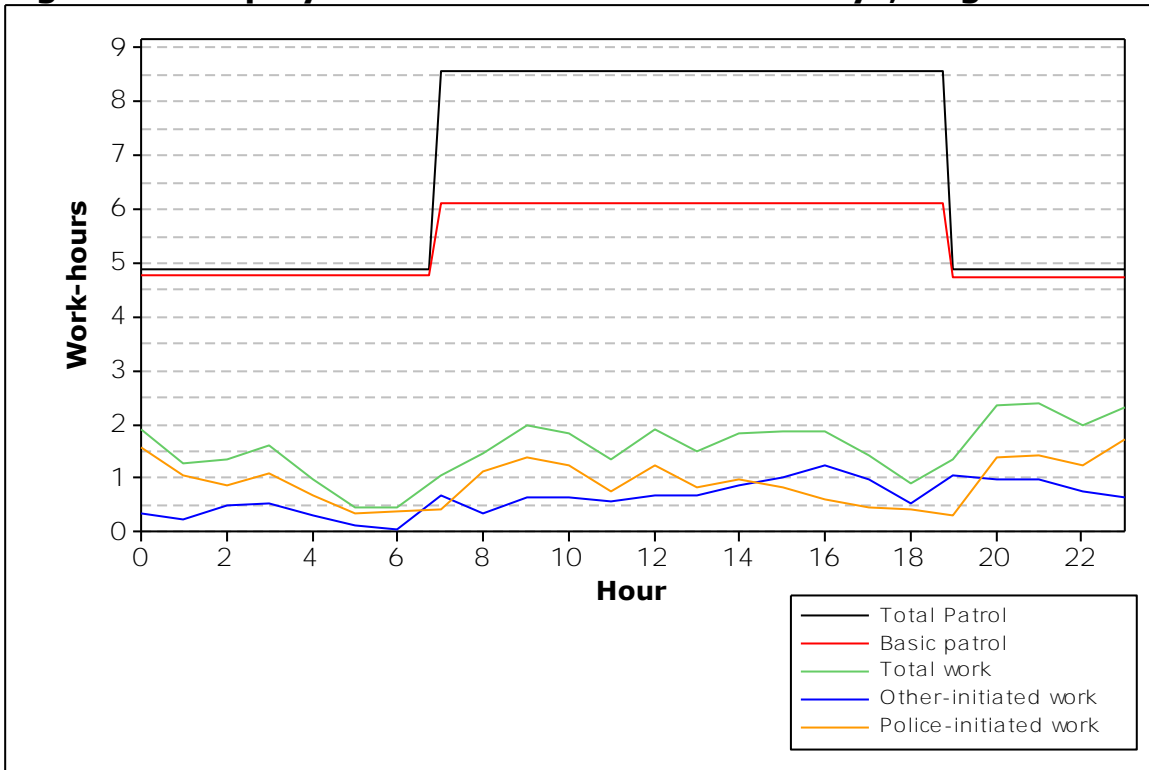
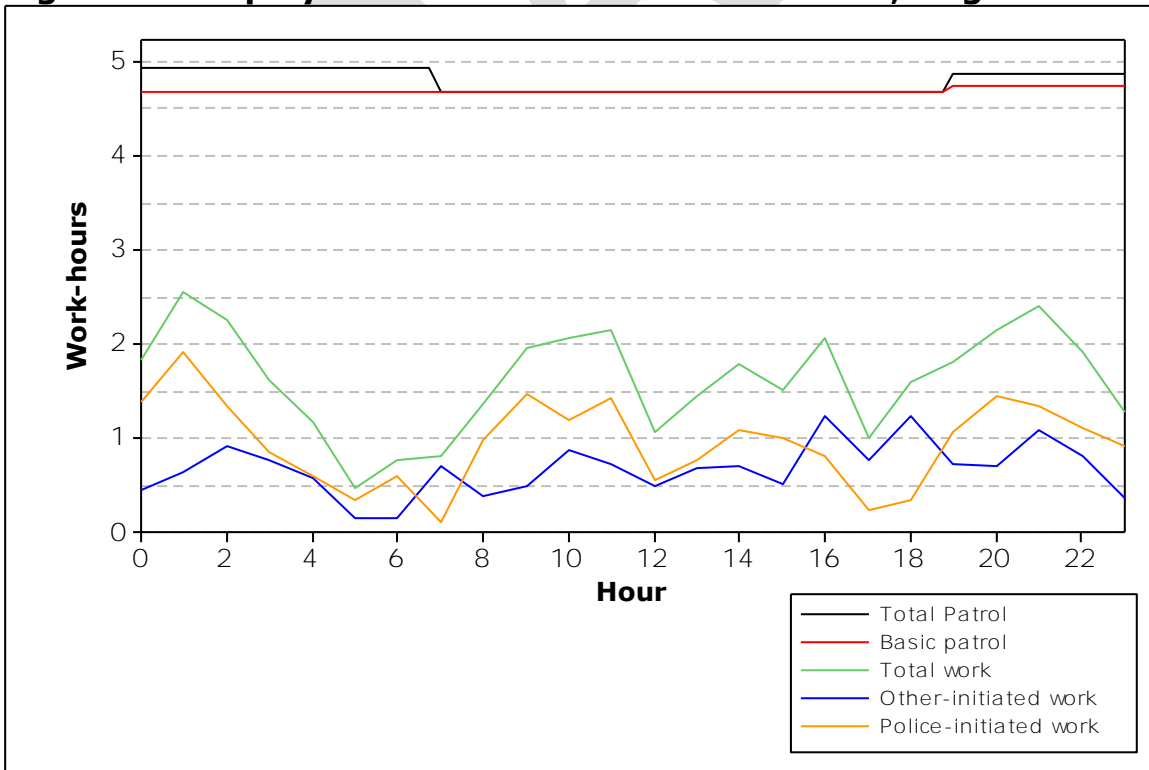


Figure 18. Deployment and Workload—Weekends, August 2008



Observations:

- During the week, patrol workload averaged 1.5 personnel per hour. This was 23 percent of total deployment, meaning that patrol officers spent 23 percent of their time on patrol-related activities.
- During the week, patrol workload dropped as low as 9 percent of total deployment between 6 a.m. and 7 a.m. and rose as high as 49 percent of total deployment between 9 p.m. and 10 p.m.
- On weekends, average workload was 1.6 personnel per hour, which was 34 percent of total deployment.
- Between 7 a.m. and 7 p.m., patrol workload was consistently less than 24 percent of deployment.
- On the weekends, patrol workload dropped as low as 10 percent of total deployment between 5 a.m. and 6 a.m. and rose as high as 52 percent of total deployment between 1 a.m. and 2 a.m.

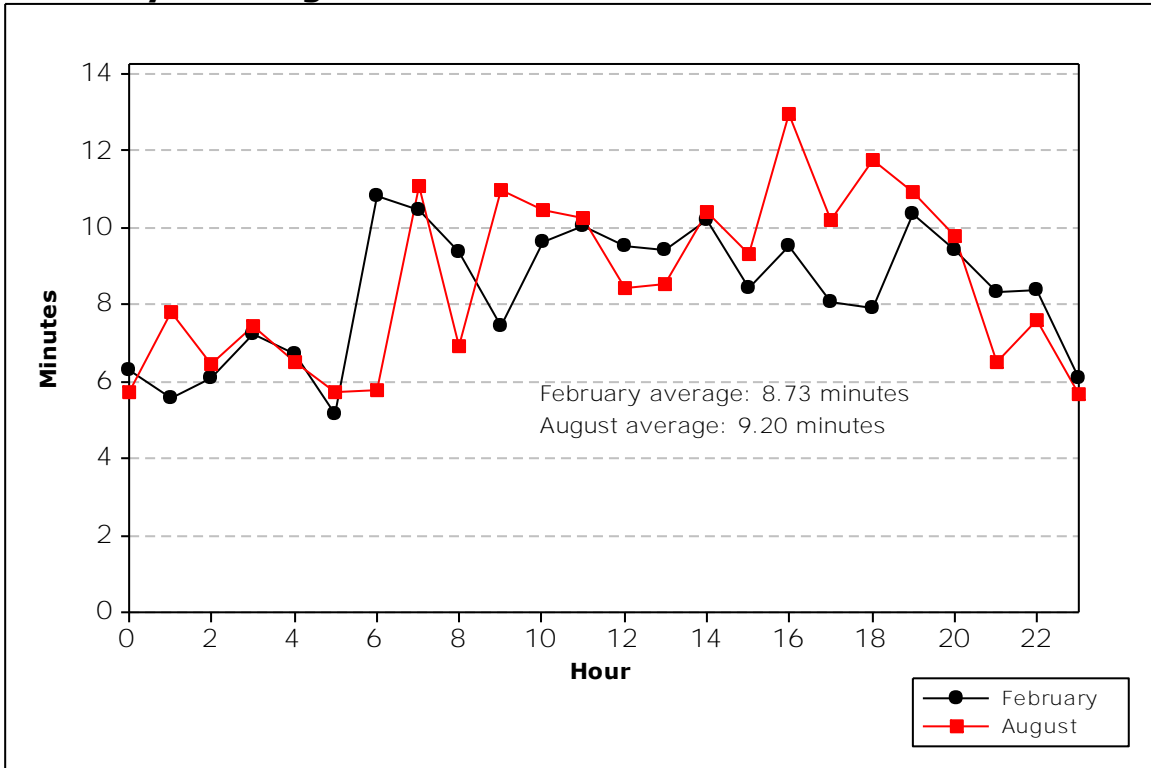
D. Response Times

We analyzed the response times to various types of calls, separating the duration into dispatch and travel times. We begin the discussion with statistics that include all calls combined. We analyzed several types of calls to determine whether response times varied by call type. To better understand the response-time issue, the study team calculated the cumulative distribution function (CDF) of response time for three types of calls: dispatch delay, travel time, and total response time.

Before presenting the specific figures and tables, we summarize all of the observations. We started with 4,269 and 5,173 calls, respectively, for February 2008 and August 2008. We limited our analysis to calls that were other-initiated with nonzero-on-scene times. We also encountered some calls without arrival times that we were forced to exclude from our analysis due to lack of information. This left 723 calls in February 2008 and 736 calls in August 2008. Our initial analysis does not distinguish calls based on their priority. It does examine the difference in response by time of day and compare summer and winter periods.

Response time is measured as the difference between when a call is received and when the first unit arrived on scene. It is separated into dispatch delay and travel time. Dispatch delay is the time from when a call is received until a unit is dispatched. Travel time is the time from when a unit is dispatched until a unit arrives.

Figure 19. Average Response Time, by Hour of Day, for February and August 2008



Observations:

- Average response times varied significantly by hour of day.
- The overall average was slightly higher in August than it was in February.
- In February, the longest response times were between 6 a.m. and 7 a.m., with an average of 10.8 minutes.
- In February, the shortest response times were between 5 a.m. and 6 a.m., with an average of 5.1 minutes.
- In August, the longest response times were between 4 p.m. and 5 p.m., with an average of 13.0 minutes.
- In August, the shortest response times were between 11 p.m. and midnight, with an average of 5.6 minutes.

Reading the Cumulative Distribution Function (CDF) Chart

The vertical axis is the probability or percentage of calls. The horizontal axis is time of dispatch delay, travel time, or total response time. For example, approximately 80 percent of the calls in August experienced a dispatch delay of 5 minutes or less, as the 80 percent line intersects the curve at the 5-minute mark. When comparing different CDF lines, a higher graph represents a larger percentage of low values. Figure 21 shows that travel times were a bit delayed for February 2008 when compared with travel times in for August 2008.

Figure 20. Dispatch Delay Cumulative Distribution Function

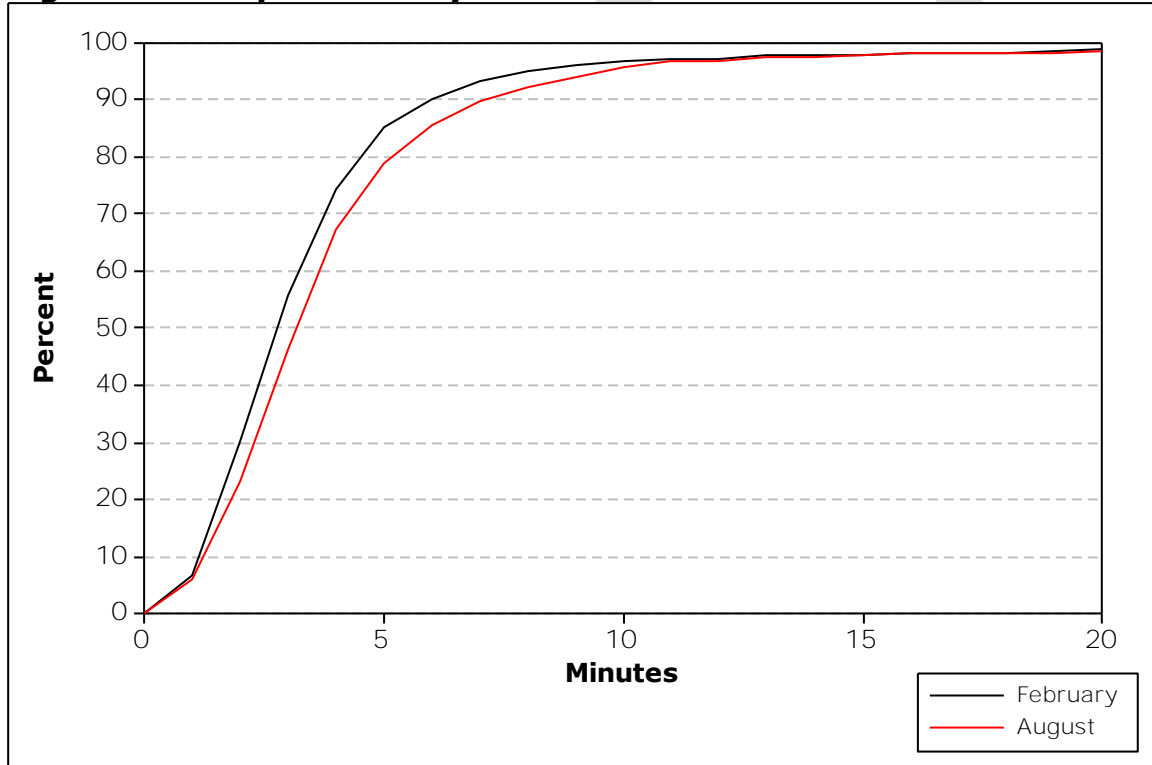


Figure 21. Travel Time Cumulative Distribution Function

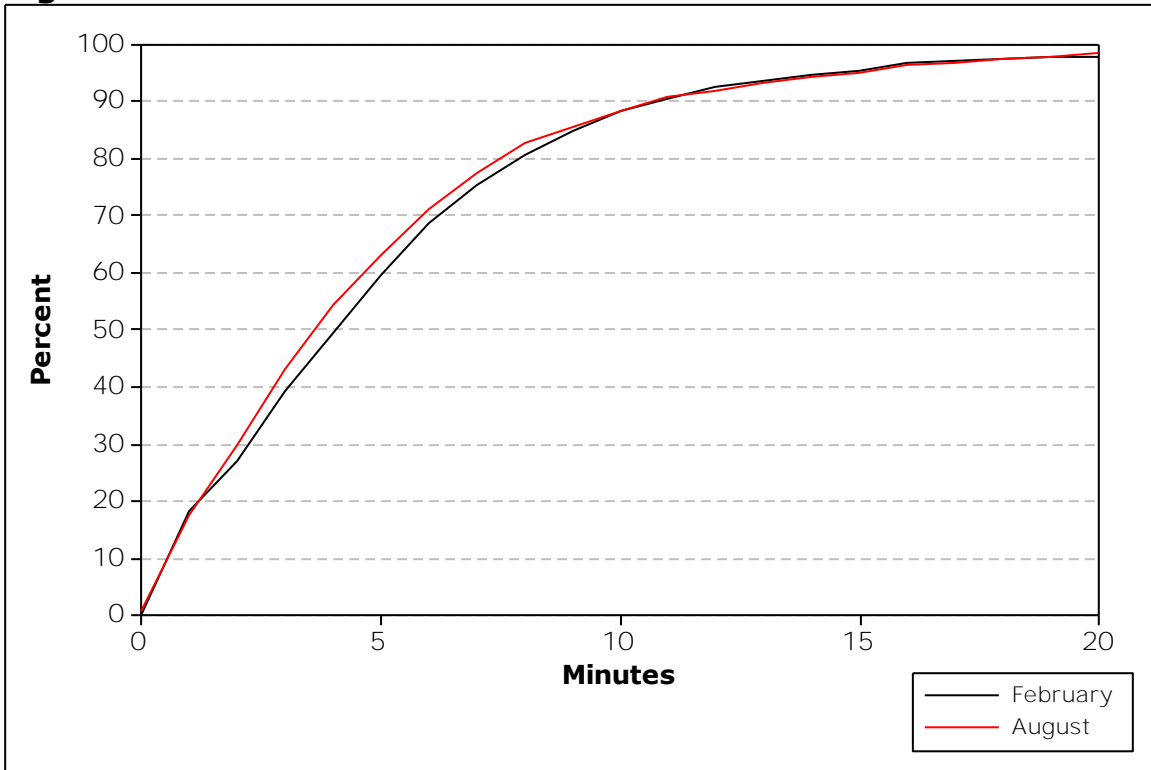


Figure 22. Response Time Cumulative Distribution Function

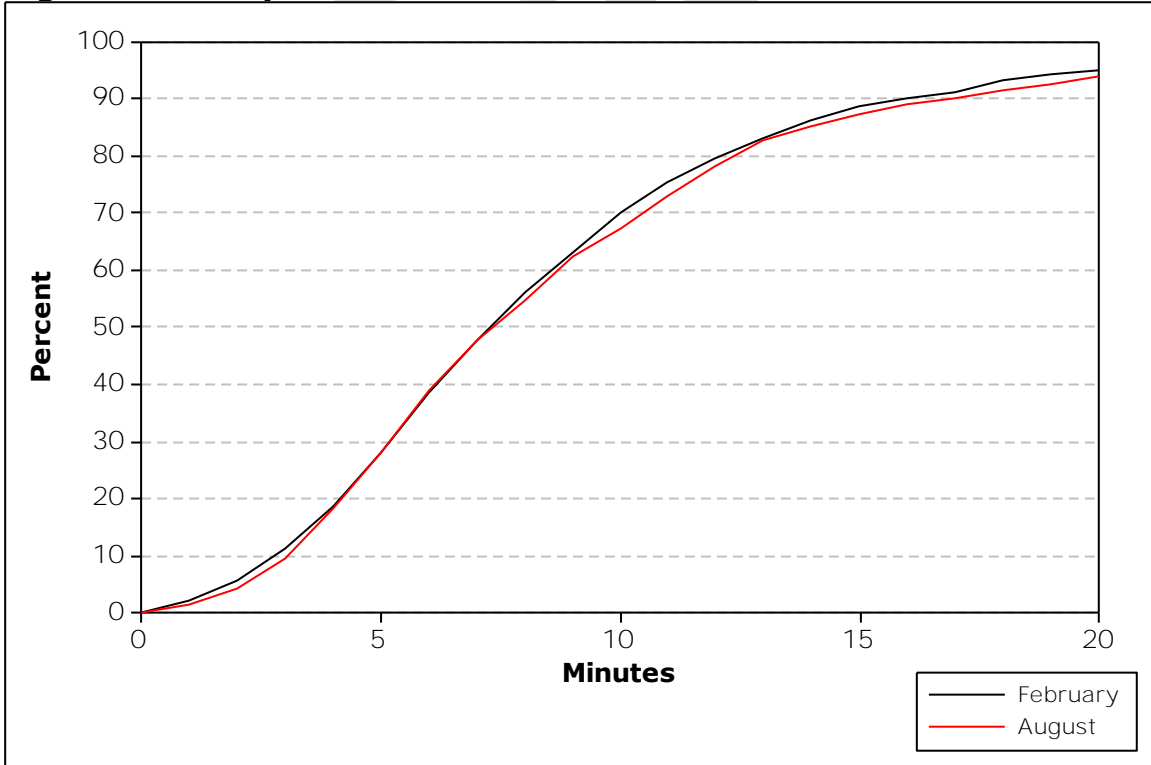


Figure 23. Average Response Times in February 2008

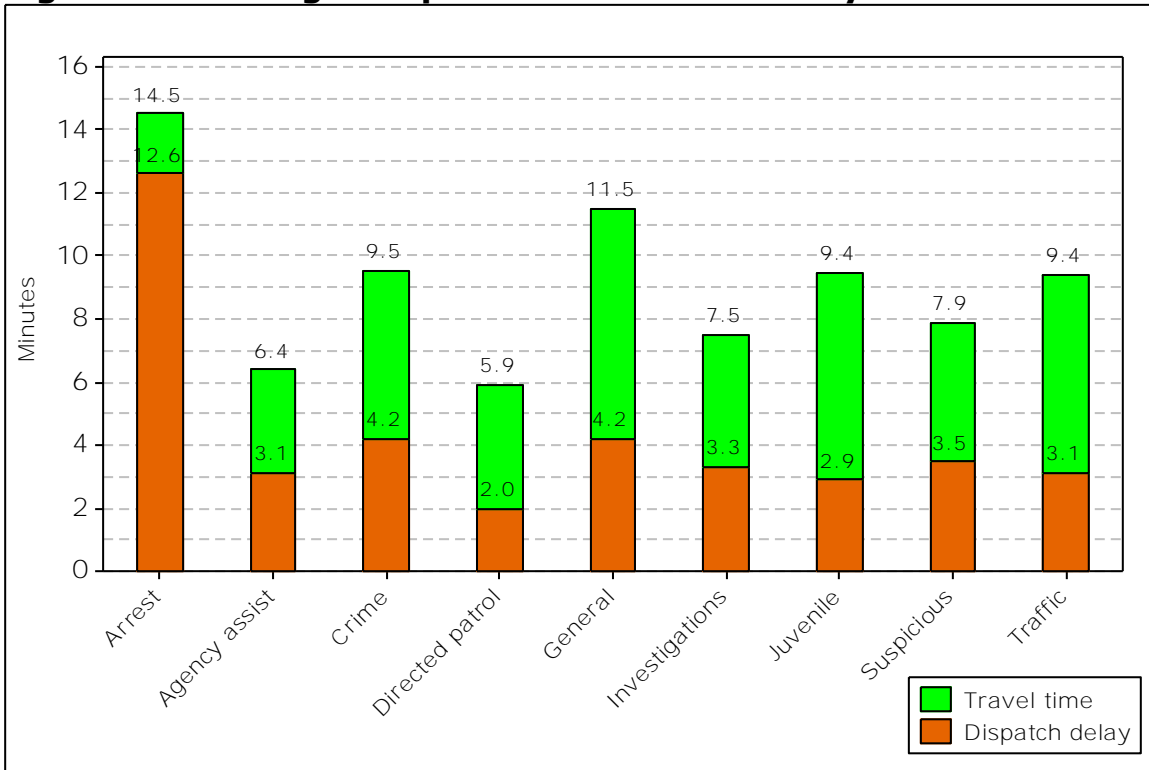


Figure 24. Average Response Times in August 2008

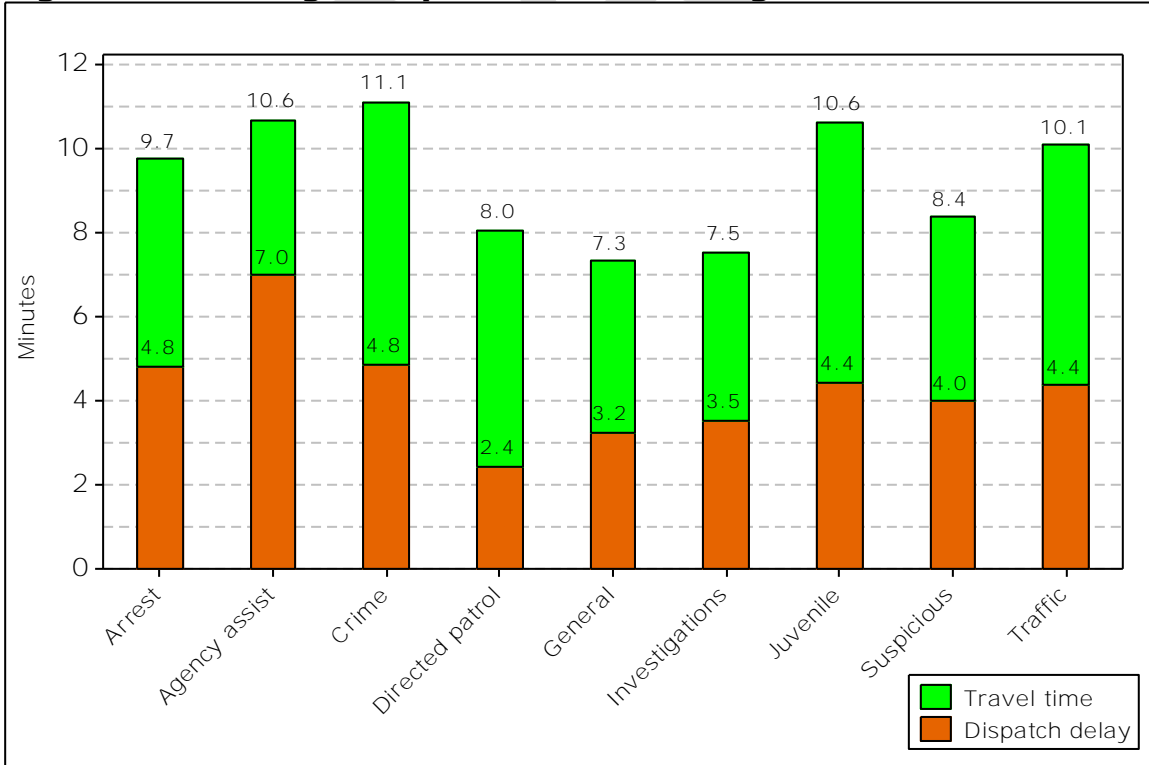


Table 11. Average Response Time Components, by Category

Category	February 2008			August 2008		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Arrest	12.6	1.9	14.6	4.8	4.9	9.7
Agency assist	3.1	3.3	6.4	6.9	3.7	10.6
Crime	4.2	5.3	9.5	4.9	6.2	11.1
Directed patrol	2.0	4.0	5.9	2.4	5.6	8.1
General	4.2	7.3	11.5	3.1	4.1	7.3
Investigations	3.3	4.2	7.5	3.6	4.0	7.5
Juvenile	2.9	6.6	9.4	4.4	6.2	10.6
Suspicious	3.5	4.4	7.9	3.9	4.4	8.4
Traffic	3.1	6.3	9.4	4.4	5.7	10.1
Total	3.6	5.1	8.7	4.2	5.0	9.2

Table 12. 90th Percentiles for Components, by Category

Category	February 2008			August 2008		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Arrest	46.0	5.8	47.1	9.5	7.6	13.9
Agency assist	4.3	5.6	8.1	30.7	11.3	38.8
Crime	6.5	10.3	15.5	7.9	12.9	19.8
Directed patrol	6.3	22.7	27.6	13.3	32.6	39.3
General	9.2	16.5	21.7	5.9	9.0	13.8
Investigations	5.6	9.1	13.8	6.0	8.8	13.1
Juvenile	6.0	13.4	19.4	6.3	10.9	14.7
Suspicious	6.1	8.4	13.8	6.7	10.6	15.6
Traffic	4.8	12.8	17.1	8.1	12.3	18.0
Total	6.0	10.8	15.9	7.2	10.6	16.8

Table 13. Number of Calls, by Category

Category	February	August
Arrest	5	7
Agency assist	3	11
Crime	189	195
Directed patrol	12	13
General	28	35
Investigations	157	168
Juvenile	7	3
Suspicious	158	170
Traffic	164	134
Total	723	736

Observations:

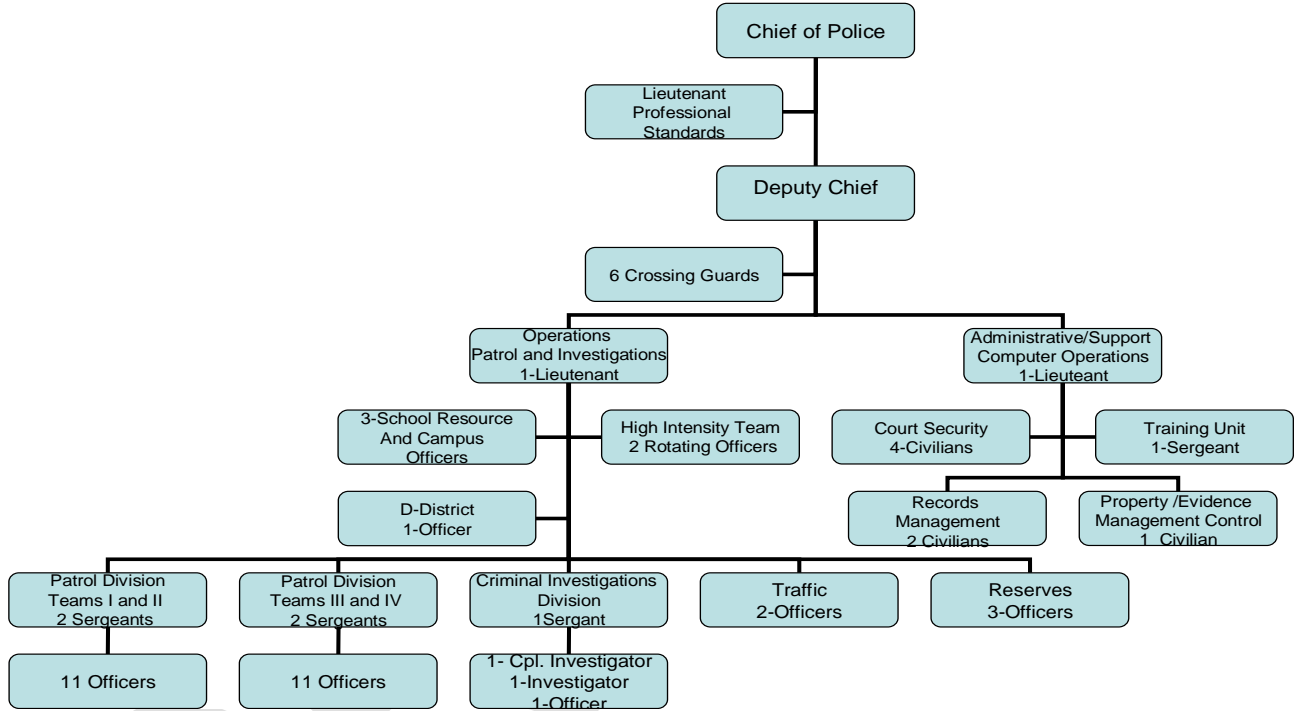
- Response times varied significantly by call category.
- In August, average response times were as short as 7.3 minutes (for general noncriminal calls) and as long as 11.1 minutes (for crimes).
- In February, average response times were as short as 5.9 minutes (for directed patrols) and as long as 11.5 minutes (for general noncriminal calls).
- Average response times for crimes were between 9 and 12 minutes for both months.
- In August, average dispatch delays varied between 2.4 minutes (for directed patrols) and 6.9 minutes (for agency assists).
- In February, average dispatch delays varied between 2 minutes (for directed patrols) and 12.6 minutes (for arrests).
- In August, 90th-percentile values for response times were as short as 13.1 minutes (for investigations) and as long as 39.3 minutes (for directed patrols).
- In February, 90th-percentile values for response times were as short as 8.1 minutes (for agency assists) and as long as 47.1 minutes (for arrests).
- Crime calls did not have a better response time or dispatch delay than the overall average.

- Time averages for some categories (arrests, agency assists, directed patrols, and juvenile calls) were calculated from small samples. These averages should be treated cautiously.

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Appendix A. Police Organizational Chart-Administration

**City of Beaufort, South Carolina
Table of Organization
Police Department**



Appendix B. Sample Alarm Ordinance

As used in this ordinance, the following terms shall have the definitions indicated:

ALARM REGISTRATION

Any person, corporation, partnership, or other entity that owns or controls a fire, burglary, or other similar alarm device within the City of _____ must register the alarm. There is no fee for registering the alarm; however, there is a \$25 penalty for failing to register the alarm.

FALSE ALARM

A false alarm is an alarm signal necessitating response by the City of _____ Police Department where an emergency situation does not exist. An alarm that has been activated by an external source that is beyond the reasonable control of the subscriber shall not be considered false. Any person, corporation, partnership, or other entity who owns or controls a fire, burglary, or other similar alarm device within the City of _____, which said device causes more than three false alarms in any given calendar year, shall be deemed in violation of the provisions of this article for the fourth alarm or any subsequent false alarms in such calendar year.

Service Charges

Section A.

Any person, corporation, partnership, or other entity that violates the provisions of this article with respect to the occurrence of a false alarm shall be subject to the following service charges:

First offense (more than three false alarms in a calendar year): A charge of \$25 shall be paid to the City of _____.

(2) Second offense (one subsequent false alarm [total of five] in the same calendar year): A charge of \$50 shall be paid to the City of _____.

(3) Third offense (second subsequent false alarm [total of six] in the City of _____): A charge of \$100 shall be paid to the City of _____.

(4) Fourth and subsequent offenses (third and additional subsequent false alarms and subsequent offenses [total of six subsequent false alarms in the same calendar year]): A charge of \$200 per subsequent offense shall be paid to the City of _____.

Section B.

In the event that service charges become due in accordance with the provisions of this code, they shall be paid to the City of _____ within 30 days of receipt of a statement thereafter or failure to pay the same when due shall constitute a violation of this article, subjecting the violator to the penalty provisions of this article with each day that the service charge remains unpaid beyond the due date, constituting a separate violation. In addition, the City may seek to recover the unpaid service charge in a civil action.

EXEMPTIONS

The provisions of this article shall not apply to alarm devices on property owned by public entities or agencies or state, local, county, or federal governments.



Appendix C. Sample Towing Ordinance With Administrative Fee

A. The following is the fee schedule for towing services:

(1) Daytime

	Light Duty	Medium Duty	Heavy Duty
First two miles or less (wrecker)	\$__	\$__	\$__
First two miles or less (flatbed)	\$__	\$__	\$__
Each additional mile or any portion thereof	\$__	\$__	\$__

Note: Per hour or fraction thereof

- (2) No towing operator will be required to tow any vehicle in excess of the towing area.
- (3) Daytime fees will be applied as follows:
 - (a) Basic tow: Daytime fees apply between 8 a.m. and 4:30 p.m., Monday through Friday, except on state holidays.
 - (b) Accident tow: Daytime fees apply between 8 a.m. and 4:30 p.m., Monday through Friday, except on state holidays.
- (4) On nights, weekends, and state holidays, there shall be a surcharge per tow of \$__ in addition to daytime rates.
- (5) There shall be an administrative fee of \$20 per motor vehicle in all police-requested tows, to be paid by the licensee. This fee shall be due and payable upon the release of the vehicle to its owner within 30 days, payable to the municipality. In the event that the vehicle is sold at public auction by the police department, the administrative fee will be due and payable at that time.

B. The following is the fee for per-day storage services:

(1) Storage charges

(a) Inside building-secured storage facility:

Type of Vehicle	Fee
Autos	\$__
Pickups/vans/SUVs	\$__
Trucks	\$__
Tractor trailers/buses	\$__

(b) Outside secured:

Storage Facility Capacity Fee

Autos	\$__
Pickup/vans/SUVs	\$__
Tractor trailers/buses	\$__

(c) Outside unsecured storage fees are not permitted. If a licensee stores any vehicle in an unsecured location, he or she will have waived his or her right to collect any fee for the towing of said vehicle.

(d) Storage charges start to accrue after the vehicle has been stored for at least one hour. Storage charges are to be calculated on a per-calendar-day basis starting on the date of the initial tow to yard.

C. Yard charges

(1) Included but not limited to car cover, photographs, administrative: \$__

(2) **Placing any vehicle on a public street adjacent to it for the vehicle's removal:** \$__

(3) Vehicle estimate requested by the owner or third-party insurance carrier (includes time with appraiser): \$__

(4) Removal of personal property from the subject vehicle:

(a) First time (up to 15 minutes): no charge

(b) All additional times: \$__

D. Cleanup charges. Cleaning up debris at an accident scene requires \$__ minimum and an additional \$__ per each 15 minutes for the cleanup. Speed-dry is additional \$__.

E. Waiting-time charges. If, once the towing operator arrives at the scene of the accident, he or she is required by the police, fire, or other emergency staff to wait more than 15 minutes to obtain the vehicle, he or she may charge \$__ per each 15 minutes after the initial 15 minutes has lapsed.

F. The licensee shall accept a minimum of two major credit cards 24 hours per day and must be able to do so both at the principal location and by drivers on the road at the time the service or tow is performed.

G. The Municipality and its Police Department shall not be liable to a licensee with respect to towing and/or service rendered to any owner pursuant to the licensee or otherwise. The licensee shall look to the registered owner and/or operator of such vehicle for payment of towing and/or storage service charges or any other compensation. If the vehicle is unclaimed by the registered owner and/or operator and the finance company and/or lien holder

claims the right to retrieve said vehicle, then the licensee may seek compensation for the towing of the vehicle and its storage from the date the finance company and/or lien holder reasonably has notice of the location of the subject vehicle.

- H. If a vehicle is towed by a licensee to premises controlled by the Police Department for the purpose of utilizing the vehicle or its contents as evidence, or in an ongoing criminal investigation, such vehicle shall not be released from Police Department custody, except to the licensee, unless the owner of the vehicle furnishes the Police Department with a receipt that all applicable fees for towing and/or service have been paid in full. For any tows required by this section, the municipality shall be charged \$1 per tow. If a vehicle is released by the police to any party other than the licensee without proper receipt, the municipality shall be responsible for all charges but may pursue its remedy against the owner or other persons responsible.
- I. Municipality motor vehicles shall also be towed at the rate of \$__ per tow.

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Appendix D. Sample Fire Ordinance for Motor Vehicle Accidents and Residential and Commercial Establishment Fires

AN ORDINANCE ESTABLISHING AND IMPLEMENTING A PROGRAM TO CHARGE USER FEES FOR THE DEPLOYMENT OF PUBLIC SAFETY SERVICES RENDERED BY THE CITY OF _____ FOR MOTOR VEHICLE ACCIDENTS AND RESIDENTIAL AND COMMERCIAL ESTABLISHMENT FIRES.

WHEREAS, Emergency Fire and Police Departments' service run activity to vehicular accidents and structure fires continues to increase each year. New Home Security regulations, such as biological training and equipment, will create increased demands on all operational areas of the Fire and Police Departments' services; and

WHEREAS, the Fire Department and Police Department have investigated different methods to maintain a high level of quality of Fire and Police emergency services throughout times of constantly increasing service demands, where maintaining an effective response by the Fire and Police Departments decreases the insurance companies costs by saving lives and minimizing vehicular damage by fire; and

WHEREAS, raising the real property tax to meet the increase in service demands would not be fair to the property owners, when a majority of the Motor Vehicular Accidents (MVA) involve individuals not owning property or paying property taxes in the jurisdiction of the Fire and Police Departments and the ability of the Fire and Police Departments to effectively respond decreases the liability of the insurance companies by saving lives and minimizing vehicular and structure damage by fire; and

WHEREAS, the City Council desires to implement a fair and equitable procedure by which to collect said fees from insurance companies and

non-taxpayers and shall establish a billing system in accordance with state and federal laws, regulations, and guidelines; therefore:

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF _____

SECTION 1. The City of _____ Fire and Police Departments shall initiate user fees **for the delivery of Fire and Police Departments'** services, personnel, supplies, and equipment to the scene of motor vehicle accidents and structure fires. The rate of the user fees shall be that which the usual customary and reasonable costs are, which include any services, personnel, supplies, and equipment and may fluctuate based on the needs of the accident or fire.

SECTION 2. The user fees shall be filed to the motor vehicle, **commercial, or homeowner's insurance, representing an add-on** cost of the claim for damages of the vehicles, property, and/or injuries. The claim costs shall be filed to the insurance provider of the owner of the vehicle, owner of the property, or other responsible party.

SECTION 3. The City Manager and/or Finance Director may make rules or regulations and, from time to time, may amend, revoke, or add rules and regulations not consistent with this Section as they may deem necessary or expedient in respect to billing for these fees and/or the collection thereof.

SECTION 4. All amounts collected as a result of this Ordinance shall be placed into a fund established by the Finance Director to be used exclusively for personnel, supplies, and equipment for the Fire and Police Department.